A Tradecraft Primer Structured Analytic Techniques For

FROM THE AUTHOR: As a result of a number of analytic projects for different intelligence agencies, a major focus of my work during the past several years has involved examining the practice of analysis within the US Intelligence Community. This study was prompted by a growing conviction-shared by others, to be sure-that improving the analytic products delivered by Intelligence Community components had to begin with a critical and thorough appraisal of the way those products are created. A conversation with a physicist friend in 2002 had triggered thoughts on several basic differences between the practice of science and intelligence analysis. Shortly thereafter, an invitation to give a seminar on intelligence analysis at Stanford University led me to prepare a briefing entitled "Intelligence and Warning: Analytic Pathologies," which focused on a diagnosis of the problems highlighted by recent intelligence failures. As Donald Stokes noted in his seminal book on science and technological innovation, Pasteur's Quadrant, "Pathologies have proved to be both a continuing source of insight into the system's normal functioning and a motive for extending

basic knowledge." The Analytic Pathologies framework yields four insights that are crucial both to accurate diagnosis and to developing effective remedies. First, the framework enables analysts to identify individual analytic impediments and determine their sources. Second, it prompts analysts to detect the systemic pathologies that result from closely-coupled networks and to find the linkages among the individual impediments. Third, it demonstrates that each of these networks, and thus each systemic pathology, usually spans multiple levels within the hierarchy of the Intelligence Community. Fourth, the framework highlights the need to treat both the systemic pathologies and the individual impediments by focusing effective remedial measures on the right target and at the appropriate level.

Learn how to use 24 structured analytic techniques to overcome mindsets, structure uncertainties, leverage your imagination, reduce the chance of surprise, and instill more rigor in your analysis. Use of the techniques in growing steadily in the intelligence, homeland security, and law enforcement communities as well as in the private sector and across the globe! The Handbook of Analytic Tools and Techniques provides a definition of each technique, advice on when to use it, a description of how each adds value to the analysis, and a step-by-step description of the specific method involved. The Handbook is organized into five

parts: * Innovative Techniques - Break the Mold!* Diagnostic Techniques - Crack the Code!* Reframing Techniques - Challenge Your Mindset!* Foresight Techniques - Anticipate the Future!* Decision Support Tools - Make a Plan! The U.S. intelligence community (IC) is a complex human enterprise whose success depends on how well the people in it perform their work. Although often aided by sophisticated technologies, these people ultimately rely on their own intellect to identify, synthesize, and communicate the information on which the nation's security depends. The IC's success depends on having trained, motivated, and thoughtful people working within organizations able to understand, value, and coordinate their capabilities. Intelligence Analysis provides up-to-date scientific guidance for the intelligence community (IC) so that it might improve individual and group judgments, communication between analysts, and analytic processes. The papers in this volume provide the detailed evidentiary base for the National Research Council's report, Intelligence Analysis for Tomorrow: Advances from the Behavioral and Social Sciences. The opening chapter focuses on the structure, missions, operations, and characteristics of the IC while the following 12 papers provide in-depth reviews of key topics in three areas: analytic methods, analysts, and organizations. Informed by the IC's unique missions and constraints, each paper documents the latest advancements of the

relevant science and is a stand-alone resource for the IC's leadership and workforce. The collection allows readers to focus on one area of interest (analytic methods, analysts, or organizations) or even one particular aspect of a category. As a collection, the volume provides a broad perspective of the issues involved in making difficult decisions, which is at the heart of intelligence analysis. No major twentieth-century power has so short a history of national intelligence agencies or activities as does the United States, and few have been as public or as tumultuous. A major debate has now opened over the future structure, size, and role of U.S. intelligence in the aftermath of the cold war. This unique and fully updated book is a history of the U.S. intelligence community--as well as a detailed description of the organization and function of the major components of the community as they existed at the beginning of 1992. "A welcome and timely update of one of the most concise and objective guides to the history and structure of U.S. intelligence." Representative Dave McCurdy, Chairman, Permanent Select Committee on Intelligence, U.S. House of Representatives In their Second Edition of Cases in Intelligence Analysis: Structured Analytic Techniques in Action, accomplished instructors and intelligence practitioners Sarah Miller Beebe and Randolph H. Pherson offer robust, class-tested cases studies of events in foreign intelligence, counterintelligence, terrorism, homeland

security, law enforcement, and decision-making support. Designed to give analysts-in-training an opportunity to apply structured analytic techniques and tackle real-life problems, each turnkey case delivers a captivating narrative, discussion questions, recommended readings, and a series of engaging analytic exercises.

LONGLISTED FOR THE ORWELL PRIZE FOR POLITICAL WRITING 2021 'One of the best books ever written about intelligence analysis and its long-term lessons' Christopher Andrew, author of The Defence of the Realm: The Authorized History of MI5 'An invaluable guide to avoiding self-deception and fake news' Melanie Phillips, The Times From the former director of GCHQ, Professor Sir David Omand, learn the methodology used by British intelligence agencies to reach judgements, establish the right level of confidence and act decisively. Full of revealing examples from a storied career, including key briefings with Prime Ministers and strategies used in conflicts from the Cold War to the present, in How Spies Think Professor Omand arms us with the tools to sort fact from fiction, and shows us how to use real intelligence every day. Using the analytic techniques contained in this primer will assist analysts in dealing with the perennial problems of intelligence: the complexity of international developments, incomplete and ambiguous information, and the inherent

limitations of the human mind. Understanding the intentions and capabilities of adversaries and other foreign actors is challenging, especially when either or both are concealed. Moreover, transnational threats today pose even greater complexity, in that they involve multiple actors-including nonstate entities-that can adapt and transform themselves faster than those who seek to monitor and contain them. Finally, globalization has increased the diversity of outcomes when complex, interactive systems such as financial flows, regional economies or the international system as a whole are in flux.The first hurdle for analysts is identifying the relevant and diagnostic information from the increasing volume of ambiguous and contradictory data that is acquired through open source and clandestine means. Analysts must also pierce the shroud of secrecy-and sometimes deception-that state and nonstate actors use to mislead. A systematic approach that considers a range of alternative explanations and outcomes offers one way to ensure that analysts do not dismiss potentially relevant hypotheses and supporting information resulting in missed opportunities to warn.Cognitive and perceptual biases in human perception and judgment are another important reason for analysts to consider alternatives. As Richards Heuer and others have argued, all individuals assimilate and evaluate information through the medium of "mental models" (sometimes also called "frames" or "mind-sets"). These are

experience-based constructs of assumptions and expectations both about the world in general and more specific domains. These constructs strongly influence what information analysts will accept-that is, data that are in accordance with analysts' unconscious mental models are more likely to be perceived and remembered than information that is at odds with them. Mental models are critical to allowing individuals to process what otherwise would be an incomprehensible volume of information. Yet, they can cause analysts to overlook, reject, or forget important incoming or missing information that is not in accord with their assumptions and expectations. Seasoned analysts may be more susceptible to these mind-set problems as a result of their expertise and past success in using time-tested mental models. The key risks of mind-sets are that: analysts perceive what they expect to perceive; once formed, they are resistant to change; new information is assimilated, sometimes erroneously, into existing mental models; and conflicting information is often dismissed or ignored. This book addresses how to conduct policy analysis in the field of national security, including foreign policy and defense strategy. It is a philosophical and conceptual book for helping people think deeply, clearly, and insightfully about complex policy issues. This books reflects the viewpoint that the best policies normally come from efforts to synthesize competing camps by drawing upon the

best of each of them and by combining them to forge a sensible whole. While this book is written to be reader-friendly, it aspires to in-depth scholarship.

Contents: (1) How Do People Reason?; (2) What is Critical Thinking?; (3) What Can Be Learned from the Past?: Thinking Critically about Cuba: Deploying the Missiles; Assessing the Implications; Between Dogmatism and Refutation; Lacking: Disconfirmation; The Roles of Critical Thinking in the Cuban Crisis; Winners and Losers: The Crisis in Context; Ten Years Later, They Meet Again; Judgment; (4) How Can Intelligence Analysts Employ Critical Thinking?; (5) How Can Intelligence Analysts be Taught to Think Critically?; (6) How Does Critical Thinking Transform?; (7) What Other Points of View Exist?; (8) What Does the Future Hold?; (9) NSA¿s Critical Thinking and Structured Analysis Class Syllabus. Charts and tables.

This primer highlights structured analytic techniques-some widely used in the private sector and academia, some unique to the intelligence profession. It is not a comprehensive overview of how intelligence officers conduct analysis. Rather, the primer highlights how structured analytic techniques can help one challenge judgments, identify mental mindsets, stimulate creativity, and manage uncertainty. In short, incorporating regular use of techniques such as these can enable one to structure thinking for wrestling with difficult questions.

Written for trainers and analysts in British policing and security services, this book takes a practical look at intelligence analysis by synthesising the key issues and providing

context. With case studies and scenario-based exercises, the author presents practical recommendations for training and analysis.

If you are responsible for the management of an intelligence enterprise operation and its timely and accurate delivery of reliable intelligence to key decision-makers, this book is must reading. It is the first easy-to-understand, system-level book that specifically applies knowledge management principles, practices and technologies to the intelligence domain. The book describes the essential principles of intelligence, from collection, processing and analysis, to dissemination for both national intelligence and business applications.

Ten Strategies of a World-Class Cyber Security Operations Center conveys MITRE's accumulated expertise on enterprise-grade computer network defense. It covers ten key qualities of leading Cyber Security Operations Centers (CSOCs), ranging from their structure and organization, to processes that best enable smooth operations, to approaches that extract maximum value from key CSOC technology investments. This book offers perspective and context for key decision points in structuring a CSOC, such as what capabilities to offer, how to architect large-scale data collection and analysis, and how to prepare the CSOC team for agile, threat-based response. If you manage, work in, or are standing up a CSOC, this book is for you. It is also available on MITRE's website, www.mitre.org.

Tradecraft Primer: A Framework for Aspiring Interrogators is a timely and relevant

reference manual for a new generation of professionals as we enter a new era in our nation's interrogation programs. A must-read for anyone thinking of entering the interrogation profession, whether in law enforcement, the military, or intelligence, it provides fresh insights from the latest empirical-based studies that will enhance your results and contribute to best practices. It challenges past beliefs and legacy interrogation practices of previous generations by capturing novel approaches that no longer rely on physical and psychological coercion, unethical or questionable ruses, or abusive mistreatment. Importantly, this primer also opens the door to valuable lessons from contemporary experts in human motivation and more effective social influence methodologies and tactics while you learn of the art and science behind rapport-building, effective communication constructs, and the influence of interpersonal and intrapersonal dynamics for use inside the interrogation room. In addition, it captures the "interrogation cycle" as a handy reference graphic. By reading this primer, you will learn how to reduce incidences of false confessions, mitigate eyewitness misidentification, and gain simple contemporary insights to outsmart liars and discern truth-tellers from deceivers. As an advocate for a sea change in the way our nation's interrogation programs are run and managed, this primer encourages a team approach to interrogations and emphasizes active engagement and oversight by supervisors in efforts to corroborate interrogation outcomes. It also asserts the need for the adoption of a common code of ethics shared among all practitioners—an ethical code created in

deference to our nation's Constitution, statutes, international treaties, and the policies of our nation's leaders. One that encompasses the pledge and built on two underlying principles: Do no harm and respect human rights.

A Tradecraft Primer: Structured Analytic Techniques for Improving Intelligence AnalysisLulu.comA Tradecraft Primer: Structured Analytic Techniques for Improving Intelligence AnalysisCreateSpace

In this Second Edition of Structured Analytic Techniques for Intelligence Analysis, authors Richards J. Heuer Jr. and Randolph H. Pherson showcase fifty-five structured analytic techniques—five new to this edition—that represent the most current best practices in intelligence, law enforcement, homeland security, and business analysis. Includes • Introduction to Decision Making • Scenario Planning and Prediction Markets • Group Mechanics • Heuristics and Programmed Decisions • Probability and Base Rate Neglect Decision Making Essentials You Always Wanted to Know prepares new managers and leaders to make those tough decisions they face by providing them with a tool box of decision analysis techniques to help them understand and analyze the decisions they make. The chapters describe key techniques of decision analysis, including: • Cognitive biases and Prospect Theory • Heuristics • Probability and Expected Value • Bayes Theorem • Multi-attribute decision making, including the SMART, Elimination by Aspects, and Even Swaps methods • Game Theory • Prediction Markets • Brainstorming and Groupthink • Black Swan Events. Each chapter

provides clear examples of the decision making tools and includes practice examples to help train the reader in using these critical tools. About the Series Decision Making Essentials You Always Wanted to Know is part of the Self-Learning Management Series that helps working professionals moving into management roles. This Self Learning Management Series intends to give a jump start to working professionals, whose job roles demand to have the knowledge imparted in a B-school but haven't got a chance to visit one. This series is designed to address every aspect of business from HR to Finance to Marketing to Operations, be it any industry. Each book includes basic fundamentals, important concepts, standard and well-known principles as well as practical ways of application of the subject matter. The distinctiveness of the series lies in that all the relevant information is bundled in a compact form that is very easy to interpret. About the Author Mark Koscinski is an assistant professor of accounting practice at Moravian College in Bethlehem, PA, where he teaches a graduate level Decision Analysis class and several advanced accounting classes. He is a certified public accountant, and holds a BA with high honors and MBA from Rutgers University and a doctorate from Drew University. Prior to joining the faculty at Moravian College, Mark was a chief financial officer of various public and private organizations in the defense contracting, toy, investment banking, and banking industries. He has over forty years of experience in the business world, and has supervised every operation of an organization including sales and marketing. Mark is passionate about sharing his

knowledge with his students. His background and experience gives him a unique position to write on management topics that are easy to understand for non-MBA graduates. About Vibrant Publishers Vibrant Publishers is focused on presenting the best texts for learning about technology and business as well as books for test preparation. Categories include programming, operating systems and other texts focused on IT. In addition, a series of books helps professionals in their own disciplines learn the business skills needed in their professional growth. Vibrant Publishers has a standardized test preparation series covering the GMAT, GRE and SAT, providing ample study and practice material in a simple and well organized format, helping students get closer to their dream universities.

This book offers a vast conceptual and theoretical exploration of the ways intelligence analysis must change in order to succeed against today's most dangerous combatants and most complex irregular theatres of conflict. • Includes quotations from a wide range of acclaimed thinkers • Offers an extensive bibliography of works cited and resources for further reading • Presents a comprehensive index

Since the September 11 terrorist attacks on U.S. soil, the intelligence community has been scrutinized. Consequently, the 9/11 Commission recommended how to improve the quality of intelligence analysis. Those recommendations and the United States' involvement in the war in Iraq have spawned additional charges of the politicization of intelligence. In turn, the intelligence community has reconfigured itself with newly

created departments supported by an expanded and inexperienced workforce that was not envisioned when intelligence agencies were formally established in 1947.
Prolog is a programming language, but a rather unusual one. Prolog" is short for Programming with Logic", and the link with logic gives Prolog its special character. At the heart of Prolog lies a surprising idea: don't tell the computer what to do. Instead, describe situations of interest, and compute by asking questions. Prolog will logically deduce new facts about the situations and give its deductions back to us as answers. Why learn Prolog? For a start, its say what the problem is, rather than how to solve it" stance, means that it is a very high level language, good for knowledge rich applications such as artificial intelligence, natural language processing, and the semantic web. So by studying Prolog, you gain insight into how sophisticated tasks can be handled computationally. Moreover, Prolog requires a different mindset. You have to learn to see problems from a new perspective, declaratively rather than procedurally. Acquiring this mindset, and learning to appreciate the links between logic and programming, makes the study of Prolog both challenging and rewarding. Learn Prolog Now! is a practical introduction to this fascinating language. Freely available as a web-book since 2002 (see www.learnprolognow.org) Learn Prolog Now! has became one of the most popular introductions to the Prolog programming language, an introduction prized for its clarity and down-to-earth approach. It is widely used as a textbook at university departments around the world, and even more widely used for self study.

College Publications is proud to present here the first hard-copy version of this online classic. Carefully revised in the light of reader's feedback, and now with answers to all the exercises, here you will find the essential material required to help you learn Prolog now.

Be like Bond. James Bond. MI6 Spy Skills for Civilians shows readers how to master the skills of an agent in Her Majesty's Secret Service in order to protect themselves, be sneakier and handle any situation - even if it involves escaping from a hostile foreign country. Inside they'll find dozens of real secret agent skills and tips detailed and explained, often with helpful illustrations to clarify how they're done. Sections covered include: Surveillance Safe Travel Tips Dead Letter Boxes Brush Contacts Self Defense Innocuous and Natural Weapons Intelligence Gathering Subterfuge Covert Methods of Entry Insertion and Extraction Techniques And More! Readers will find more than 100 tips and techniques in all, detailed by Red Riley, a former SAS and MI6 operative. It's invaluable information formerly available only to a select few - and now it's available to readers, too! Includes a foreword by Ian Sharp, action director of the James Bond film Goldeneye.

This book describes what Intelligence Community (IC) analysts do, how they do it, and how they are affected by the political context that shapes, uses, and sometimes abuses their output. It is written by a 25-year intelligence professional.

The revised edition of Strategic Intelligence: A Handbook for Practitioners, Managers,

and Users is a primer for analysts involved in conducting strategic intelligence research. Author Don McDowell begins with an overview of what strategic intelligence and analysis is, the functions it performs, and outcomes it delivers. McDowell then outlines a proven methodological approach to planning and implementing a strategic research project useful in any setting whatsoever. Strategic Intelligence explains in detail the steps involved in doing strategic analysis and includes examples, guidelines, and standards to further illustrate the process. Each step in the process corresponds with a chapter in the book, describing the doctrine and/or theory appropriate, as well as applications of the theory and practical hints on its implementation. Additionally, holistic and creative thinking about the problem issues being tackled is stressed in order to avoid narrow, biased analysis.

This primer highlights structured analytic techniques--some widely used in the private sector and academia, some unique to the intelligence profession. It is not a comprehensive overview of how intelligence officers conduct analysis. Rather, the primer highlights how structured analytic techniques can help one challenge judgments, identify mental mindsets, stimulate creativity, and manage uncertainty. In short, incorporating regular use of techniques such as these can enable one to structure thinking for wrestling with difficult questions.Using the analytic techniques contained in this primer will assist analysts in dealing with the perennial problems of intelligence: the complexity of international developments, incomplete and ambiguous information, and

the inherent limitations of the human mind. Understanding the intentions and capabilities of adversaries and other foreign actors is challenging, especially when either or both are concealed. Moreover, transnational threats today pose even greater complexity, in that they involve multiple actors--including nonstate entities--that can adapt and transform themselves faster than those who seek to monitor and contain them. Finally, globalization has increased the diversity of outcomes when complex, interactive systems such as financial flows, regional economies or the international system as a whole are in flux.The first hurdle for analysts is identifying the relevant and diagnostic information from the increasing volume of ambiguous and contradictory data that is acquired through open source and clandestine means. Analysts must also pierce the shroud of secrecy--and sometimes deception--that state and nonstate actors use to mislead. A systematic approach that considers a range of alternative explanations and outcomes offers one way to ensure that analysts do not dismiss potentially relevant hypotheses and supporting information resulting in missed opportunities to warn.Cognitive and perceptual biases in human perception and judgment are another important reason for analysts to consider alternatives. As Richards Heuer and others have argued, all individuals assimilate and evaluate information through the medium of "mental models" (sometimes also called "frames" or "mind-sets"). These are experience-based constructs of assumptions and expectations both about the world in general and more specific domains. These constructs strongly influence what information analysts

will accept--that is, data that are in accordance with analysts' unconscious mental models are more likely to be perceived and remembered than information that is at odds with them.Mental models are critical to allowing individuals to process what otherwise would be an incomprehensible volume of information. Yet, they can cause analysts to overlook, reject, or forget important incoming or missing information that is not in accord with their assumptions and expectations. Seasoned analysts may be more susceptible to these mind-set problems as a result of their expertise and past success in using time-tested mental models. The key risks of mindsets are that: analysts perceive what they expect to perceive; once formed, they are resistant to change; new information is assimilated, sometimes erroneously, into existing mental models; and conflicting information is often dismissed or ignored. Intelligence analysts should be self-conscious about their reasoning processes. They should think about how they make judgments and reach conclusions, not just about the judgments and conclusions themselves.

This report documents the structured process that was developed to help project teams identify acquisition framing assumptions (FAs), which are useful in defining and tracking key program assumptions throughout the life of an acquisition program. The process describes a structured deliberation workshop (in the form of a briefing) with the aim of identifying candidate FAs.

This primer highlights structured analytic techniques-some widely used in the

private sector and academia, some unique to the intelligence profession. It is not a comprehensive overview of how intelligence officers conduct analysis. Rather, the primer highlights how structured analytic techniques can help one challenge judgments, identify mental mindsets, stimulate creativity, and manage uncertainty. In short, incorporating regular use of techniques such as these can enable one to structure thinking for wrestling with difficult questions. Originally published by the CIA in color. Previously available online only as an e-file. This book on intelligence analysis written by intelligence expert Dr. Stephen Marrin argues that scholarship can play a valuable role in improving intelligence analysis. Improving intelligence analysis requires bridging the gap between scholarship and practice. Compared to the more established academic disciplines of political science and international relations, intelligence studies scholarship is generally quite relevant to practice. Yet a substantial gap exists nonetheless. Even though there are many intelligence analysts, very few of them are aware of the various writings on intelligence analysis which could help them improve their own processes and products. If the gap between scholarship and practice were to be bridged, practitioners would be able to access and exploit the literature in order to acquire new ways to think about, frame, conceptualize, and improve the analytic process and the resulting product. This volume contributes

to the broader discussion regarding mechanisms and methods for improving intelligence analysis processes and products. It synthesizes these articles into a coherent whole, linking them together through common themes, and emphasizes the broader vision of intelligence analysis in the introduction and conclusion chapters. The book will be of great interest to students of intelligence studies, strategic studies, US national security, US foreign policy, security studies and political science in general,as well as professional intelligence analysts and managers.

The intelligence community (IC) plays an essential role in the national security of the United States. Decision makers rely on IC analyses and predictions to reduce uncertainty and to provide warnings about everything from international diplomatic relations to overseas conflicts. In today's complex and rapidly changing world, it is more important than ever that analytic products be accurate and timely. Recognizing that need, the IC has been actively seeking ways to improve its performance and expand its capabilities. In 2008, the Office of the Director of National Intelligence (ODNI) asked the National Research Council (NRC) to establish a committee to synthesize and assess evidence from the behavioral and social sciences relevant to analytic methods and their potential application for the U.S. intelligence community. In Intelligence Analysis for

Tomorrow: Advances from the Behavioral and Social Sciences, the NRC offers the Director of National Intelligence (DNI) recommendations to address many of the IC's challenges. Intelligence Analysis for Tomorrow asserts that one of the most important things that the IC can learn from the behavioral and social sciences is how to characterize and evaluate its analytic assumptions, methods, technologies, and management practices. Behavioral and social scientific knowledge can help the IC to understand and improve all phases of the analytic cycle: how to recruit, select, train, and motivate analysts; how to master and deploy the most suitable analytic methods; how to organize the day-to-day work of analysts, as individuals and teams; and how to communicate with its customers. The report makes five broad recommendations which offer practical ways to apply the behavioral and social sciences, which will bring the IC substantial immediate and longer-term benefits with modest costs and minimal disruption.

This book critiques the reliance of Western intelligence agencies on the use of a method for intelligence analysis developed by the CIA in the 1990s, the Analysis of Competing Hypotheses (ACH).

"In Red Team, security expert Micah Zenko provides an in-depth investigation into the work of red teams, revealing the best practices, most common pitfalls,

and most effective strategies of these modern-day Devil's Advocates. He shows how competitive organizations, from private corporations to whole governments, can and should mitigate risk by red teaming. A growing number of institutions are already using this approach, Zenko shows, but he argues that the potential of red teaming far exceeds its current applications. Drawing on hundreds of interviews and his own training at the U.S. Army's Red Team University (which he was the first civilian to attend), Zenko traces the history of red teaming, describes its current uses, and explores its vast potential in today's interconnected, multipolar world. The basic techniques of red teaming remain the same whether applied to the CIA, IBM, or the NFL, and executed correctly they can yield impressive results: red teams have given businesses an edge over their competition, confirmed vital CIA intelligence, and troubleshot dangerous military missions long before there were boots on the ground. But red teams are only as good as the leaders who commission them, and Zenko shows not only how to create an empowered red team, but also what to do with its advice. Essential reading for policy wonks and business leaders alike, Red Team will revolutionize the way organizations think about, exploit, compensate for, and correct their institutional strengths and weaknesses. Through illuminating case studies and never-before-told stories, Zenko shows how any group--from army units to credit card

companies to sports teams--can win by thinking like the enemy"--
About the analogy between the epistemological and methodological aspects of the activity of intelligence agencies and some scientific disciplines, advocating for a more scientific approach to the process of collecting and analyzing information within the intelligence cycle. I assert that the theoretical, ontological and epistemological aspects of the activity of many intelligence agencies are underestimated, leading to incomplete understanding of current phenomena and confusion in inter-institutional collaboration. After a brief Introduction, which includes a history of the evolution of the intelligence concept after World War II, Intelligence Activity defines the objectives and organization of intelligence agencies, the core model of these organizations (the intelligence cycle), and the relevant aspects of the intelligence gathering and intelligence analysis. In the Ontology section, I highlight the ontological aspects and the entities that threaten and are threatened. The Epistemology section includes aspects specific to intelligence activity, with the analysis of the traditional (Singer) model, and a possible epistemological approach through the concept of tacit knowledge developed by scientist Michael Polanyi. In the Methodology section there are various methodological theories with an emphasis on structural analytical techniques, and some analogies with science, archeology, business and

medicine. In Conclusions I argue on the possibility of a more scientific approach to methods of intelligence gathering and analysis of intelligence agencies. CONTENTS: Abstract 1 Introduction 1.1. History 2. Intelligence activity 2.1. Organizations 2.2. Intelligence cycle 2.3 Intelligence gathering 2.4. Intelligence analysis 2.5. Counterintelligence 2.6. Epistemic communities 3. Ontology 4. Epistemology 4.1. The tacit knowledge (Polanyi) 5. Methodologies 6. Analogies with other disciplines 6.1. Science 6.2. Archeology 6.3. Business 6.4. Medicine 7. Conclusions Bibliography DOI: 10.13140/RG.2.2.12971.49445

This book brings together the latest research in this new and exciting area of visualization, looking at classifying and modelling cognitive biases, together with user studies which reveal their undesirable impact on human judgement, and demonstrating how visual analytic techniques can provide effective support for mitigating key biases. A comprehensive coverage of this very relevant topic is provided though this collection of extended papers from the successful DECISIVe workshop at IEEE VIS, together with an introduction to cognitive biases and an invited chapter from a leading expert in intelligence analysis. Cognitive Biases in Visualizations will be of interest to a wide audience from those studying cognitive biases to visualization designers and practitioners. It offers a choice of research frameworks, help with the design of user studies, and proposals for the effective

measurement of biases. The impact of human visualization literacy, competence and human cognition on cognitive biases are also examined, as well as the notion of system-induced biases. The well referenced chapters provide an excellent starting point for gaining an awareness of the detrimental effect that some cognitive biases can have on users' decision-making. Human behavior is complex and we are only just starting to unravel the processes involved and investigate ways in which the computer can assist, however the final section supports the prospect that visual analytics, in particular, can counter some of the more common cognitive errors, which have been proven to be so costly. Shrouded in anonymity, protected by executive privilege, but with no legal or constitutional authority of their own, the 5,900 people in 125 offices collectively known as the "White House staff" assist the chief executive by shaping, focusing, and amplifying presidential policy. Why is the staff so large? How is it organized and what do those 125 offices actually do? In this sequel to his critically appraised 1988 book, Ring of Power, Bradley H. Patterson Jr.—a veteran of three presidential administrations—takes us inside the closely guarded turf of the White House. In a straightforward narrative free of partisan or personal agendas, Patterson provides an encyclopedic description of the contemporary White House staff and its operations. He illustrates the gradual shift in power from the

cabinet departments to the staff and, for the first time in presidential literature, presents an accounting for the total budget of the modern White House. White House staff members control everything from the monumental to the mundane. They prepare the president for summit conferences, but also specify who sits on Air Force One. They craft the language for the president to use on public occasions—from a State of the Union Address to such "Rose Garden rubbish" as the pre-Thanksgiving pardon for the First Turkey. The author provides an entertaining yet in-depth overview of these responsibilities. Patterson also illuminates the astounding degree to which presidents personally conduct American diplomacy and personally supervise U.S. military actions. The text is punctuated with comments by senior White House aides and by old Washington hands whose careers go back more than half a century. The book provides not only a comprehensive key to the offices and activities that make the White House work, but also the feeling of belonging to that exclusive membership inside the West Wing.

With Critical Thinking for Strategic Intelligence, Katherine Hibbs Pherson and Randolph H. Pherson have updated their highly regarded, easy-to-use handbook for developing core critical thinking skills and analytic techniques. This indispensable text is framed around 20 key questions that all analysts must ask

themselves as they prepare to conduct research, generate hypotheses, evaluate sources of information, draft papers, and ultimately present analysis, including: How do I get started? Where is the information I need? What is my argument? How do I convey my message effectively? The Third Edition includes suggested best practices for dealing with digital disinformation, politicization, and AI. Drawing upon their years of teaching and analytic experience, Pherson and Pherson provide a useful introduction to skills that are essential within the intelligence community.

This textbook offers an understanding of the essential concepts of programming languages. The text uses interpreters, written in Scheme, to express the semantics of many essential language elements in a way that is both clear and directly executable.

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. Chief of Staff of the U.S. Army General Mark A. Milley repeatedly warns of

increased complexity, ambiguity, and speed in future warfare. The decision-making process at all levels of command will be challenged by the environment, the situation, and the enemy, as well as by the perception and interpretation of our thoughts. The requirement to frame decisions around the scope and rate of information sharing on the modern battlefield and adapting those frames to the complexity of context and content, necessitates the ability to think critically and creatively. The curriculum at the University of Foreign Military and Cultural Studies (UFMCS) directly addresses these challenges by training and preparing students to operate as a Red Teamer. Red Teaming creates and illuminates pathways to better decisions by employing structured techniques to identify hidden dangers, reveal unseen possibilities, and facilitate creative alternatives. It is, in essence, a form of risk management for the human brain. The U.S. Army chartered UFMCS with the mission to teach Red Teaming to the U.S. Army and other authorized organizations. As the nature of warfare has evolved, so too has our curriculum and academic offerings. Version 9.0 of the Red Team Handbook represents the current state of our program. Although the contents of this volume and our courses are not official doctrine, the practices discussed directly support and are in both Joint and U.S. Army Doctrine. This handbook provides the reader with an introduction to the fundamental concepts, methods, and tools essential to

the practice of U.S. Army Red Teaming.

The current policing landscape has seen the rise in serious and organized crime across the globe. Criminals are innovating in real-time leveraging cyber, social media, enhanced surveillance to support their activities. In so doing, the criminal landscape has become transnational whereby collaborative networks have flourished thereby creating greater complexity and novel threats for the international policing community. As new threats to local, regional, national and global security are emerging, leveraging science and technology innovations has become more important. Advances in big data analytics, cyber forensics, surveillance, modeling and simulation has led to a more data driven, hypothesis generated and model informed approach. Novel science and technology innovations are presented in this edited book to provide insights and pathways that challenges the emerging and complex criminal threat landscape by supporting policing operations.

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