

Table of Contents

Preface	ix
Acknowledgments	xiii
About the Author	xvii

Chapter 1 Leading Analysis Is Different from Doing Analysis 1

The Leader of Analysis or the Uberanalyst	2
Which Substantive Analyst Responsibilities Carry Over?	4
► Box 1.1: A “Black Box” for Analysts?	7
No Lazy Thinking	7
Setting Standards for the First Time	9
Analyze Everything	11

Chapter 2 Understanding Analysts 13

Some Classic Traps	14
All Analysis Is the Same	14
All Analysts Think Like I Do	15
Analysts Are Thinking Machines	17
I Am Their Most Important Influence	18
Ten Things Analysts Hate	20

Chapter 3 Shaping the Environment 31

Nurturing Trust Is Job 1	31
Taking the Pulse	34
Four Critical Balances	36
Imaginative vs. Pragmatic	37
Breadth vs. Depth	38
Eliminating Mistakes vs. Generating Insights	40
► Box 3.1: <i>Right and Wrong</i> in Analysis	43
Reacting vs. Initiating	44
► Box 3.2: A Word About Your Meetings	46
Stress in the Environment	46
What Else Might Help?	48

Chapter 4 Choosing the Best Approach and Techniques

51

Evolving Approaches: Three Paradigms	53
What Do I Know? The Solitary Analyst	53
What Do We Know? The Analytic Team	54
What Is <i>Knowable</i> ? The Big Data Team	54
► Box 4.1: Why Not the Very Best?	56
Picking Your Paradigm	57
Blending Approaches	62
The Expanding Menu of Analytic Techniques	63
Structured Analytic Techniques	64
Tapping the Intuition of Experts	66
Tapping the Wise or Knowledgeable Crowd	68
Keep Your Eye Out for New Choices	72

Chapter 5 Nurturing the New Idea: Creativity, Insight, and Innovation in Analysis

75

Creative Analysis?	77
Stifling Creativity and Innovation in Analysis	79
And What of Insight?	81
Promoting Creativity, Innovation, and Insight	83
Step 1: Start with Your Own Demeanor	83
Step 2: Tend the Mix and the Mixing	84
Step 3: In All This Mixing, Protect the Individual	87
Step 4: Nurture an Innovative You	89
► Box 5.1: Big Idea Leaders and Requirements Leaders	91
Step 5: "Nurture" Your Boss!	92

Chapter 6 Asking the Right Question

97

Toxic Questioning	97
The Right Question	100
The Wrong Question	103

Chapter 7 The Hardest Question: What Is Going to Happen? Prediction and Warning in Analysis

107

Analyzing Predictability	109
When History Pivots	115

Humility, an Open Mind, and Practice Required	119
Prediction Is Always a Gamble	122
Prediction Is the <i>Leader's</i> Responsibility	124
What's the Worst that Could Happen? Leading Warning	125
What Is Reasonable in an Unreasonable World?	129
Chapter 8 Ethics in Analysis	133
What Am I Doing in This Business?	133
Leading a Dialogue on Values	135
Climbing Down Off the Analyst's High Horse	136
Driving Collection	138
Resisting Politicization	139
Are We Responsible for Consequences?	143
Impact of Covert Action	145
In Closing	148
Chapter 9 Analysis as a Business	151
The <i>Business</i> Part of the Business	153
Ensuring Brand Loyalty (Getting Your Customers Hooked on Your Service)	156
Prioritize Your Customers	159
Tend Your Organization's Reputation with the Front Office	161
Align Your Enterprise	164
Business Is Too Good—I'm Swamped!	167
Change Is Reality	171
It Doesn't Take an MBA	172
Chapter 10 The Tools of Twenty-First-Century Analysis	175
Judging Tools for Analysis	176
First- and Second-Level IT Tools to Help All Analysts	178

All Analysts Search for Evidence	178
All Analysts Search for Knowledge	179
All Analysts Identify and Display Relationships	179
All Analysts Share Information	181
All Analysts Write	183
All Analysts Shift between Tools	184
Third-Level Tools: Big Data, Data Science, and Predictive Analytics	185
Two Keys: Volume and Repetition	187
The Dreaded—but Inevitable—Black Box	192
The Analyst Is Not About to Be Replaced	193
Chapter 11 Analysis at the Speed of Information	199
Get Your Mind Right and Theirs	201
Build an Information Strategy	204
Can We Analyze Faster?	205
Make Time for Strategic Analysis	206
Carve Out Time for Tools	207
Grow Experts Faster	209
A Fourth Way?	214
Nurture Your Inner Opportunist	216
Conclusion	219
Bibliography	223
Index	229