## Contents

P	reface	Usaco v
	The Intelligence Process	
F	Part One The Intelligence Process in the Modern World	Cond Key P
1	Definitions: What is Intelligence and Intelligence Analysis?	
Ġ	A Brief History of Intelligence	3
	Conceptualizing the Intelligence Process	5
	Problems with the Intelligence Cycle Model	9
	Secrecy	15 16
	Boundaries of Intelligence—Passive Collection or Covert Action?	21
	Conclusions	24
	Key Points	25
	animist mode show a series of the series of	
2	Intelligence Failure and Success	27
	Analysis of Intelligence Failure and 'Strategic Surprise'	28
	Points of Failure in the Intelligence Cycle	33
	Two Dimensions of Intelligence Failure: Analysis and Organization	35
	Conclusions Key Points	46
	Rey Fornes	47
3	From Third Reich to Al Qaeda: Changing Intelligence	
	Targets, Evolving Challenge	40
	The Evolving Threat	49
	Conclusions	50
	Key Points	69 71
	appart of trade	/1
4	The Intelligence Environment: Political, Cultural,	
	and Ethical Influences on Intelligence Analysis	73
	Factors Affecting the Intelligence Cycle	74
	Political Influences	76
	Cultural Influences, and 'Surveillance Anxiety'	83
	Ethics of Intelligence	87
	Just War, and Just Intelligence?	90
	Conclusion	92
	Key Points	93

Part Two Art and Science in Intelligence Analysi	Sanatna
"The conclusions of the post-9/11 enquiry in the US, and of	97
5 Analytical Theory: The Art of Analysis	98
Thinking about Thinking	100
Critical Thinking	103
Creativity	111
Judgement	114
Communication	117
Conclusions	119
Key Points	and the large matthes.
6 Analytical Theory: The Science of Analysis	121
	122
Intelligence and Science	125
Tradecraft Techniques	138
The Technical Dimension	142
Conclusions	144
Key Points	o make kindsistaOr
7 Meeting the Skills and Training Challenges	145
A Few Words about Training	148
Critical and Creative Thinking Exercises	149
Tactical Intelligence	156
Strategic Intelligence	163
Simulation and Gaming	166
Conclusions	167 168
Key Points	100
consume any immediate in which to work	171
8 Conclusions: Art or Science?	172
Intelligence Failures	173
The Threat Picture	175
Countering the Threat	178
Opportunities and Pitfalls	182
The Analyst's Trade	184
Recommendations	
	189
Index stays samplified	THE DATE OF THE PARTY OF THE PA