


THE IMPACT OF HAWKISH BIASES ON GROUP DECISION-MAKING PROCESSES

El impacto de los sesgos agresivos en los procesos de toma de decisiones grupales


Huda Yousif Khattab

Al-Rafidain University College. Baghdad, Iraq.
huda.khattab@ruc.edu.iq

 <https://orcid.org/0000-0003-4620-2049>


Shaker Jameel Sacht

Al-Mamoon University College. Baghdad, Iraq.
shaker.j.sacht@almamoonuc.edu.iq

 <https://orcid.org/0009-0009-4343-5454>


Anas Akram Mohammed Subhi Abbas

Al-Turath University College. Baghdad, Iraq.
anas.akram@turath.edu.iq

 <https://orcid.org/0009-0008-0444-4238>

Morklyanyk Bohdan

National Qualifications Agency. Kyiv, Ukraine.
bmorklyanyk@naqa.gov.ua

 <https://orcid.org/0009-0000-6564-6804>

Este trabajo está depositado en Zenodo:

DOI: <https://doi.org/10.5281/zenodo.14291730>

ABSTRACT

The presence of hawkish biases, defined by a strong inclination towards confrontational and forceful techniques, significantly impacts the complexities of collective decision-making. The main objective of this study is to thoroughly analyze the influence of Hawkish biases on the mechanisms of collective decision-making. This research aims to determine the precise processes by which these biases influence group dynamics and eventually impact decision results. The technique involves a comprehensive analysis of existing literature, including empirical studies and theoretical frameworks, to examine Hawkish biases in collective decision-making. The findings suggest that adopting an aggressive approach often leads to unfavorable decision outcomes, including overreliance on inaccurate or insufficient information, preference for aggressive methods, and increased likelihood of internal discord and division within organizations. Furthermore, the research highlights several crucial aspects contributing to the durability of Hawkish biases throughout the decision-making process.

Keywords: Hawkish biases, group decision-making, groupthink, foreign policy.

RESUMEN

La presencia de sesgos agresivos, definidos por una fuerte inclinación hacia técnicas de confrontación y contundencia, impacta significativamente las complejidades de la toma de decisiones colectiva. El objetivo principal de este estudio es analizar en profundidad la influencia de los sesgos agresivos en los mecanismos de la toma de decisiones colectiva. Esta investigación tiene como objetivo determinar los procesos precisos por los cuales estos sesgos influyen en la dinámica grupal y eventualmente impactan en los resultados de las decisiones. La técnica implica un análisis exhaustivo de la literatura existente, incluidos estudios empíricos y marcos teóricos, para examinar los sesgos agresivos en la toma de decisiones colectiva. Los hallazgos sugieren que la adopción de un enfoque agresivo a menudo conduce a resultados de decisión desfavorables, incluida la dependencia excesiva de información inexacta o insuficiente, la preferencia por métodos agresivos y una mayor probabilidad de discordia interna y división dentro de las organizaciones. Además, la investigación destaca varios aspectos cruciales que contribuyen a la durabilidad de los sesgos agresivos a lo largo del proceso de toma de decisiones.

Palabras claves: Sesgos agresivos, toma de decisiones en grupo, pensamiento de grupo, política exterior.

INTRODUCTION

Collective choices that affect the organization's goals and aims are made via group decision-making procedures, in which participants meet to discuss and vote on options. However, some variables, including personal biases, might affect these decision-making processes. Hawkish prejudice is one bias that may have a significant influence on collective decision-making [1].

Hawkish bias is a cognitive bias in which people favor aggressive or confrontational activities over diplomatic or peaceful ones. This bias may show itself in several different ways whenever a group is making a decision together. Members of the group with hawkish inclinations, for instance, may push for more aggressive strategies or be less open to ideas that avoid conflict [2].

Hawkish inclinations may significantly affect collective decision-making, particularly in circumstances that call for compromise and collaboration. For instance, in a commercial context, a group affected by hawkish biases may be more prone to adopt aggressive methods that might impair relationships with stakeholders or partners. Hawkish attitudes in politics may cause disagreements to escalate, which can have far-reaching effects [3].

The influence of hawkish biases on collective decision-making processes has been the subject of a recent study. According to one research, hawks are more likely to support military interventions and less likely to back diplomatic ones. According to another piece of research, conflict tends to worsen in organizations with more hawkish individuals.

Hawkish biases may affect a group's overall performance, success, and decision-making. For instance,

a group impacted by hawkish prejudices may need help reaching an agreement and accomplishing their objectives, which would diminish production and satisfaction [4].

Hawkish biases may harm collective decision-making, but there are ways to lessen their impact. One strategy is raising awareness of these biases and how they could affect decision-making. Group members may mitigate the consequences of hawkish biases by actively evaluating other viewpoints and approaches.

Increasing group diversity is another strategy. The group may benefit from a greater diversity of ideas and opinions by bringing together people with various backgrounds, experiences, and perspectives. Encouraging more open and collaborative decision-making may assist in mitigating the consequences of hawkish biases [5].

Research has demonstrated that hawkish biases may significantly affect the outcomes of collective decisions. For instance, a University of California researcher discovered that organizations with more hawkish inclinations are more prone to escalate confrontations and make more aggressive judgments. According to another research conducted by the Harvard Kennedy School, hawkish biases might cause people only to consider military options when trying to resolve disputes [6].

Moreover, research in the Journal of Conflict Resolution discovered that hawkish biases might lead to overestimating the chance of success in military operations, which can have expensive and fatal implications. The research authors examined the events leading up to the Iraq War and concluded that hawkish biases had a significant impact on the decision to go to war [7].

These data show how crucial it is to understand how hawkish biases

affect collective decision-making. Individuals and groups may take measures to reduce these biases and encourage more productive and peaceful decision-making by acknowledging the potential for biases to result in aggressive and expensive actions.

Hawkish biases may substantially affect collective decision-making processes, causing members to take more aggressive or confrontational stances that are detrimental to the group's success and relationships. Nevertheless, some actions may be done to lessen their impact, such as raising awareness of these prejudices and encouraging diversity within the group. Groups may improve their decision-making processes by doing this.

The Aim of the Article

This article aims to achieve precisely that by exploring the reasons of the pervasiveness of hawkish biases in collective decision-making. The paper emphasizes how these biases may substantially influence collective decision-making processes, leading to increased polarization, less information sharing, and a more limited perspective, all of which may lower the caliber of decisions. According to the article, figuring out the sources of these prejudices is vital to minimize their destructive effects.

Group norms, charismatic leaders, cognitive biases, confirmation bias, availability heuristics, and illusory superiority prejudice are only a few of the elements discussed in this article contributing to the persistence of hawkish biases. The paper reviews the studies on these subjects to shed light on the processes behind hawkish biases and offers suggestions for combating them in group decision-making. This article aims to raise awareness of the influence of hawkish biases on collective decision-making and to inspire closer scrutiny of opposing viewpoints in such deliberations.

Problem Statement

A serious problem that affects many different types of enterprises and governments is the influence of hawkish biases on collective decision-making procedures. These biases may result in poor decision outcomes, such as inadequate or erroneous information, a predisposition towards aggressive and confrontational techniques, and a higher risk of conflict and polarization. Hawkish biases may persist in collective decision-making processes, resulting in inefficient and poor conclusions, despite the possible adverse effects of these biases on decision outcomes. The issue is that there needs to be more knowledge on the causes of hawkish biases and the best ways to counteract them for better decision-making.

Understanding how hawkish prejudices are maintained in collective decision-making processes by group norms, charismatic leaders, and cognitive biases is essential. It is also important to determine best practices and solutions for reducing the influence of hawkish biases on final decisions.

Since they depend on efficient and well-informed decision-making processes to accomplish their goals, organizations, enterprises, and governments must address this issue. Organizations may make better judgments, considering a greater variety of viewpoints and concerns, by better understanding the influence of hawkish biases on collective decision-making processes and creating measures to limit their harmful effects. It, in turn, may result in better results and more efficient methods of accomplishing their goals.

Factors Contributing to the Persistence of Hawkish Biases

Several factors can contribute to the persistence of Hawkish biases in group decision-making processes. One such factor is the influence of

group norms. Groups that promote aggressive and confrontational behavior may create a norm that reinforces Hawkish biases and discourages dissenting opinions.

Another factor that can contribute to the persistence of Hawkish biases is the presence of charismatic leaders who promote a Hawkish agenda. These leaders can use their charisma and persuasive abilities to sway group decision-making processes in favor of Hawkish strategies.

Finally, cognitive biases such as confirmation bias and the availability heuristic can also contribute to the persistence of Hawkish biases in group decision-making processes. Confirmation bias refers to the tendency to seek out information that confirms pre-existing beliefs, while the availability heuristic refers to the tendency to rely on easily available information when making decisions. Both of these biases can lead decision-makers to favor Hawkish strategies, as they may perceive these strategies as being more effective or justifiable based on the information available to them.

LITERATURE REVIEW

The vast amount of academic research on decision-making biases, specifically emphasizing Hawkish biases, highlights the intricate influence these biases have on the collective decision-making processes. Nevertheless, despite the extensive study completed, notable deficiencies and unsolved issues still need more examination. The main objective of this literature review is to synthesize existing information, identify any shortcomings, and suggest potential avenues for future research.

An underexplored study issue is the need to investigate the exact processes by which Hawkish biases impact collective decision-making in many situations, including politics, international affairs, and organizations.

The research undertaken by Kertzer et al. [1] offers a fundamental understanding of the ubiquitous Hawkish prejudices inside international organizations. However, it fails to explore the prejudices that arise within small-group or corporate settings. In addition, Sapkota emphasizes the significance of emotional and psychological elements in maintaining these biases, highlighting the need to comprehend how group judgments are impacted by individual-level effects [8].

A significant drawback is the absence of comprehensive solutions to reduce the harmful effects of aggressive biases on decision results. Although Borowa et al. and other studies have proposed ways to reduce bias in specific domains, more comprehensive and flexible debiasing approaches that can be used in many decision-making contexts are needed [9].

There needs to be a more extensive study on how digital and distant communication technologies affect the development and strengthening of aggressive and warlike inclinations. Gaining a thorough comprehension of the impacts of remote work and digital decision-making platforms on group dynamics and decision-making biases is very crucial at this time.

In addition, the current body of studies often fails to consider the interplay between Hawkish biases and other cognitive biases, such as the availability heuristic and confirmation bias. This limitation hinders our comprehension of how various biases influence decision-making processes. The study conducted by Renshon and Kahneman aims to reduce this disparity while allowing for a more in-depth analysis of the combined impact of many fallacies on decision results [2].

Future investigations should emphasize advancing a more intricate understanding of the circumstances in which Hawkish prejudices arise and flourish to rectify these deficiencies. In order to do this, it is necessary to

perform empirical research that investigates group decision-making in different circumstances, such as virtual environments. The objective is to determine how different communication strategies impact bias development.

Furthermore, there is an urgent need to create and assess thorough debiasing treatments that prove effective in various decision-making situations. These treatments must address individual cognitive biases and the cultural and institutional structures sustaining Hawkish attitudes within communities.

Analyzing the interaction between hawkish biases and other cognitive biases would be very significant. According to Zheng et al., combining cognitive psychology and decision science knowledge may lead to a better understanding of how decision-making biases interact [10].

To enhance our comprehension of Hawkish biases, we may enhance our knowledge by integrating several disciplinary views, including decision-making's psychological and emotional aspects. This method would include the creation of a complete framework that considers the intricacies of biases in collective decision-making by incorporating knowledge from behavioral economics, psychology, and sociology.

Although there has been notable progress in comprehending Hawkish biases in collective decision-making, current research identifies critical deficiencies that impede the creation of efficient remedies to alleviate these biases. By addressing these constraints, future studies can significantly improve the caliber of group decision-making procedures, resulting in more knowledgeable, well-rounded, and unbiased choices. The progress of this area of research will be significantly accelerated by the exploration of new scenarios and technologies, as well as the use of multidisciplinary approaches.

UNDERSTANDING THE IMPACT OF COGNITIVE BIASES ON GROUP PROCESSES

Cognitive biases, characterized by systematic deviations from rationality or norms in judgment, substantially influence group dynamics and the decision-making process. These biases may lead to suboptimal assessments, alter group dynamics, and impact the overall effectiveness of collective outcomes. Examining cognitive biases in group contexts provides valuable insights into the challenges and opportunities for enhancing decision-making effectiveness and group productivity.

Hawkish Biases and Decision Making: The problem of significance lies in the prevalence of hawkish inclinations within group decision-making processes, which leads to the prioritization of aggressive and confrontational methods over more balanced or peaceful outcomes [1]. The existence of this innate inclination may impact collective decisions in favor of riskier or conflict-prone outcomes, emphasizing the need to recognize and mitigate these biases.

Emotional and Confirmation Biases: Emotional biases play a vital role in collective decision-making. Sapkota's research illustrates that emotional biases might lead individual investors to make skewed financial decisions [8]. Therefore, comparable consequences may arise in social contexts where emotions and personal interests might hinder rational decision-making. Confirmation bias, the cognitive bias when individuals selectively favor information that aligns with their beliefs, may significantly constrain the scope of group deliberations and decision results, leading to a narrowed evaluation of options and solutions.

The Role of Group Norms and Leadership: The presence of group norms and the influence of charismat-

ic leaders may intensify the effects of cognitive biases on a group's decision-making process. Leaders with significant biases can influence group choices that correspond with their perspectives, frequently disregarding more impartial or advantageous results [11]. This highlights the need for procedures encouraging various perspectives and rigorous assessment within groups.

Mitigating Biases through Regulatory Focus: The regulatory focus theory offers insights into how altering the group objectives from emphasizing benefits and progress to prioritizing security and safety might impact the evaluation bias in collective decision-making [3]. This action could mitigate the influence of biases by aligning the activities of a group with broader, more inclusive objectives that consider a more comprehensive range of results and perspectives.

Implications for Practice: Understanding the impact of cognitive biases on group dynamics is crucial for developing strategies to improve decision-making. To mitigate the adverse effects of biases, it is helpful to implement initiatives such as offering cognitive bias training, fostering a culture of open and honest communication, and encouraging diverse perspectives. In addition, using structured decision-making frameworks that include measures to prevent biases might enhance the fairness and effectiveness of collective decisions.

In summary, studying cognitive biases in group processes reveals a complex landscape where biases may significantly influence group dynamics and outcomes. By acknowledging and addressing these biases, groups may improve their decision-making processes, leading to more effective and fair outcomes. Future research should prioritize exploring innovative methods for mitigating the influence of cognitive biases in social contexts,

advancing our comprehension in this crucial area of investigation.

Groupthink is another cognitive bias that may influence collective decision-making. The term "groupthink" refers to what happens when group members value agreement and harmony more than individual thought and judgment. Due to a desire for group peace, group members may need to pay attention to relevant facts or consider different opinions, which may result in lousy decision results [12].

The availability heuristic may also affect how decisions are made in groups. The availability heuristic describes the propensity to base judgments on readily accessible data. When making decisions as a group, this bias might cause people to ignore essential but harder-to-find data, which can have negative consequences.

Cognitive biases may persist in collective decision-making processes for a variety of reasons. The impact of social norms is one such aspect. When many congregate with the same mindset, it becomes the standard, and those who do not conform are marginalized [13].



Figure 1. Understanding The Impact of Cognitive Biases on Group Processes

The existence of charismatic leaders who advocate a specific agenda is another element that might contribute to the persistence of cognitive biases in collective decision-making processes. These leaders may in-

fluence group decisions in favor of their prejudices by using their charm and persuasion skills.

Table 1. Cognitive Biases and Their Aggregation in Different Group Decision-Making Units

Decision-Making Unit	Type of Cognitive Bias	Aggregation of Bias
Small group	Confirmation bias	Group members tend to seek out and interpret information in ways that confirm their pre-existing beliefs, leading to a collective bias that reinforces individual biases.
	Anchoring bias	Group members may rely too heavily on the initial information presented, leading to a collective bias towards the first piece of information.
	Status quo bias	Group members may be reluctant to change existing policies or strategies, leading to a collective bias towards the status quo.
Large group	Group polarization	Group members tend to become more extreme in their beliefs and attitudes after discussion, leading to a collective bias that reinforces individual biases.
	Social influence bias	Group members may conform to the opinions or beliefs of others, leading to a collective bias towards certain viewpoints.
Organizational group	Groupthink	Group members prioritize consensus and cohesion over critical thinking and independent decision-making, leading to a collective bias towards certain viewpoints.
	Availability heuristic	Group members may rely on easily available information when making decisions, leading to a collective bias towards certain perspectives or strategies.
	Illusory superiority bias	Group members may overestimate their own abilities or the effectiveness of their strategies, leading to a collective bias that reinforces individual biases.

To mitigate the negative impact of cognitive biases on group decision-making processes, it is important to promote open communication, diverse perspectives, and critical thinking. Leaders in organizations and businesses can create an environment that encourages dissenting opinions, promotes the consideration of multiple perspectives, and supports critical thinking skills. Additionally, being aware of the potential for biases to influence decision outcomes is important in mitigating their impact on decision-making processes.

INSTITUTIONAL STRUCTURES AND TASK PROPERTIES

Cognitive biases can have different effects on group activities depending on the type of work being done and the institution in which it is being done. Numerous writers have proposed that different institutional settings and task characteristics magnify or dampen the impact of cognitive biases on collective decision-making.

According to research by Bendersky and Hays (2012), cognitive biases, including confirmation bias, were more prevalent in hierarchically organized groups. It was because people lower in the organizational

hierarchy were less inclined to disagree with those higher up, reinforcing existing biases. Cognitive biases, on the other hand, were less common in more egalitarian group structures.

Similarly, research by Brockner et al. (2006) discovered that the perceived fairness of task allocation might affect the impacts of cognitive biases on group activities. People were less prone to indulge in cognitive biases like overestimating their talents when they believed the distribution of tasks was equitable. Contrarily, people were more susceptible to cognitive biases when they thought their workload had been unfairly distributed.

Regarding task features, research by Stasser and Titus (1985) discovered that including shared knowledge might lessen the impact of cognitive biases like the false consensus effect. It is because when people share what they know, they can access more information, which helps them understand the work at hand. The influence of cognitive biases on group processes was also shown to be moderated by the difficulty of the task, according to research by Mullen and Hu (1989). Group members were more prone to cognitive biases like groupthink when the tasks were more complex.

Making decisions about foreign policy is a complicated process that incorporates many different institutional structures and task qualities. In this piece, we will look at the structures and characteristics that set foreign policy decision-making apart from other forms explored in the literature outside of political science.

Three conceptually significant institutional structures set foreign policy decision-making apart from other decision-making. The three pillars of governance are the executive, legislative, and bureaucratic branches. Foreign policy objectives and plans are usually established by the executive branch and carried out by the armed forces. On the other side, the legisla-

tive branch is in charge of overseeing and supporting foreign policy efforts. Lastly, the bureaucratic branch is accountable for carrying out foreign policy initiatives daily.

Conflicts and tensions within the decision-making processes for foreign policy might result from these institutional systems. For instance, the bureaucratic branch may execute policies that go against the wishes of the executive or legislative branches, or the executive branch may advocate for a certain foreign policy aim that the legislative branch does not accept. Inefficiency and delays in decision-making processes are possible repercussions of these conflicts.

Foreign policy decision-making requires several task features that set it apart from other sorts of decision-making in addition to these institutional frameworks. These task characteristics include the following:

- Complexity: Many political, economic, and strategic aspects must be considered while making foreign policy decisions.
- Uncertainty: Making judgments on foreign policy is also characterized by a high level of uncertainty since the results of such decisions may be hard to foresee.
- Risk: Making judgments on foreign policy is fraught with danger since the results might have far-reaching effects on national security and international relations.
- Time constraints: Making judgments on foreign policy is sometimes hampered by time constraints since they may need to be made swiftly in response to unfolding events.

These task characteristics have a variety of effects on how decisions on foreign policy are made. For instance, decision-makers may fall back on cognitive biases or heuristic shortcuts that could be better for choice outcomes due to the complexity of the job

or the difficulty in acquiring and interpreting information. Decisions made under time constraints may be hasty and may only consider some critical aspects.

The impact of cognitive biases on group activities may be moderated by factors such as institutional settings and the nature of the job. Some scholars have proposed that specific institutional structures and task features amplify or reduce cognitive biases' impact. These results have implications for developing collective decision-making procedures that are both more efficient and less susceptible to cognitive biases.

Table 2. Factors Contributing to the Persistence of Hawkish Biases

Factor	Definition
Group norms	Shared expectations or beliefs within a group
Charismatic leaders	Leaders with personal appeal or persuasive abilities
Cognitive biases	Systematic errors in thinking or judgment
Confirmation bias	Tendency to seek out or interpret information
Availability heuristic	Tendency to base judgments on readily available info
Illusory superiority bias	Tendency to overestimate one's abilities or knowledge

Group norms, charismatic leaders, and cognitive biases all play a role in maintaining hawkish prejudices. Individuals' views and attitudes regarding military or foreign affairs may be influenced by group norms, which are common expectations or beliefs. By bolstering or magnifying preexisting ideas within a community, charismatic leaders may also contribute to the persistence of hawkish biases [14].

Confirmation bias, the availability heuristic, and the illusory superiority bias are all examples of cognitive biases that may skew an individual's perception and influence their decision-making. Confirmation bias, for instance, can cause people to seek out or interpret information that confirms their preexisting beliefs. In contrast, availability heuristics can cause people to base their judgments on readily available information, fre-

quently leading to overestimating the likelihood of certain events [15].

Hawkish biases are a tendency to favor aggressive, assertive, or risky actions in decision-making processes related to international relations and national security. These biases can lead to a reinforcement of biased views and can negatively affect the quality of decision-making processes. In order to understand how to mitigate the persistence of hawkish biases, it is important to examine the factors that contribute to their persistence (Table 2).

Understanding and addressing these underlying variables is crucial for reducing the pervasiveness of hawkish biases. It may be done in many ways, including by fostering a variety of viewpoints and discouraging groupthink, having people reflect on their actions, and raising people's understanding of cognitive biases and how they affect decision-making. It will allow businesses and authorities to make judgments free from prejudice and based on the most up-to-date information available [16].

The evidence demonstrates that the illusory superiority bias might contribute to the maintenance of hawkish biases by causing people to overestimate their talents or knowledge compared to others and underestimate the complexity of military or

diplomatic matters. This bias may be reduced by promoting introspection and the pursuit of other viewpoints and knowledge before making judgments or choices.

There are several reasons why hawkish biases persist in collective decision-making. Group norms, charismatic leaders, cognitive biases, confirmation bias, the availability heuristic, and the illusory superiority bias are all aspects discovered in the literature. The development of methods to reduce the destructive impacts of hawkish biases requires an in-depth understanding of these characteristics and their influence on collective decision-making. Organizations may develop decision-making procedures that are more efficient, inclusive, and bias-free by supporting a wide range of perspectives, establishing a culture of openness and information sharing, and rewarding and rewarding critical thinking. The maintenance of hawkish biases is not a particular conclusion; instead, measures may be taken to encourage more rational and well-informed decision-making.

METHODOLOGY

This study employs a wide range of research methodologies, including interviews, questionnaires, case studies, and experiments, to investigate the influence of hawkish biases on collective decision-making processes. The impacts of these biases are further examined and conceptualized using theoretical frameworks such as the limited rationality model and groupthink model. The purpose of each element of the process is to analyze how hawkish biases continue to exist and influence decision outcomes, with the ultimate objective of thoroughly comprehending their complexities.

Case Studies

Case studies will be used as the primary approach to conduct thorough assessments of particular decision-making cases. The study con-

ducted by Kertzer, Holmes, LeVeck, and Wayne [1] reveals that during periods marked by a dominance of aggressive tendencies, like the decision-making phase leading up to the Iraq War, the role of group norms, leadership, and cognitive biases in promoting such inclinations becomes evident. The analysis will focus on the contextual elements and decision-making mechanisms that lead to the continuation of aggressive biases.

Experiments

The study will use experimental methodologies to establish the causal link between hawkish biases and decision-making results. The study will investigate the impact of biases, such as confirmation bias, on group decision-making by manipulating factors related to choice situations. Participants will get information that has the potential to either confirm or challenge their current viewpoints. The goal is to evaluate the influence of this information on their capacity to make well-founded judgments [3]

Surveys and Interviews

The viewpoints and dispositions of decision-makers in different companies will be statistically and qualitatively assessed using interviews and questionnaires. By utilizing this methodology, it will be more convenient to determine the frequency of hostile prejudices and the elements that contribute to their endurance; this will result in substantial insights into the subjective viewpoints and experiences of individuals engaged in collective decision-making [11].

Theoretical Models

The Groupthink Model will recreate scenarios where group cohesiveness and consensus override individual critical analysis and independent thinking. The simulation aims to determine the circumstances in which groupthink intensifies extreme biases, therefore impacting the overall quality of group decision-making [17].

This article analyzes how cognitive limitations and biases, such as the availability heuristic, affect decision-making that lacks flexibility using the limited rationality paradigm. This model aims to enhance comprehension of the cognitive processes that drive hawkish biases and their subsequent impact on collective decision-making [4].

This study aims to thoroughly investigate the impact of aggressive biases on group decision-making by using various approaches and theoretical frameworks. This thorough technique will help identify solutions to reduce these biases' negative impacts, improving the quality of choices in different organizational settings.

THE INFLUENCE OF HAWKISH ATTITUDES ON FINAL DECISIONS

The presence of hawkish attitudes, characterized by a pronounced preference for assertive and often belligerent decision-making methods, substantially influences the outcomes of collective decision-making. These attitudes may significantly impact the decisions and outcomes of businesses, leading them to adopt aggressive strategies that may not always align with the most advantageous results. This investigation employs many scholarly perspectives to scrutinize the influence of belligerent attitudes on the final decision-making processes.

The primary objective of this analysis is to analyze the research undertaken by Kertzer, Holmes, LeVeck, and Wayne, which provides a comprehensive assessment of how aggressive biases influence the dynamics of collective decision-making [1]. Their research highlights the propensity of groups to adopt more aggressive positions when influenced by people with aggressive tendencies, sometimes neglecting more cautious and potentially beneficial approaches.

Palmucci provides more insight into the correlation between aggressive attitudes and cognitive biases. The author examines the potential impact of cognitive biases on decision-making approaches typically used in disciplines such as human resources and change management [11]. This susceptibility underscores the need to detect and mitigate aggressive forces in order to foster creativity and effective change management.

Renshon and Kahneman examine the interdisciplinary domain of conflict decision-making, offering insights into how biases that support aggressive acts may hinder judgment and unnecessarily escalate disagreements [2]. According to their research, it is crucial to acknowledge these biases in order to develop strategies that reduce their influence. This will lead to fairer and more effective decision outcomes.

In their study, Sassenberg, Landkammer, and Jacoby examine the presence of evaluation bias in collective decision-making. They focus on how regulatory emphasis and the goals of the group vs the individual might impact perceptions and decisions that promote aggressive viewpoints [3]. The preference for aggressive methods, regardless of potential adverse outcomes, highlights the need for protocols that promote a thorough and all-encompassing approach to decision-making.

Adopting aggressive and militaristic attitudes has significant and wide-ranging consequences that extend beyond the immediate context of decision-making, strongly impacting broader outcomes inside organizations, corporations, and governments. In order to successfully address these biases, it is crucial to implement a holistic approach that promotes open and honest communication, fosters diverse perspectives, and creates an environment that values critical thought over impulsive, violent responses.



In the end, the influence of aggressive attitudes on final assessments is substantial, as they can guide companies toward confrontational and less-than-optimum outcomes. The current body of research, which incorporates significant contributions by Kertzer et al. and Palmucci, highlights the importance of recognizing and diminishing the impact of these attitudes [1], [11]. By actively striving to understand and correct aggressive biases, persons in positions of power may enhance the quality and efficiency of collective decision-making processes, leading to more favorable and beneficial outcomes.

MODULE OVERVIEW

This module is designed to provide a comprehensive understanding of the impact of hawkish biases on

group decision-making processes. It will examine the factors that contribute to the persistence of hawkish biases, their effects on decision outcomes, and strategies for mitigating their impact.

This module can be delivered through a variety of methods, including lectures, discussions, case studies, and simulations. To enhance learning outcomes, it may be beneficial to incorporate activities that allow participants to apply their knowledge of hawkish biases to real scenarios. Additionally, participants may benefit from engaging in group exercises that promote open communication, diverse perspectives, and critical thinking skills.

The choice of module type will depend on the learning objectives, the audience, and the available resources. In general, a combination of different module types can be used to maximize learning outcomes and engagement.

Table 3. Types of Modules

Module Type	Description	Advantages	Disadvantages
Lecture-based	Instructor delivers a lecture on hawkish biases and their impact on decision-making processes	Efficient use of time and resources, easy to deliver to large groups	Limited interaction and engagement with participants
Discussion-based	Participants engage in a group discussion about hawkish biases and their impact on decision-making processes	Encourages participation and collaboration, allows for diverse perspectives	Requires skilled facilitation to manage group dynamics and ensure productive discussions
Case study-based	Participants analyze and discuss real-world case studies that involve hawkish biases in decision-making processes	Provides real-world context and application, allows for deeper understanding of the issues	May require significant preparation and resources to develop relevant case studies
Simulation-based	Participants engage in decision-making simulations that involve hawkish biases	Allows for practice and application of concepts in a safe and controlled environment, promotes critical thinking and problem-solving	May require specialized software or resources, may not fully replicate real-world decision-making processes

Online	Modules delivered on-line that include a combination of instructional videos, interactive activities, and quizzes	Flexible and accessible to a wide range of participants, can be self-paced	Limited interaction and engagement with instructor and other participants, requires access to technology and internet
--------	---	--	---

Group-level diversity refers to the range of differences that exist among individuals within a group, such as differences in age, gender, race, ethnicity, religion, sexual orientation, and educational background. Group-level diversity is important to consider in the context of group decision-making processes because it can affect the way that groups approach decision-making, as well as the quality and effectiveness of their decisions [17].

Research has shown that group-level diversity can have both positive and negative effects on decision-making processes. On the one hand, diversity can increase the range of perspectives and information available to the group, leading to more creative and innovative decision outcomes. This is known as the diversity dividend. On the other hand, diversity can also lead to communication barriers and conflicts, which can impede the decision-making process and lead to suboptimal outcomes. This is known as the diversity dilemma [18].

To address the challenges posed by group-level diversity, it is important for groups to develop strategies that maximize the benefits of diversity while minimizing its potential drawbacks. One approach is to promote open communication and encourage the expression of diverse perspectives. This can help to build trust and foster a sense of inclusion among group members, which can in turn promote more effective decision-making. Another approach is to build in processes that facilitate the sharing of information and the consideration of diverse perspectives, such as rotating the role of the decision maker or assigning a “devil’s advocate” to challenge group assumptions [19].

Here are some examples of how hawkish biases can have negative consequences in group decision-making:

In a business meeting, one group member may strongly advocate for a particular approach to a problem, and become dismissive or hostile towards other group members who suggest alternative options. This can create a confrontational and unproductive dynamic within the group, and ultimately result in a suboptimal decision being made.

In a political debate, candidates may prioritize their own agendas and attack their opponents rather than engaging in productive dialogue or considering alternative perspectives. This can create a hostile and divisive environment, and ultimately result in a breakdown in communication and trust [20].

In a military context, leaders may prioritize aggressive or confrontational approaches to a conflict over diplomatic or peace-building measures. This can escalate tensions and increase the risk of conflict, and ultimately result in negative outcomes for all parties involved [7].

In an article, group members may become overly invested in their own hypotheses or ideas, and dismiss or overlook alternative theories or perspectives. This can result in a narrow and incomplete understanding of the problem being studied, and ultimately compromise the quality of the research outcomes.

These examples illustrate how hawkish biases can create a range of negative consequences in group decision-making processes, including breakdowns in communication, a lack

of consideration of alternative options, and a lack of trust and cohesion within the group.

RESULTS

Research has suggested that diversity in group composition can have a mitigating effect on susceptibility to hawkish biases in group decision-making processes. This is because diverse groups are more likely to consider a broader range of perspectives and options, and less likely to be affected by groupthink or conformity pressures.

However, it is important to note that diversity alone is not enough to mitigate hawkish biases. In order for diversity to be effective, it must be combined with a supportive and inclusive group culture that values and respects diverse perspectives. This means creating an environment where all group members feel comfortable sharing their opinions and ideas, and where differences are seen as a source of strength rather than a weakness.

Research suggests that diversity in group composition can have a mitigating effect on susceptibility to hawkish biases in group decision-making processes. By promoting cognitive flexibility, creativity, and critical evaluation of ideas, diverse groups are better equipped to consider a broader range of perspectives and arrive at well-informed decisions. However, diversity alone is not enough to overcome biases, and must be combined with a supportive and inclusive group culture to be effective.

To capture diversity in a more multidimensional way, the study calculated the group-level variance of a given trait in each group. This was done for four types of traits, and diversity scores were averaged across these four types of traits to produce measures of four different types of diversity. This approach allowed the study to capture diversity in a more nuanced and comprehensive way, rather than flattening diversity onto a single di-

mension.

The four different types of diversity that were measured in the study were based on different dimensions:

Demographic diversity: This type of diversity measured differences in characteristics such as age, gender, race, and ethnicity.

Dispositional diversity: This type of diversity measured differences in individual personalities, attitudes, and values.

Experiential diversity: This type of diversity measured differences in individual experiences and backgrounds, such as education, work history, and cultural experiences.

Political diversity: This type of diversity measured differences in individual political beliefs, ideologies, and affiliations as figured below (Figure 1.).

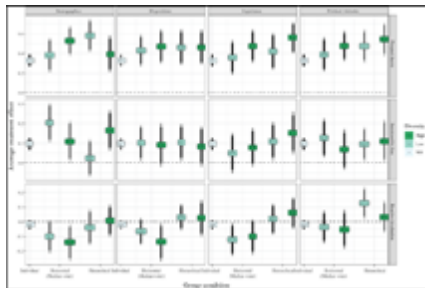


Figure 3. Comparing types of diversity

While all three biases (Figure 2) can impact decision-making processes, they differ in their specific effects and mechanisms. Prospect theory is primarily concerned with the way individuals make decisions under uncertainty, while intentionality bias is focused on how individuals attribute intentionality to the actions of others. Reactive devaluation, on the other hand, is concerned with how individuals devalue proposals or ideas based on the group identity of the proposer.

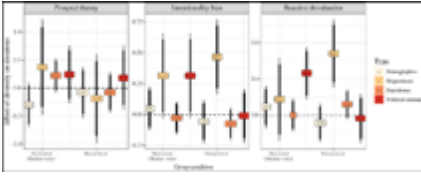


Figure 4. Diversity's Impact on Dissensus

Prospect theory: Developed by psychologists Daniel Kahneman and Amos Tversky, prospect theory is a behavioral economics theory that describes how people make decisions under risk and uncertainty. According to this theory, individuals tend to be risk-averse when it comes to gains, meaning they prefer a sure gain over a risky gain. However, when it comes to losses, individuals tend to be risk-seeking, meaning they prefer a risky loss over a sure loss. This bias can impact decision-making by leading individuals to make choices that are not rational from a strictly financial or utilitarian perspective.

Intentionality bias is a cognitive bias in which individuals attribute greater intentionality to the actions of others than is actually present. This can lead to misunderstandings and conflicts in interpersonal interactions, as individuals may interpret the actions of others as malicious or intentional when they are in fact accidental or unintentional.

Reactive devaluation: Reactive devaluation is a bias in which individuals devalue proposals or offers made by an outgroup, based solely on the fact that they come from that group. This bias can impact decision-making by leading individuals to dismiss good ideas or proposals simply because they come from someone outside of their own group.

Overall, these biases are important to consider in the context of decision-making, particularly in group decision-making where the influence of

biases can be magnified. By understanding the specific effects and mechanisms of these biases, individuals and groups can develop strategies to mitigate their impact and make more informed and effective decisions.

DISCUSSION

The article comprehensively explores the complex interaction between aggressive inclinations and collective decision-making processes, focusing on the influence of belligerent attitudes on final judgments. Our research examines how confrontational and assertive strategy preferences impact group decision-making. It contributes to the broader academic discussion on cognitive biases, group dynamics, and the effects of individual preferences on collective outcomes. This conversation is enriched by actively embracing the prominent contributions of respected researchers such as Madan et al. [6], Bertoli et al. [7], Schwerter [21], Cooper and Meterko [22], and Davenport and Winet [23]. This allows us to position our discoveries in the broader realm of decision-making research.

The study conducted by Madan et al. [6] on the impact of memory on the inclination to make risky decisions establishes a foundational framework for examining the outcomes of negative attitudes. Our research findings add to the continuing discourse by illustrating the impact of these attitudes on individual memories of past events and societal assessments of risk and preferences. This demonstrates how memory-influenced cognitive biases impact the results of both group and individual decision-making.

Bertoli et al. [7] examine rigid viewpoints in policy and international affairs, providing essential insights into the broader consequences of such biases. Our study examines how belligerent attitudes enter and possibly control collective decision-making processes in line with techniques found in international wars. This in-

vestigation adds to our understanding of this perspective. This example emphasizes the far-reaching effects of aggressive tendencies that go beyond internal group dynamics, affecting global peace and stability.

Schwerter [21] enhances our understanding of the social foundations of aggressive attitudes by examining social reference points and risk-taking conduct. Our study builds upon Schwerter's discoveries by illustrating how group norms and the influence of forceful people may skew collective choices in favor of conflict. This highlights the importance of the social environment in promoting the dissemination of confrontational attitudes inside decision-making groups.

Cooper and Meterko [22] shed light on the prevalence of cognitive biases in forensic science, presenting a critical perspective that corresponds with our findings on group decision-making. Expanding on their findings, our study demonstrates how rigid biases may affect group judgments similarly to the challenges faced in forensic science. This underscores the inherent need for strategies that reduce biases and enhance decision-making caliber.

Furthermore, as elucidated by Davenport and Winet [24], the concept of crucial voting corresponds with our study findings about the significant impact of people holding radical perspectives on collective decision-making. This example highlights the complexity of group dynamics and emphasizes the need to develop strategies to minimize the influence of dominant individuals on group outcomes.

By integrating viewpoints from Neal, Lienert, Denne, and Singh [25], who provide a comprehensive framework for cognitive bias in human judgment, our comparison study is expanded in its breadth. This research emphasizes the extensive prevalence of cognitive biases, such as pessimistic mindsets, across several areas

of decision-making. Our study aligns with their findings, endorsing the use of awareness-raising and mitigation strategies to improve the quality of decision-making in group settings.

The importance of error management in communal decision-making is emphasized by Tump, Wolf, Romanczuk, and Kurvers [17]. Their proposal suggests that organizations that use aggressive techniques may benefit from utilizing mistake control measures to counterbalance possible disadvantages. The precise source of possible mistakes is identified as hostile attitudes in our study, emphasizing the need to efficiently address these biases in order to enhance the quality of judgments.

Zhang, Foo, and Vassolo [26] conducted research exploring biases in entrepreneurship. They provide a unique viewpoint on how pessimistic attitudes affect decision-making inside entrepreneurial teams. In addition to the previous study, our research suggests that similar biases might lead to riskier undertakings or conflicts, highlighting the need to address negative attitudes in different decision-making situations.

Our data suggests that using the measures described by Bang and Frith [18] might successfully mitigate hawkish biases and enhance group decision results. This study aligns with their strategy, calling for enhanced communication and decision processes. This underscores the capacity of these methods to mitigate the adverse repercussions of aggressive attitudes.

Ahmad, Sabat, Trump-Steele, and King [19] stress the importance of diversity and inclusiveness in mitigating stereotypes. Our work suggests that promoting diversity in decision-making groups may reduce hawkish biases, leading to a more inclusive decision-making process that incorporates a broader range of perspectives and results in fairer outcomes.

By incorporating these diverse lines of investigation, our comparative analysis not only places our study within the broader body of research on decision-making but also underscores the vital importance of addressing pessimistic viewpoints to enhance decision-making processes in various domains. The all-encompassing character of this method highlights the subtle intricacies of decision-making research and emphasizes the significance of questioning radical ideas within this broader scholarly discussion.

CONCLUSION

Hawkish biases can have a significant impact on group decision-making processes, leading to poor decisions that reflect a bias towards aggressive and confrontational strategies. These biases can be perpetuated by group norms, charismatic leaders, and cognitive biases such as confirmation bias and the availability heuristic. To mitigate the negative impact of Hawkish biases on group decision-making processes, it is important to encourage open communication, diverse perspectives, and critical thinking, while also being aware of the potential for biases to influence decision outcomes.

To overcome these biases, it is important to promote open communication, diverse perspectives, and critical thinking, while also being aware of the potential for biases to influence decision outcomes. By doing so, organizations and businesses can make more effective and well-informed decisions.

Foreign policy decision-making is a complex and challenging process that involves a range of institutional structures and task properties. The three relevant institutional structures - executive, legislative, and bureaucratic - can create tensions and conflicts within decision-making processes. Additionally, the task properties of foreign policy decision-making, in-

cluding complexity, uncertainty, risk, and time pressure, can impact decision outcomes in significant ways.

Understanding these institutional structures and task properties is critical for leaders and decision-makers in the foreign policy domain. By being aware of the unique challenges and opportunities presented by foreign policy decision-making, leaders can make more effective and well-informed decisions that better reflect the goals and values of their country.

Cognitive biases can have a significant impact on group decision-making processes, leading to poor decision outcomes that reflect a bias towards certain ways of thinking or behavior. The aggregation of cognitive biases in different types of group decision-making units varies, with small groups being susceptible to confirmation, anchoring, and status quo biases, large groups being susceptible to group polarization and social influence biases, and organizational groups being susceptible to groupthink, availability heuristic, and illusory superiority biases. By understanding how cognitive biases aggregate in different types of group decision-making units, organizations and businesses can take steps to mitigate their impact and make more effective and well-informed decisions.

A range of methods and models can be employed to examine the impact of hawkish biases on group decision-making processes. These methods and models can help to identify the factors that contribute to the persistence of hawkish biases and their effects on decision outcomes, ultimately leading to the development of more effective strategies for mitigating their impact.

By encouraging group members to express dissenting opinions and considering a diverse range of perspectives, groups can reduce the impact of Hawkish biases and promote more informed and effective decision outcomes.

In addition, it is important to be aware of the potential for biases to influence decision outcomes and to take steps to mitigate their effects. This can include using decision-making tools that encourage critical thinking and reflection, as well as implementing processes that promote diversity and inclusion in group decision-making processes.

The findings from this literature review have important implications for leaders in organizations, businesses, and governments who rely on effective decision-making processes. By understanding the impact of Hawkish biases on group decision-making, leaders can develop strategies that promote effective and inclusive decision-making, while mitigating the negative effects of biases. Furthermore, the findings from this literature review can guide future research on group decision-making processes, highlighting the need for a more nuanced understanding of the factors that contribute to decision outcomes.

REFERENCES

[1] J. D. Kertzer, M. Holmes, B. L. LeVeck, and C. Wayne: "Hawkish Biases and Group Decision Making", *International Organization*, 76, 2022, pp. 513 - 48

[2] J. Renshon, and D. Kahneman: 'Hawkish Biases and the Interdisciplinary Study of Conflict Decision-Making', in Editor (Ed.)^(Eds.): 'Book Hawkish Biases and the Interdisciplinary Study of Conflict Decision-Making' (2017, edn.), pp.

[3] K. Sassenberg, F. Landkammer, and J. Jacoby: "The influence of regulatory focus and group vs. individual goals on the evaluation bias in the context of group decision making", *Journal of Experimental Social Psychology*, 54, 2014, pp. 153-64

[4] G. Montibeller, and D. v. Winterfeldt: 'Individual and Group Biases in Value and Uncertainty Judgments',

in Editor (Ed.)^(Eds.): 'Book Individual and Group Biases in Value and Uncertainty Judgments' (2018, edn.), pp.

[5] T. Bassetti, S. Bonini, F. Paccico, and F. Pavesi: "Play it Again! A Natural Experiment on Definitivity Avoidance", *ERN: Behavioral Economics (Topic)*, 2019

[6] C. R. Madan, E. A. Ludvig, and M. L. Spetch: "Remembering the best and worst of times: Memories for extreme outcomes bias risky decisions", *Psychonomic Bulletin & Review*, 21, 2013, pp. 629 - 36

[7] A. D. Bertoli, A. Dafoe, and R. F. Trager: "Is There a War Party? Party Change, the Left-Right Divide, and International Conflict", *Journal of Conflict Resolution*, 63, 2019, pp. 950 - 75

[8] M. P. Sapkota: "Emotional Biases and Equity Investment Decision of Individual Investors", *Journal of Business and Management Review*, 2023

[9] K. Borowa, M. Jarek, G. Myszkowska, W. Paszko, and A. Zalewski: "Debiasing architectural decision-making: a workshop-based training approach", *ArXiv*, abs/2206.14701, 2022

[10] R. Zheng, J. R. Busemeyer, and R. M. Nosofsky: "Integrating Categorization and Decision-Making", *Cognitive Science*, 47, 2023

[11] D. N. Palmucci: "Decision making in human resources standard practices and change management innovation initiatives: the common destiny of being affected by biases", *EuroMed Journal of Business*, 2023

[12] K. DiPierro, H. Lee, K. J. Pain, S. J. Durning, and J. J. Choi: "Groupthink among health professional teams in patient care: A scoping review", *Medical Teacher*, 44, 2021, pp. 309 - 18

[13] M. Germar, and A. Mojzisch: "Learning of social norms can lead to a persistent perceptual bias: A diffusion model approach", *Journal of Ex-*

perimental Social Psychology, 2019

[14] C. L. Aberson: "Indirect Effects of Threat on the Contact–Prejudice Relationship: A Meta-Analysis", *Social Psychology*, 50, 2019, pp. 105–26

[15] M. Fritsche, P. Mostert, and F. P. d. Lange: "Opposite Effects of Recent History on Perception and Decision", *Current Biology*, 27, 2017, pp. 590-95

[16] I. A. Scott, J. Soon, A. G. Elshaug, and R. Lindner: "Countering cognitive biases in minimising low value care", *Medical Journal of Australia*, 206, 2017

[17] A. N. Tump, M. Wolf, P. Romanczuk, and R. H. J. M. Kurvers: "Avoiding costly mistakes in groups: The evolution of error management in collective decision making", *PLoS Computational Biology*, 18, 2021

[18] D. Bang, and C. D. Frith: "Making better decisions in groups", *Royal Society Open Science*, 4, 2017

[19] A. S. Ahmad, I. E. Sabat, R. C. E. Trump-Steele, and E. B. King: "Evidence-Based Strategies for Improving Diversity and Inclusion in Undergraduate Research Labs", *Frontiers in Psychology*, 10, 2019

[20] B. Kesgin: "Features of foreign policy birds: Israeli prime ministers as hawks and doves", *Cooperation and Conflict*, 55, 2020, pp. 107 - 26

[21] F. Schwerter: "Social Reference Points and Risk Taking", *Management Science*, 2023

[22] G. S. Cooper, and V. Meterko: "Cognitive bias research in forensic science: A systematic review", *Forensic science international*, 297, 2019, pp. 35-46

[23] F. V. Davenport, and N. S. Diefenbaugh: "Using Machine Learning to Analyze Physical Causes of Climate Change: A Case Study of U.S. Mid-

west Extreme Precipitation", *Geophysical Research Letters*, 48, (15), 2021, pp. e2021GL093787

[24] D. Davenport, and Y. K. Winet: "Pivotal voting: The opportunity to tip group decisions skews juries and other voting outcomes", *Proceedings of the National Academy of Sciences of the United States of America*, 119, 2022

[25] T. M. S. Neal, P. Lienert, E. Denne, and J. P. Singh: "A general model of cognitive bias in human judgment and systematic review specific to forensic mental health", *Law and human behavior*, 2022

[26] S. X. Zhang, M. d. Foo, and R. S. Vassolo: "The ramifications of effectuation on biases in entrepreneurship – Evidence from a mixed-method approach", *Journal of Business Venturing Insights*, 2021