

Expert Political Judgment How Good Is It How Can We Know

Expert Political Judgment How Good Is It? How Can We Know? - New Edition Princeton University Press

"Clinical versus Statistical Prediction" is Paul Meehl's famous examination of benefits and disutilities related to the different ways of combining information to make predictions. It is a clarifying analysis as relevant today as when it first appeared. A major methodological problem for clinical psychology concerns the relation between clinical and actuarial methods of arriving at diagnoses and predicting behavior. Without prejudging the question as to whether these methods are fundamentally different, we can at least set forth the obvious distinctions between them in practical applications. The problem is to predict how a person is going to behave: What is the most accurate way to go about this task? "Clinical versus Statistical Prediction" offers a penetrating and thorough look at the pros and cons of human judgment versus actuarial integration of information as applied to the prediction problem. Widely considered the leading text on the subject, Paul Meehl's landmark analysis is reprinted here in its entirety, including his updated preface written forty-two years after the first publication of the book. This classic work is a must-have for students and practitioners interested in better understanding human behavior, for anyone wanting to make the most accurate decisions from all sorts of data, and for those interested in the ethics and intricacies of prediction. As Meehl puts it, "When one is dealing with human lives and life opportunities, it is immoral to adopt a mode of decision-making which has been demonstrated repeatedly to be either inferior in success rate or, when equal, costlier to the client or the taxpayer."

Political behavior is the result of innumerable unnoticed forces and conscious deliberation is often a rationalization of automatically triggered feelings and thoughts. Citizens are very sensitive to environmental contextual factors such as the title 'President' preceding 'Obama' in a newspaper headline, upbeat music or patriotic symbols accompanying a campaign ad, or question wording and order in a survey, all of which have their greatest influence when citizens are unaware. This book develops and tests a dual-process theory of political beliefs, attitudes and behavior, claiming that all thinking, feeling, reasoning and doing have an automatic component as well as a conscious deliberative component. The authors are especially interested in the impact of automatic feelings on political judgments and evaluations. This research is based on laboratory experiments, which allow the testing of five basic hypotheses: hot cognition, automaticity, affect transfer, affect contagion and motivated reasoning.

Is your business playing it safe—or taking the right risks? If you read nothing else on managing risk, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help your company make smart decisions and thrive, even when the future is unclear. This book will

inspire you to: Avoid the most common errors in risk management
Understand the three distinct categories of risk and tailor your risk-
management processes accordingly Embrace uncertainty as a key element
of breakthrough innovation Adopt best practices for mitigating
political threats Upgrade your organization's forecasting capabilities
to gain a competitive edge Detect and neutralize cyberattacks
originating inside your company This collection of articles includes
"Managing Risks: A New Framework," by Robert S. Kaplan and Anette
Mikes; "How to Build Risk into Your Business Model," by Karan Girotra
and Serguei Netessine; "The Six Mistakes Executives Make in Risk
Management," by Nassim N. Taleb, Daniel G. Goldstein, and Mark W.
Spitznagel; "From Superstorms to Factory Fires: Managing Unpredictable
Supply-Chain Disruptions," by David Simchi-Levi, William Schmidt, and
Yehua Wei; "Is It Real? Can We Win? Is It Worth Doing?: Managing Risk
and Reward in an Innovation Portfolio," by George S. Day;
"Superforecasting: How to Upgrade Your Company's Judgment," by Paul J.
H. Schoemaker and Philip E. Tetlock; "Managing 21st-Century Political
Risk," by Condoleezza Rice and Amy Zegart; "How to Scandal-Proof Your
Company," by Paul Healy and George Serafeim; "Beating the Odds When
You Launch a New Venture," by Clark Gilbert and Matthew Eyring; "The
Danger from Within," by David M. Upton and Sadie Creese; and "Future-
Proof Your Climate Strategy," by Joseph E. Aldy and Gianfranco
Gianfrate.

Predicting the Next President

Everything is Obvious

HBR's 10 Must Reads on Managing Risk (with bonus article "Managing
21st-Century Political Risk" by Condoleezza Rice and Amy Zegart)

Clausewitz

"what-if" Scenarios that Rewrite World History

How to Navigate Clueless Colleagues, Lunch-Stealing Bosses, and the
Rest of Your Life at Work

How Leaders Make Winning Decisions

***In this seminal work, published by the C.I.A. itself, produced
by Intelligence veteran Richards Heuer discusses three pivotal
points. First, human minds are ill-equipped ("poorly wired") to
cope effectively with both inherent and induced uncertainty.
Second, increased knowledge of our inherent biases tends to be
of little assistance to the analyst. And lastly, tools and
techniques that apply higher levels of critical thinking can
substantially improve analysis on complex problems.***

***A major new theoretical explanation of how ordinary people
decide what to favour and what to oppose politically.***

***The Model Rules of Professional Conduct provides an up-to-date
resource for information on legal ethics. Federal, state and
local courts in all jurisdictions look to the Rules for guidance
in solving lawyer malpractice cases, disciplinary actions,
disqualification issues, sanctions questions and much more. In
this volume, black-letter Rules of Professional Conduct are
followed by numbered Comments that explain each Rule's purpose***

and provide suggestions for its practical application. The Rules will help you identify proper conduct in a variety of given situations, review those instances where discretionary action is possible, and define the nature of the relationship between you and your clients, colleagues and the courts.

*What if the Persians had won at Salamis? What if Christ had not been crucified? What if the Chinese had harnessed steam power before the West? Disparaged by some as a mere parlor game, counterfactual history is seen by others as an indispensable historical tool. Taking as their point of inquiry the debate over the inevitability of the rise of the West, the eminent scholars in *Unmaking the West* argue that there is no escaping counterfactual history. Whenever we make claims of cause and effect, we commit ourselves to the assumption that if key links in the causal chain were broken, history would have unfolded otherwise. Likewise, without counterfactual history we all too easily slip into the habit of hindsight bias, forgetting, as soon as we learn what happened, how unpredictable the world looked beforehand, and closing our minds to all the ways the course might have changed. This collection is thus both an exploration of alternative scenarios to world history and an exercise in testing the strengths and weaknesses of counterfactual experiments. "If ever there was an argument for the usefulness of counterfactual history, this admirable, and admirably focused, collection has convincingly made it." –Robert Cowley, editor of the *What If?*™ series "With chapters ranging from politics to war to religion to economics and to science and technology, this is the most thematically wide-ranging collection on counterfactuality. An intelligent, cutting-edge study with important things to say." –Jonathan C. D. Clark, Department of History, University of Kansas "This volume is likely to become a standard reference in the literature on historical methodology, and could have a dramatic impact on the way future generations of historians approach disciplinary inquiry. . . . By allowing readers to share in the doubts and epiphanies that lead up to the authors' epistemological revelations, the volume allows readers to grasp the rich potential of approaching their own research from a counterfactual perspective." –Aaron Belkin, Associate Professor of Political Science, University of California, Santa Barbara Philip E. Tetlock is Mitchell Professor, Haas School of Business, University of California, Berkeley, and author of *Expert Political Judgment: How Good Is It? How Can We Know?* Richard Ned Lebow is James O. Freedman Presidential Professor of Government at Dartmouth College and author of *The Tragic Vision of Politics: Ethics, Interests and Orders*, winner of the*

Alexander L. George Award for the best book in political psychology. Geoffrey Parker is Andreas Dorpalen Professor of History at Ohio State University, a Fellow of the British Academy, and author of *The Military Revolution: Military Innovation and the Rise of the West, 1500-1800*, winner of two book prizes.

Why Expert Predictions Fail - and Why We Believe Them Anyway
Explorations in Political Psychology

A Flaw in Human Judgment

The Keys to the White House

An Essay on Tolstoy's View of History

Clinical Versus Statistical Prediction

Expert Political Judgment

Carl von Clausewitz's masterwork, *On War*, is generally considered the greatest text on military theory ever written. Clausewitz is a touchstone for the field today, and is read by scholars, students, and military personnel around the world. And yet to Clausewitz himself, far more important than achieving recognition for his scholarly and theoretical contributions was achieving glory on the field of battle-winning renown not with his pen but with his sword. Military historian Donald Stoker's perceptive biography of Carl von Clausewitz moves skillfully between Clausewitz's career as a soldier and his work as a theoretician and author, exploring the composition of *On War* and other works while also emphasizing the many military engagements in which Clausewitz fought. Though Clausewitz certainly spilled his share of ink, he also spilled blood--his as well as that of the enemy. As an officer in the Prussian army, Clausewitz fought in battles from Jena-Auerstedt to Waterloo, as well as the battle of Borodino while serving the Russians. Stoker takes readers through the heat of these battles, providing historical overview and discussing each engagement in detail. Rich context is provided by Clausewitz himself, who wrote abundant letters to his wife and friends throughout his life, and from which Stoker draws extensively. Clausewitz argues for the centrality of Clausewitz's work as a soldier, but it does not neglect his historical achievements in military theory. Stoker unpacks each of Clausewitz's significant works, considering their influences and describing the circumstances around their composition. The interplay between the biographical details of Clausewitz's life and the arguments put forth in his written works allows for a deeper understanding of these familiar

texts, and Stoker's insightful commentary adds depth to the discussion. The result is an absorbing reassessment of both the man and his legacy, and a significant contribution to the study of Clausewitz and his place in today's military and political landscape.

The masterly essay on Tolstoy's view of history, in which Sir Isaiah underlines a fundamental distinction between those people (foxes) who are fascinated by the infinite variety of things and those (hedgehogs) who relate everything to a central, all-embracing system. This little book is so entertaining, as well as acute, that the reader hardly notices that it is learned too. --Arnold Toynbee
Presents a groundbreaking investigation into the origins of morality at the core of religion and politics, offering scholarly insight into the motivations behind cultural clashes that are polarizing America.

In recent political debates there has been a significant change in the valence of the word "experts" from a superlative to a near pejorative, typically accompanied by a recitation of experts' many failures and misdeeds. In topics as varied as Brexit, climate change and vaccinations there is a palpable mistrust of experts and a tendency to dismiss their advice. Are we witnessing, therefore, the "death of expertise," or is the handwringing about an "assault on science" merely the hysterical reaction of threatened elites? In this new book, Gil Eyal argues that what needs to be explained is not a one-sided "mistrust of experts" but the two-headed pushmi-pullyu of unprecedented reliance on science and expertise, on the one hand, coupled with increased suspicion, skepticism and dismissal of scientific findings, expert opinion or even whole branches of investigation, on the other. The current mistrust of experts, Eyal argues, is best understood as one more spiral in an on-going, recursive crisis of legitimacy. The "scientization of politics," of which critics warned in the 1960s, has brought about a politicization of science, specifically of regulatory and policy science, and the two processes reinforce one another in an unstable, crisis-prone mixture. Eyal demonstrates that the strategies designed to respond to the crisis - from an increased emphasis on inclusion of laypeople and stakeholders in scientific research and regulatory decision-making to approaches seeking to generate trust by relying on objective procedures

such as randomized controlled trials (RCTs) – end up exacerbating the crisis, while undermining and contradicting one another. This timely book will be of great interest to students and scholars in the social sciences and to anyone concerned about the political uses of, and attacks on, scientific knowledge and expertise.

The Hedgehog and the Fox

Political Judgement

Future Babble

Using the Logic of Brazen Self-Interest to See and Shape the Future

The Death of Expertise

Résumé – Expert Political Judgment : How Good Is It ? How Can We Know ? de Philip E. Tetlock

How Good is It? How Can We Know?

In 2008, the collapse of the US financial system plunged the economy into the worst economic downturn since the Great Depression. In its aftermath, the financial crisis pushed to the forefront fundamental moral and institutional questions about how we govern the modern economy. What are the values that economic policy ought to prioritize? What institutions do we trust to govern complex economic dynamics? Much of popular and academic debate revolves around two competing approaches to these fundamental questions: laissez-faire defenses of self-correcting and welfare-enhancing markets on the one hand, and managerialist turns to the role of insulated, expert regulation in mitigating risks and promoting growth on the other. In *Democracy Against Domination*, K. Sabeel Rahman offers an alternative vision for how we should govern the modern economy in a democratic society. Drawing on a rich tradition of economic reform rooted in the thought and reform politics of early twentieth century progressives like John Dewey and Louis Brandeis, Rahman argues that the fundamental moral challenge of economic governance today is two-fold: first, to counteract the threats of economic domination whether in the form of corporate power or inequitable markets; and second, to do so by expanding the capacity of citizens themselves to exercise real political power in economic policymaking. This normative framework in turn suggests a very different way of understanding and addressing major economic governance issues of the post-crisis era, from the challenge of too-big-to-fail financial firms, to the dangers of regulatory capture and regulatory reform. Synthesizing a range of insights from history to political theory to public policy, *Democracy Against Domination* offers an exciting reinterpretation of progressive economic thought; a fresh normative approach to democratic theory; and an urgent hope for realizing a more equitable and democratically accountable economy through practical reforms in our policies and regulatory institutions.

Left Brain, Right Stuff takes up where other books about decision making leave off. For many routine choices, from shopping to investing, we can make good decisions simply by avoiding common errors, such as searching only for confirming information or avoiding the hindsight bias. But as Phil Rosenzweig shows, for many of the most important, more complex situations we face—in business, sports, politics, and more—a different way of thinking is required. Leaders must possess the ability to shape opinions, inspire followers, manage risk, and outmaneuver and outperform rivals. Making winning decisions calls for a combination of skills: clear analysis and calculation—left brain—as well as the willingness to push

boundaries and take bold action—right stuff. Of course leaders need to understand the dynamics of competition, to anticipate rival moves, to draw on the power of statistical analysis, and to be aware of common decision errors—all features of left brain thinking. But to achieve the unprecedented in real-world situations, much more is needed. Leaders also need the right stuff. In business, they have to devise plans and inspire followers for successful execution; in politics, they must mobilize popular support for a chosen program; in the military, commanders need to commit to a battle strategy and lead their troops; and in start-ups, entrepreneurs must manage risk when success is uncertain. In every case, success calls for action as well as analysis, and for courage as well as calculation. Always entertaining, often surprising, and immensely practical, *Left Brain, Right Stuff* draws on a wealth of examples in order to propose a new paradigm for decision making in synch with the way we have to operate in the real world. Rosenzweig's smart and perceptive analysis of research provides fresh, and often surprising, insights on topics such as confidence and overconfidence, the uses and limits of decision models, the illusion of control, expert performance and deliberate practice, competitive bidding and new venture management, and the true nature of leadership.

An award-winning journalist uses landmark research to debunk the whole expert prediction industry, and explores the psychology of our obsession with future history. In 2008, experts predicted gas would hit \$20 a gallon; it peaked at \$4.10. In 1967, they said the USSR would be the world's fastest-growing economy by 2000; by 2000, the USSR no longer existed. In 1908, it was pronounced that there would be no more wars in Europe; we all know how that turned out. Face it, experts are about as accurate as dart-throwing monkeys. And yet every day we ask them to predict the future- everything from the weather to the likelihood of a terrorist attack. *Future Babble* is the first book to examine this phenomenon, showing why our brains yearn for certainty about the future, why we are attracted to those who predict it confidently, and why it's so easy for us to ignore the trail of outrageously wrong forecasts. In this fast-paced, example-packed, sometimes darkly hilarious book, journalist Dan Gardner shows how seminal research by UC Berkeley professor Philip Tetlock proved that the more famous a pundit is, the more likely he is to be right about as often as a stopped watch. Gardner also draws on current research in cognitive psychology, political science, and behavioral economics to discover something quite reassuring: The future is always uncertain, but the end is not always near.

Since its original publication, *Expert Political Judgment* by New York Times bestselling author Philip Tetlock has established itself as a contemporary classic in the literature on evaluating expert opinion. Tetlock first discusses arguments about whether the world is too complex for people to find the tools to understand political phenomena, let alone predict the future. He evaluates predictions from experts in different fields, comparing them to predictions by well-informed laity or those based on simple extrapolation from current trends. He goes on to analyze which styles of thinking are more successful in forecasting. Classifying thinking styles using Isaiah Berlin's prototypes of the fox and the hedgehog, Tetlock contends that the fox--the thinker who knows many little things, draws from an eclectic array of traditions, and is better able to improvise in response to changing events--is more successful in predicting the future than the hedgehog, who knows one big thing, toils devotedly within one tradition, and imposes formulaic solutions on ill-defined problems. He notes a perversely inverse relationship between the best scientific indicators of good judgement and the qualities that the media most prizes in pundits--the single-minded determination required to prevail in ideological combat. Clearly written and impeccably researched, the book fills a huge void in the literature on evaluating expert opinion. It will appeal across many academic disciplines as well as to corporations seeking to develop standards for judging expert decision-making. Now with a new preface in which Tetlock

discusses the latest research in the field, the book explores what constitutes good judgment in predicting future events and looks at why experts are often wrong in their forecasts.

The Cambridge Handbook of Expertise and Expert Performance

Unmaking the West

Counterfactual Thought Experiments in World Politics

Learning In U.s. And Soviet Foreign Policy

Political Judgment

Democratization of Expertise?

A Theoretical Analysis and a Review of the Evidence

Politics is the process by which communities collectively decide to pursue certain courses of action. It is, as such, always a matter of judgment. Courses of action are chosen at least in part because they are somehow adjudged better than the alternatives, and this has given rise to a great deal of speculation about the ways in which we determine the relative merits of proposed laws and policies. What exactly is good judgment in politics? What are the characteristics of people who judge especially well? How is good judgment acquired and how can we recognize it in others? Peter Steinberger addresses such questions by considering a variety of important developments in the history of political thought - ancient, modern and contemporary - introducing readers to important and on-going debates about the idea of prudence or practical wisdom as it functions, or should function, in the realm of public affairs. It will be essential reading for students and scholars of political theory, the history of political thought, and political ethics.

"Brilliant...explains how the rhetoric of competition has invaded almost every domain of our existence." —Evgeny Morozov, author of "To Save Everything, Click Here" "In this fascinating book Davies inverts the conventional neoliberal practice of treating politics as if it were mere epiphenomenon of market theory, demonstrating that their version of economics is far better understood as the pursuit of politics by other means." —Professor Philip Mirowski, University of Notre Dame "A sparkling, original, and provocative analysis of neoliberalism. It offers a distinctive account of the diverse, sometimes contradictory, conventions and justifications that lend authority to the extension of the spirit of competitiveness to all spheres of social life...This book breaks new ground, offers new modes of critique, and points to post-neoliberal futures." —Professor Bob Jessop, University of Lancaster Since its intellectual inception in the 1930s and its political emergence in the 1970s, neo-liberalism has sought to disenchant politics by replacing it with economics. This agenda-setting text examines the efforts and failures of economic experts to make government and public life amenable to measurement, and to re-model society and state in terms of competition. In particular, it explores the practical use of economic techniques and conventions by policy-makers, politicians, regulators and judges and how these practices are being adapted to the perceived failings of the neoliberal model. By picking apart the defining contradiction that arises from the conflation of economics and politics, this book asks: to what extent can economics provide government legitimacy? Now with a new preface from the author and a foreword by Aditya Chakraborty.

In this book, some of the world's foremost 'experts on expertise' provide scientific knowledge on expertise and expert performance.

Technology and increasing levels of education have exposed people to more information than ever before. These societal gains, however, have also helped fuel a surge in narcissistic and misguided intellectual egalitarianism that has crippled informed debates on any number of issues. Today, everyone knows everything: with only a quick trip through WebMD or Wikipedia, average citizens believe themselves to be on an equal intellectual footing with doctors and diplomats. All voices, even the most ridiculous, demand to be taken with equal seriousness, and any claim to the contrary is dismissed as undemocratic

elitism. Tom Nichols' The Death of Expertise shows how this rejection of experts has occurred: the openness of the internet, the emergence of a customer satisfaction model in higher education, and the transformation of the news industry into a 24-hour entertainment machine, among other reasons. Paradoxically, the increasingly democratic dissemination of information, rather than producing an educated public, has instead created an army of ill-informed and angry citizens who denounce intellectual achievement. When ordinary citizens believe that no one knows more than anyone else, democratic institutions themselves are in danger of falling either to populism or to technocracy or, in the worst case, a combination of both. An update to the 2017 breakout hit, the paperback edition of The Death of Expertise provides a new foreword to cover the alarming exacerbation of these trends in the aftermath of Donald Trump's election. Judging from events on the ground since it first published, The Death of Expertise issues a warning about the stability and survival of modern democracy in the Information Age that is even more important today.

Reasoning and Choice

The Art and Science of Prediction

Model Rules of Professional Conduct

Why Good People are Divided by Politics and Religion

Why Common Sense is Nonsense

Why Pundits Are Hedgehogs and Foxes Know Best

The Crisis of Expertise

From the creator of the popular website Ask a Manager and New York's work-advice columnist comes a witty, practical guide to 200 difficult professional conversations—featuring all-new advice! There's a reason Alison Green has been called "the Dear Abby of the work world." Ten years as a workplace-advice columnist have taught her that people avoid awkward conversations in the office because they simply don't know what to say. Thankfully, Green does—and in this incredibly helpful book, she tackles the tough discussions you may need to have during your career. You'll learn what to say when • coworkers push their work on you—then take credit for it • you accidentally trash-talk someone in an email then hit "reply all" • you're being micromanaged—or not being managed at all • you catch a colleague in a lie • your boss seems unhappy with your work • your cubemate's loud speakerphone is making you homicidal • you got drunk at the holiday party Praise for Ask a Manager "A must-read for anyone who works . . . [Alison Green's] advice boils down to the idea that you should be professional (even when others are not) and that communicating in a straightforward manner with candor and kindness will get you far, no matter where you work."—Booklist (starred review) "The author's friendly, warm, no-nonsense writing is a pleasure to read, and her advice can be widely applied to relationships in all areas of readers' lives. Ideal for anyone new to the job market or new to management, or anyone hoping to improve their work experience."—Library Journal (starred review) "I am a huge fan of Alison Green's Ask a Manager column. This book is even better. It

teaches us how to deal with many of the most vexing big and little problems in our workplaces—and to do so with grace, confidence, and a sense of humor.”—Robert Sutton, Stanford professor and author of *The No Asshole Rule* and *The Asshole Survival Guide* “Ask a Manager is the ultimate playbook for navigating the traditional workforce in a diplomatic but firm way.”—Erin Lowry, author of *Broke Millennial: Stop Scraping By and Get Your Financial Life Together*

The second edition of this popular textbook combines coverage of public policies in different countries with the conceptual and methodological frameworks for analysing them. This new edition pays particular attention to the international contexts of ideas, interests and institutions in which decision makers operate. In addition, it considers the bilateral, multilateral and transnational aspects of policy-making in today's interconnected world. This is a core text for introductory modules on undergraduate and postgraduate public policy, public management and public administration programmes. In addition, it will be useful for those courses that take a comparative approach to specific policy areas such as welfare, health and education. With a focus on enabling students to draw their own comparisons, it is the ideal choice for lecturers across the world. New to this Edition: - New and improved chapter structure places conceptual discussion before the empirical analysis, leading to a stronger emphasis on big picture questions throughout - Increased attention to contemporary relevant policy issues such as migration, climate change and security - Quantitative and descriptive data has been systematically updated

*** Our summary is short, simple and pragmatic. It allows you to have the essential ideas of a big book in less than 30 minutes. By reading this summary, you will discover why being an expert in politics does not allow you to make more reliable forecasts than the average person. You will also learn : that the analysis of 30,000 forecasts has determined the real value of political predictions; that the forecasts of its experts have been put in competition with each other and compared to the forecasts made by algorithms; that opposing political speeches does not make democracy work; that experts remain indispensable despite their inability to make reliable forecasts; that the work, contrary to its ambition, has fed a whole populist and anti-elite current. "Expert Political Judgment" (EPJ) revolutionized Anglo-Saxon political science. For the first time, a rather arid "a priori" academic work fascinated the general public and immediately found its readers. Its author, Philip E. Tetlock, a psychologist by training and a specialist in political and organizational sciences, currently teaches at the University of Pennsylvania. EPJ has often been crudely reduced**

to the idea that experts, especially political experts, are as ignorant as others, and that their predictions are no more reliable than "darts thrown at random at a target by chimpanzees". This idea, although caricatured, is widespread, especially since it is all that the press has picked up on it. With this revolutionary book, he advocates applying to political decision-making the method that presided over the writing of the book, based on forecasting tournaments. Will EPJ be at the origin of the next democratic revolution? *Buy now the summary of this book for the modest price of a cup of coffee!

In the updated 2020 edition of this classic text, Allan J. Lichtman applies his trademark 13 keys to predicting the outcome of presidential elections to every election since 1860 and shows readers the current state of the 2020 race, dispelling much of the mystery behind electoral politics. An indispensable resource for political junkies!

**Authority, Sovereignty and the Logic of Competition
Noise**

An Essential Introduction

Logical, Methodological, and Psychological Perspectives

Democracy Against Domination

Psychology of Intelligence Analysis

An Essay on Tolstoy's View of History - Second Edition

Concise, engaging, and highly intuitive—this accessible guide equips you with an understanding of all the basic principles of forecasting Making accurate predictions about the economy has always been difficult, as F. A. Hayek noted when accepting his Nobel Prize in economics, but today forecasters have to contend with increasing complexity and unpredictable feedback loops. In this accessible and engaging guide, David Hendry, Michael Clements, and Jennifer Castle provide a concise and highly intuitive overview of the process and problems of forecasting. They explain forecasting concepts including how to evaluate forecasts, how to respond to forecast failures, and the challenges of forecasting accurately in a rapidly changing world. Topics covered include: What is a forecast? How are forecasts judged? And how can forecast failure be avoided? Concepts are illustrated using real-world examples including financial crises, the uncertainty of Brexit, and the Federal Reserve's record on forecasting. This is an ideal introduction for university students studying forecasting, practitioners new to the field and for general readers interested in how economists forecast.

Bruce Bueno de Mesquita is a master of game theory, which is a fancy label for a simple idea: People compete, and they always do what they think is in their own best interest. Bueno de Mesquita uses game theory and its insights into human behavior to predict and even engineer political,

financial, and personal events. His forecasts, which have been employed by everyone from the CIA to major business firms, have an amazing 90 percent accuracy rate, and in this dazzling and revelatory book he shares his startling methods and lets you play along in a range of high-stakes negotiations and conflicts. Revealing the origins of game theory and the advances made by John Nash, the Nobel Prize—winning scientist perhaps best known from *A Beautiful Mind*, Bueno de Mesquita details the controversial and cold-eyed system of calculation that he has since created, one that allows individuals to think strategically about what their opponents want, how much they want it, and how they might react to every move. From there, Bueno de Mesquita games such events as the North Korean disarmament talks and the Middle East peace process and recalls, among other cases, how he correctly predicted which corporate clients of the Arthur Andersen accounting firm were most likely engaged in fraudulent activity (hint: one of them started with an E). And looking as ever to the future, Bueno de Mesquita also demonstrates how game theory can provide successful strategies to combat both global warming (instead of relying on empty regulations, make nations compete in technology) and terror (figure out exactly how much U.S. aid will make Pakistan fight the Taliban). But as Bueno de Mesquita shows, game theory isn't just for saving the world. It can help you in your own life, whether you want to succeed in a lawsuit (lawyers argue too much the merits of the case and question too little the motives of their opponents), elect the CEO of your company (change the system of voting on your board to be more advantageous to your candidate), or even buy a car (start by knowing exactly what you want, call every dealer in a fifty-mile radius, and negotiate only over the phone). Savvy, provocative, and shockingly effective, *The Predictioneer's Game* will change how you understand the world and manage your future. Life's a game, and how you play is whether you win or lose.

Political scientists often ask themselves what might have been if history had unfolded differently: if Stalin had been ousted as General Party Secretary or if the United States had not dropped the bomb on Japan. Although scholars sometimes scoff at applying hypothetical reasoning to world politics, the contributors to this volume—including James Fearon, Richard Lebow, Margaret Levi, Bruce Russett, and Barry Weingast—find such counterfactual conjectures not only useful, but necessary for drawing causal inferences from historical data. Given the importance of counterfactuals, it is perhaps surprising that we lack standards for evaluating them. To fill this gap, Philip Tetlock and Aaron Belkin propose a set of criteria for distinguishing plausible from implausible counterfactual conjectures across a wide range of applications. The contributors to this volume make use of these and other criteria to evaluate counterfactuals

that emerge in diverse methodological contexts including comparative case studies, game theory, and statistical analysis. Taken together, these essays go a long way toward establishing a more nuanced and rigorous framework for assessing counterfactual arguments about world politics in particular and about the social sciences more broadly.

Résumé - Expert Political Judgment : How Good Is It ? How Can We Know ? de Philip E. Tetlock Découvrez pourquoi être un expert en politique ne permet pas de faire des prévisions plus fiables que le commun des mortels. "Expert Political Judgment" (EPJ) a révolutionné les sciences politiques anglo-saxonnes. Pour la première fois, un ouvrage universitaire "a priori" plutôt aride a passionné le grand public et a immédiatement trouvé ses lecteurs. Son auteur, Philip E. Tetlock, psychologue de formation et spécialiste en sciences politiques et en sciences de l'organisation, enseigne actuellement à l'Université de Pennsylvanie. EPJ a souvent été grossièrement réduit à l'idée que les experts, et en particulier les experts politiques, sont aussi ignorants que les autres, et que leurs prévisions ne sont pas plus fiables que "des fléchettes lancées au hasard sur une cible par des chimpanzés". Cette idée, bien que caricaturale, est largement répandue, notamment car c'est tout ce que la presse en a retenu. Par ce livre révolutionnaire, il préconise d'appliquer à la prise de décision politique la méthode qui a présidé à la rédaction de l'ouvrage, fondée sur des tournois de prévisions. EPJ sera-t-il à l'origine de la prochaine révolution démocratique ?

The Campaign against Established Knowledge and Why it Matters
Forecasting

The Limits of Neoliberalism

The Ideas Industry

Narrowing the Theory-Practice Gap

A Lifetime of Great Loves and Endeavors

The Predictioneer's Game

This collection of essays explores the interface between science and politics using the instruments of social studies of science, and provides new insights into their re-alignment under a new régime of governance that requires participation and accountability.

Originally published in 1983. One of the basic capacities of man as a political being is his faculty of judgement. Yet for all the books on concepts like freedom, equality and authority, surprisingly little attention has been given to this topic in the tradition of Western political thought. What is the nature of political judgement? What endows us, as human beings, with the ability to make reasonable judgements about human affairs and to judge the common world we share with others? By what means do we secure validity for our judgements? What are the underlying conditions of this human capacity, and what implications does it have for the understanding of politics? These questions, central as they are to any reflection on politics have rarely been addressed in a systematic way. This book examines Kant's concept of taste and Aristotle's concept of prudence, as well as recent works of political philosophy by Arendt, Gadamer and

Habermas, all crucially influenced by Kant and Aristotle.

In 2008, as the price of oil surged above \$140 a barrel, experts said it would soon hit \$200; a few months later it plunged to \$30. In 1967, they said the USSR would have one of the fastest-growing economies in the year 2000; in 2000, the USSR did not exist. In 1911, it was pronounced that there would be no more wars in Europe; we all know how that turned out. Face it, experts are about as accurate as dart-throwing monkeys. And yet every day we ask them to predict the future — everything from the weather to the likelihood of a catastrophic terrorist attack. *Future Babble* is the first book to examine this phenomenon, showing why our brains yearn for certainty about the future, why we are attracted to those who predict it confidently, and why it's so easy for us to ignore the trail of outrageously wrong forecasts. In this fast-paced, example-packed, sometimes darkly hilarious book, journalist Dan Gardner shows how seminal research by UC Berkeley professor Philip Tetlock proved that pundits who are more famous are less accurate — and the average expert is no more accurate than a flipped coin. Gardner also draws on current research in cognitive psychology, political science, and behavioral economics to discover something quite reassuring: The future is always uncertain, but the end is not always near.

From the Nobel Prize-winning author of *Thinking, Fast and Slow* and the coauthor of *Nudge*, a revolutionary exploration of why people make bad judgments and how to make better ones—"a tour de force" (*New York Times*). Imagine that two doctors in the same city give different diagnoses to identical patients—or that two judges in the same courthouse give markedly different sentences to people who have committed the same crime. Suppose that different interviewers at the same firm make different decisions about indistinguishable job applicants—or that when a company is handling customer complaints, the resolution depends on who happens to answer the phone. Now imagine that the same doctor, the same judge, the same interviewer, or the same customer service agent makes different decisions depending on whether it is morning or afternoon, or Monday rather than Wednesday. These are examples of noise: variability in judgments that should be identical. In *Noise*, Daniel Kahneman, Olivier Sibony, and Cass R. Sunstein show the detrimental effects of noise in many fields, including medicine, law, economic forecasting, forensic science, bail, child protection, strategy, performance reviews, and personnel selection. Wherever there is judgment, there is noise. Yet, most of the time, individuals and organizations alike are unaware of it. They neglect noise. With a few simple remedies, people can reduce both noise and bias, and so make far better decisions. Packed with original ideas, and offering the same kinds of research-based insights that made *Thinking, Fast and Slow* and *Nudge* groundbreaking *New York Times* bestsellers, *Noise* explains how and why humans are so susceptible to noise in judgment—and what we can do about it.

An Introduction

His Life and Work

The Righteous Mind

Comparative Public Policy

Ask a Manager

The Point of It All

Why is the Mona Lisa the most famous painting in the world? Why did Facebook succeed when other social networking sites failed? Did the surge in Iraq really lead to less violence? And does higher pay incentivize people to work harder? If you think the answers to these questions are a matter of common sense, think again. As

sociologist and network science pioneer Duncan Watts explains in this provocative book, the explanations that we give for the outcomes that we observe in life-explanations that seem obvious once we know the answer-are less useful than they seem. Watts shows how commonsense reasoning and history conspire to mislead us into thinking that we understand more about the world of human behavior than we do; and in turn, why attempts to predict, manage, or manipulate social and economic systems so often go awry. Only by understanding how and when common sense fails can we improve how we plan for the future, as well as understand the present-an argument that has important implications in politics, business, marketing, and even everyday life.

"Daniel W. Drezner's *The Ideas Industry* traces the trajectory of the public intellectual from the early 20th century to its present form of the "thought leader." It will reshape our understanding of contemporary public intellectual life in America and the West"--

"The fox knows many things, but the hedgehog knows one big thing." This ancient Greek aphorism, preserved in a fragment from the poet Archilochus, describes the central thesis of Isaiah Berlin's masterly essay on Leo Tolstoy and the philosophy of history, the subject of the epilogue to *War and Peace*. Although there have been many interpretations of the adage, Berlin uses it to mark a fundamental distinction between human beings who are fascinated by the infinite variety of things and those who relate everything to a central, all-embracing system. Applied to Tolstoy, the saying illuminates a paradox that helps explain his philosophy of history: Tolstoy was a fox, but believed in being a hedgehog. One of Berlin's most celebrated works, this extraordinary essay offers profound insights about Tolstoy, historical understanding, and human psychology. This new edition features a revised text that supplants all previous versions, English translations of the many passages in foreign languages, a new foreword in which Berlin biographer Michael Ignatieff explains the enduring appeal of Berlin's essay, and a new appendix that provides rich context, including excerpts from reviews and Berlin's letters, as well as a startling new interpretation of Archilochus's epigram.

Expert judgment is a major source of information that can provide vital input to project managers, who must ensure that projects are completed successfully, on time, and on budget. Too often, however, companies lack detailed processes for finding and consulting with experts—making it hard to match the required know-how with the project at hand. In *Expert Judgment in Project Management: Narrowing the Theory-Practice Gap*, Paul S. Szwed provides research that will help project managers become more adept at using expert judgment effectively.

Expert Judgment in Project Management

Superforecasting

Left Brain, Right Stuff

Exploring Novel Forms of Scientific Advice in Political Decision-Making

SUMMARY - Expert Political Judgment: How Good Is It How Can We Know By Philip E. Tetlock

The Rationalizing Voter

How Good Is It? How Can We Know? - New Edition

NEW YORK TIMES BESTSELLER • NAMED ONE OF THE BEST BOOKS OF THE YEAR BY THE ECONOMIST “The most important book on decision making since Daniel Kahneman's *Thinking, Fast and Slow*.”—Jason Zweig, *The Wall Street Journal* Everyone would benefit from seeing further into the future, whether buying stocks, crafting policy, launching a new product, or simply planning the week's meals. Unfortunately, people tend to be terrible forecasters. As Wharton professor Philip Tetlock showed in a landmark 2005 study, even experts' predictions are only slightly better than chance. However, an important and underreported conclusion of that study was that some experts do have real foresight, and Tetlock has spent the past decade trying to figure out why. What makes some people so good? And can this talent be taught? In *Superforecasting*, Tetlock and coauthor Dan Gardner offer a masterwork on prediction, drawing on decades of research and the results of a massive, government-funded forecasting tournament. The Good Judgment Project involves tens of thousands of ordinary people—including a Brooklyn filmmaker, a retired pipe installer, and a former ballroom dancer—who set out to forecast global events. Some of the volunteers have turned out to be astonishingly good. They've beaten other benchmarks, competitors, and prediction markets. They've even beaten the collective judgment of intelligence analysts with access to classified information. They are "superforecasters." In this groundbreaking and accessible book, Tetlock and Gardner show us how we can learn from this elite group. Weaving together stories of forecasting successes (the raid on Osama bin Laden's compound) and failures (the Bay of Pigs) and interviews with a range of high-level decision makers, from David Petraeus to Robert Rubin, they show that good forecasting doesn't require powerful computers or arcane methods. It involves gathering evidence from a variety of sources, thinking probabilistically, working in teams, keeping score, and being willing to admit error and change course. *Superforecasting* offers the first demonstrably effective way to improve our ability to predict the future—whether in business, finance, politics, international affairs, or daily life—and is destined to become a modern classic.

This book addresses an aspect of the theory and practice of foreign policy that has assumed increasing emphasis in the study of international relations. It provides a comprehensive analytical assessment of the role of learning in the development of U.S.-Soviet relations.

Created and compiled by Krauthammer before his death, this is a powerful collection of the influential columnist's most important works. Edited and includes an introduction by the columnist's son, Daniel Krauthammer, it is the most intimate and profound book yet by the legendary writer and thinker.