Contents

| Lis | t of Figures | xi |
|-----|---|------|
| Lis | t of Tables | xiii |
| Pre | eface | xvii |
| Acl | knowledgments | xix |
| Int | roduction | 1 |
| Par | rt I: The Background to Reasoning for Intelligence Analysts | |
| 1 | An Introduction to Reasoning (Basic Epistemology and Logic) | 11 |
| 2 | An Introduction to Intelligence Analysis | 24 |
| 3 | An Introduction to the Information Age | 32 |
| | rt II: The Theory of Reasoning for Intelligence Analysts: Paradigms of assoning in General | |
| 4 | Important Extant Approaches to Reasoning: The Structural, Informal Logical, and Elements of the Mind Paradigms | 43 |
| 5 | The Multidimensional Approach to Reasoning: Introducing the Personal, Procedural, and Problem-Specific Dimensions | 54 |
| 6 | The Personal Dimension of Reasoning: Ideal Reasoning as Virtues to Embody | 72 |
| 7 | The Procedural Dimension of Reasoning: Ideal Reasoning as Rules to Follow | 83 |
| 8 | The Problem-Specific Dimension of Reasoning: Ideal Reasoning as Questions | 92 |

viii Contents

| | t III: The Practice of Reasoning for Intelligence Analysts: Methods of soning in General | |
|----|---|-----|
| | How to Know Your Personal Characteristics as an Analyst: The Method of "Analytic Balance Check" | 103 |
| 10 | How to Know Your Process of Analysis: The Method of "Analytic Process Reflection" | 110 |
| 11 | How to Know the Right Problem for Analysis: The Method of "Analytic Problem Classification" | 115 |
| | IV: The Theory of Hypothesis Development for Intelligence Analysts: adigms of Reasoning about "What Is Happening?" | |
| 12 | Important Extant Approaches to Hypothesis Development: The Falsificationist, Bayesian, and Explanationist Paradigms | 123 |
| 13 | The Multidimensional Approach to Hypothesis Development: Introducing the Idea, Information, and Implication Dimensions | 134 |
| | t V: The Practice of Hypothesis Development for Intelligence Analysts: 2516. Tithods of Reasoning about "What Is Happening?" | |
| 14 | How to Generate New Ideas: The Method of "Dialectical Hypothesis Generation" | 149 |
| 15 | How to Develop the Most Plausible Hypothesis: The Method of "Triadic Hypothesis Development" | 155 |
| 16 | How to Recognize What Has Been Taken for Granted: The Method of "Underlying Assumptions Triangulation" | 162 |
| | t VI: The Theory of Causal Analysis for Intelligence Analysts: adigms of Reasoning about "Why Is This Happening?" | |
| 17 | Important Extant Approaches to Causal Analysis: The Probabilistic, Interventionist, and Systems Dynamics Paradigms | 171 |
| 18 | The Multidimensional Approach to Causal Analysis: Introducing the Sequence, System, and Surprise Dimensions | |
| | t VII: The Practice of Causal Analysis for Intelligence Analysts: thods of Reasoning about "Why Is This Happening?" | |
| 19 | How to Identify Individual Connections: The Method of "Comparative Influence Classification" | 195 |
| 20 | How to Identify Collective Connections: The Method of "Causal Loop Diagramming" | 204 |
| 21 | How to Identify Unexpected Connections (and How Something Is Partly an Unintended Consequence): The Method of "Background Shift Analysis" | 211 |

| Contents | | | | |
|----------|--|--|--|--|
| | | | | |

| Contents | |
|--|-----|
| Part VIII: The Theory of Futures Exploration for Intelligence Analysts: Paradigms of Reasoning about "When and Where Might This Change?" Important Extant Approaches to F | ix |
| Important Extant Approaches to Futures Exploration: The Forecasting, Megatrend, and Scenario Paradigms | |
| Origin, Outreach, and Outcome Dimensions The Multidimensional Approach to Futures Exploration: Introducing the | 219 |
| Part IX: The Practice of Futures Exploration for Intelligence Analysts: | 231 |
| The Method of "Convergent Scenario Development": Future-Directed | |
| Possible Unintended Consequences)—The Method of "Ripple Effect Analysis": Future-Directed Counterfactual P | 245 |
| 26 How to Identify the Most Plausible Future Outcomes—The Method of "Divergent Scenario Development": Future-Directed Counterfactual | 254 |
| Part X: The Theory of Strategy Assessment for Intelligence Analysts: | 260 |
| and Game Theory Paradigms | |
| 28 The Multidimensional Approach to Strategy Assessment: Introducing the Environment, Effect, and Expectation Dimensions | 275 |
| | 290 |
| Part XI: The Practice of Strategy Assessment for Intelligence Analysts: Methods of Reasoning about "How Can the Client Respond to It?" | 107 |
| or Expectations: The Method of "Strategia P. I | |
| How to Support Decision Making—about Known Outcomes with Unknown Expectations: The Method of "Decision Significance Comparison" How to Support Decision Making—about K | 301 |
| 31 How to Support Decision Significance Comparison" | 307 |
| | 212 |
| Conclusion | 313 |
| Index | 323 |
| About the Author | 327 |
| | 335 |