

CONTENTS

Preface	xiii
About the Authors	xvii
1 Defining Intelligence Analysis	1
Introduction	1
What Is Intelligence?	2
What Is Intelligence Analysis?	2
Origins	3
Differences	3
Commonalities	4
Starting with Analysis Requirements	4
Descriptive Requirements	5
Explanatory Requirements	5
Anticipatory Requirements	6
Crime Analysis	7
Military Intelligence Analysis	8
Homeland Security Problem Set	9
The Hybrid Threat	10
Practical Exercise	11
Chapter Summary	11
2 The Intelligence Cycle	13
Introduction	13
Analysis Is a Single Part of the Cycle	14
The Intelligence Cycle	14
Cycle Phases	15
Practical Exercise	19
Chapter Summary	22

CONTENTS

3 Thinking about Thinking	25
Introduction	25
Problem Solving	25
Critical Thinking	26
Reflective Thinking	27
Dewey Sequence Problem Solving	27
Practical Exercise	29
Higher-Order Thinking	29
Analysis	29
Evaluation	30
Creating	31
Cognitive Factors that Affect Thinking Quality	31
Complexity	31
Uncertainty	32
Bias	33
Subject Matter Expertise	33
Chapter Summary	34
4 Perception and Deception	37
Introduction	37
Perception	38
Practical Exercise	38
Misperception	38
Deception	40
Personal (Self) Deception	41
How to Deceive	44
Barton Whaley's 10-Step Deception Process	44
How to Detect Deception	47
Finding Patterns of Congruity and Incongruity (Scientific Method)	47
The Plus or Minus Rule	51
The Congruity/Incongruity Rule and the Analyst's Advantage	52
Chapter Summary	53
5 Knowing Your Audience	55
Introduction	55
Identify and Write for Your Audience	56

Choosing Your Supporting Evidence	57
Statistics	58
Factual Examples	59
Expert Opinions	60
Organizing Information for the User	60
Findings Intelligence Assessments	60
Foundational Evidence	65
Justification (Logical Reasoning)	66
Chapter Summary	68
6 Analytical Communication	73
Introduction	73
Basic Workings of Analytical Communication	73
Communication Preparation	74
Communication Execution	74
Product Writing Style	75
Clarity	76
Succinctness	76
Precision	77
Briefings	78
Using Product Templates	78
Sample Product Template	79
Practical Exercise	80
Mastering the BLUF Format	80
Title	81
Executive Summary and Introduction	81
Background	82
Analysis	82
Conclusion	83
Writing for Release	83
Product Visuals	84
Text Boxes	85
Analytical Communications Checklist	86
Chapter Summary	87

CONTENTS

7	Defining the Problem	91
	Introduction	91
	Multiple Contingency Situations	91
	Brainstorming Contingencies	92
	Problems with Some Definitions	95
	Taxonomy of Problem Types	96
	Practical Exercise	99
	Chapter Summary	99
8	Generating the Hypothesis	103
	Introduction	103
	Simple Process to Generate a Hypothesis	104
	Situational Logic	105
	Applying Theory	108
	Historical Comparison	109
	Choosing between Strategies	110
	Dealing with Multiple Hypotheses	110
	Strategies for Choosing among Competing Hypotheses	112
	Chapter Summary	114
9	The Collection Process	117
	Introduction	117
	Collection Management	118
	Traditional Methods	118
	Modern Methods	118
	Collection Planning	121
	Selecting Sensors and Sources	122
	Limitations on Collections	123
	Collection Sources and Disciplines	123
	People	125
	Physical Objects	125
	Emanations	125
	Documents/Records	125
	Special Sources	126
	Collection Operations	126
	Tipping and Cuing	127
	Redundancy	127

Mix	127
Integration	127
Small Element Collection Management Operations	128
Developing an Open Source Collection Plan	128
Chapter Summary	131
10 Analytical Tradecraft	135
Introduction	135
Analytical Methods Techniques	136
SATs	139
Benefits of Using SATs	139
SAT Groupings	141
Pattern Recognition Techniques	141
Social Network Analysis	143
Geospatial Analysis	148
Cost–Benefit Analysis (CBA)	150
Diagnostic Techniques	153
Contrarian Techniques	161
Imaginative Thinking Techniques	166
Choosing a Suitable SAT	173
Chapter Summary	174
11 Cognitive Traps for Intelligence Analysis	185
Introduction	185
Bias Categories	185
Personality of the Observer	186
Confirmation Bias	187
Target Fixation	187
Wrong Analogy	188
Organizational Culture	190
Avoiding Cognitive Traps	191
Recognizing the Patterns	191
Properly Framing Problems	193
Leveraging Other Perspectives	195
Structured Analytic Techniques (SATs)	196
Chapter Summary	198

CONTENTS

12 Probability Estimation	201
Introduction	201
Analytical Applications to Probability	202
Assessment Probability	202
Reliability and Credibility of Sources	204
Simple Inference	205
Theoretical Probability	205
Experimental Probability	207
Conditional Probability	207
Calculating Risk of Terrorist Attack	208
Historical Application	208
A More Contemporary Application	209
Crime Probabilities	211
Probability in Solving Crime	211
Probability and Law Enforcement Policy	212
Probability in Criminal Justice Policy	213
Tools for Calculating Probability	215
Event Trees	216
Probability Trees	217
Calculating Probability Distribution/Density Using Excel	217
Practical Exercise	221
Chapter Summary	222
13 Creating an Analytical Plan	229
Introduction	229
Initial Appraisal	230
Practical Exercise	233
Exercise Scenario	233
Identifying and Prioritizing the Intelligence Gaps	235
Developing the Collection Plan	237
Allocating Resources and Schedule Development	239
Processing and Exploitation	239
Analysis Phase	240
Allocating Resources and Schedule Development Example	240
Production and Dissemination	242
Chapter Summary	243

14 Preparing and Conducting Intelligence Briefings	247
Introduction	247
Briefings in Law Enforcement and Business	251
Responsibilities of Intelligence Analysts	251
Preparation of Briefing Slides	252
Roles and Relationships	257
Practicing Your Briefing	259
Body Positioning	259
Types of Briefs	260
Summary and Review	262
15 Best Practices	263
Introduction	263
ICD 203's List of Nine Standards	264
Properly Describe Quality and Reliability of Underlying Sources	265
Guidance to Better Describe Quality and Credibility of Underlying Sources	265
Practical Exercise	266
Properly Caveat and Expresses Uncertainties or Confidence in Analytic Judgments	266
Guidance to Ensure Explanation and Expression of Uncertainties or Confidence in Analytic Judgments	267
Properly Distinguish between Underlying Intelligence and Analysts' Assumptions and Judgments	268
Guidance on How to Properly Distinguish between Underlying Intelligence and Analytical Assumptions and Judgments	268
Incorporate Alternative Analysis Where Appropriate	268
Guidance on How to Incorporate Alternative Analysis Where Appropriate	269
Demonstrate Customer Relevance and Addresses Implications	271
Guidance on How to Ensure Customer Relevance and Addresses Implications	271
Use Logical Argumentation	272
Guidance on Using Logical Argumentation	272
Exhibit Consistency of Analysis over Time, or Highlights Changes and Explains Rationale	274
Guidance on Consistency of or Explaining Changes to Analytical Judgments	275

CONTENTS

Make Accurate Judgments and Assessments	276
Guidance on Making Accurate Judgments and Assessments	276
Incorporate Effective Visual Information Where Appropriate	277
Guidance on Incorporating Effective Visual Information	277
Where Appropriate	277
Chapter Summary	278
16 Operations Security (OPSEC)	283
Introduction	283
The Foundation of OPSEC	284
OPSEC Process	284
Intelligence vs. Counterintelligence	286
Enforcing OPSEC	288
Open Source Information (OSINT) and Its Effect on OPSEC	289
In a Perfect World	291
Nuts and Bolts	293
Document Markings and Classifications	297
Practical Exercise	299
Chapter Summary	300
Index	303