Cases In Intelligence Analysis Structured Analytic Techniques In Action

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Analyst's Guide to Indicators Randolph H. Pherson 2018

Intelligence Collection: How To Plan and Execute Intelligence Collection In Complex Environments Wayne Michael Hall 2012-06-06 This book examines the theoretical and conceptual foundation of effective modern intelligence collection—the strategies required to support intelligence analysis of the modern, complex operational environments of today's military conflicts or competitive civilian situations such as business.

Intelligence Analysis: How to Think in Complex Environments Wayne Michael Hall 2009-12-22 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

A Tradecraft Primer: Structured Analytic Techniques for Improving Intelligence Analysis Center for the Study of Intelligence 2012-05-28 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.

Structured Analytic Techniques for Intelligence Analysis + Cases in Intelligence Analysis, 2nd Ed 2020

Psychology of Intelligence Analysis Richards J Heuer 2020-03-05 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.

Routledge Handbook of Bounded Rationality Riccardo Viale 2020-12-02 Herbert Simon's renowned theory of bounded rationality is principally interested in cognitive constraints and environmental factors and influences which prevent people from thinking or behaving according to formal rationality. Simon's theory has been expanded in numerous directions and taken up by various disciplines with an interest in how humans think and behave. This includes philosophy, psychology, neurocognitive sciences, economics, political science, sociology, management, and organization studies. The Routledge Handbook of Bounded Rationality draws together an international team of leading experts to survey the recent literature and the latest developments in these related fields. The chapters feature entries on key behavioural phenomena, including reasoning, judgement, decision making, uncertainty, risk, heuristics and biases, and fast and frugal heuristics. The text also examines current ideas such as fast and slow thinking, nudge, ecological rationality, evolutionary psychology, embodied cognition, and neurophilosophy. Overall, the volume serves to provide the most complete state-of-the-art collection on bounded rationality available. This book is essential reading for students and scholars of economics, psychology, neurocognitive sciences, political sciences, and philosophy.

Intelligence Engineering Adam D. M. Svendsen 2017-03-01 Intelligence continues to undergo significant changes at a remarkable pace, notably developments related to "Big Data," surveillance, and cyber. Intelligence today involves multiagency, multinational, multidisciplinary, multidomain information sharing and sense-making, conducted by commerce, academic, government, civil society, media, law enforcement, military, and nongovernmental/nonprofit organizations. Increasingly complex systems, including interrelated technical dimensions, are central to modern defense systems. Intelligence Engineering: Operating Beyond the Conventional provides a new framework for generating analysis, exploring how systems to system-of-systems can be harnessed both for and into the future. Intelligence engineering (IE) involves the use of scientific and technical knowledge to artfully create, operate, maintain, and dismantle complex devices, machines, structures, systems, and processes that support and/or disrupt human endeavor occurring in the intelligence context. Spanning both human and technical intelligence realms, IE includes the collection and analysis of information that is of military and/or political value, and that relates to international relations, defense, and national security. Strategic Futures, risk management across to resilience concerns, are similarly engaged.

Improving Intelligence Analysis Stephen Marrin 2012-08-21 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 improving 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.

Intelligence Analysis National Research Council 2011-04-08 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.

Critical Thinking for Strategic Intelligence Katherine Hibbs Pherson 2016-10-14 With this second edition of Critical Thinking for Strategic Intelligence, Randolph H. Pherson and Katherine Hibbs Pherson update 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. New material includes a chapter on working with statistics and probabilities at an introductory level; discussions on how to work with social media; managing the "big data" phenomenon and what role analysis plays both at the front and back end of utilizing such information. Each of the book's chapters are consistently organized, enabling students and analysts alike to easily trace the key steps of: Setting the Stage; Looking More Deeply; Key Takeaways; Considering the Case Study, and the book's illustrations include useful graphics that diagram and display the processes and structured analytic techniques for arriving at the best possible analytical products. The "Analyst's Roadmap" provides an at-a-glance "map" for readers depicting the best practices involved in perfecting the analytical product. A set of carefully crafted case studies on national intelligence, homeland security, and law enforcement issues illustrate how to apply these critical thinking skills tie directly to end-of-chapter questions, providing valuable self-assessment opportunities.

Intelligence Analysis Robert M. Clark 2019-06-21 Now in its Sixth Edition, Robert M. Clark's Intelligence Analysis: A Target-Centric Approach once again delivers a consistent, clear method for teaching intelligence analysis—demonstrating how a collaborative, target-centric approach leads to sharper and more effective analysis. This bestseller also includes new end-of-chapter questions to spark classroom discussion, as well as material on the intelligence cycle, collection, managing analysis, and dealing with intelligence customers. Clark's practical approach combined with his insider perspective create the ideal resource for students and practitioners alike.

Cases in Intelligence Analysis Sarah Miller Beebe 2014-04-28 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.

Structured Analytic Techniques for Intelligence Analysis, 2nd Ed. + Cases in Intelligence Analysis, 2nd Ed. Richards J. Heuer, Jr. 2014-05-15

Communicating with Intelligence James S. Major 2012

Handbook of Analytic Tools and Techniques Pherson Associates 2015-03-01 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, and 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!

Critical Thinking for Strategic Intelligence Katherine Hibbs Pherson 2020-08-14 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.

Planning to Fail James H. Lebovic 2019-03-14 The United States national-security establishment is vast, yet the United States has failed to meet its initial objectives in almost every one of its major, post-World War II conflicts. Of these troubled efforts, the US wars in Vietnam (1965-73), Iraq (2003-11), and Afghanistan (2001-present) stand out for their endurance, resource investment, human cost, and miscalculated decisions. Because overarching policy goals are distant and open to interpretation, policymakers ground their decisions in the immediate world of short-term objectives, salient tasks, policy constraints, and fixed time schedules. As a consequence, they exaggerate the benefits of their preferred policies, ignore the accompanying costs and requirements, and underappreciate the benefits of alternatives. In Planning to Fail, James H. Lebovic argues that a profound myopia helps explain US decision-making failures. In each of the wars explored in this book, he identifies four stages of intervention. First and foremost, policymakers chose unwisely to go to war. After the fighting began, they inadvisably sought to extend or expand the mission. Next, they pursued the mission, in abbreviated form, to suboptimal effect. Finally, they adapted the mission to exit from the conflict. Lebovic argues that US leaders were effectively planning to fail whatever their hopes and thoughts were at the time the intervention began. Decision-makers struggled less than they should have, even when conditions allowed for good choices. Then, when conditions on the ground left them with only bad choices, they struggled furiously and more than could ever matter. Policymakers allowed these wars to sap available capabilities, push US forces to the breaking point, and exhaust public support. They finally settled for terms of departure that they (or their predecessors) would have rejected at the start of these conflicts. Offering a far-ranging and detailed analysis, this book identifies an unmistakable pattern of failure and highlights lessons we can learn from it.

Deep Learning for Coders with fastai and PyTorch Jeremy Howard 2020-06-29 Deep learning is often viewed as the exclusive domain of math PhDs and big tech companies. But as this hands-on guide demonstrates, programmers comfortable with Python can achieve impressive results in deep learning with little math background, small amounts of data, and minimal code. How? With fastai, the first library to provide a consistent interface to the most frequently used deep learning applications. Authors Jeremy Howard and Sylvain Gugger, the creators of fastai, show you how to train a model on a wide range of tasks using fastai and PyTorch. You'll also dive progressively further into deep learning theory to gain a complete understanding of the algorithms behind the scenes. Train models in computer vision, natural language processing, tabular data, and collaborative filtering Learn the latest deep learning techniques that matter most in practice Improve accuracy, speed, and reliability by understanding how deep learning models work Discover how to turn your models into web applications Implement deep learning algorithms from scratch Consider the ethical implications of your work Gain insight from the foreword by PyTorch cofounder, Soumith Chintala.

The Thinker's Toolkit Morgan D. Jones 2009-09-23 An invaluable resource for any manager or professional, this book offers a collection of proven, practical methods for simplifying any problem and making faster, better decisions every time.

Cases in Intelligence Analysis Sarah Miller Beebe 2014-04-28 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.

Analyzing Intelligence Roger Z. George 2008-04-09 Drawing on the individual and collective experience of recognized intelligence experts and scholars in the field, Analyzing Intelligence provides the first comprehensive assessment of the state of intelligence analysis since 9/11. Its in-depth and balanced

evaluation of more than fifty years of U.S. analysis includes a critique of why it has under-performed at times. It provides insights regarding the enduring obstacles as well as new challenges of analysis in the post-9/11 world, and suggests innovative ideas for improved analytical methods, training, and structured approaches. The book's six sections present a coherent plan for improving analysis. Early chapters examine how intelligence analysis has evolved since its origins in the mid-20th century, focusing on traditions, culture, successes, and failures. The middle sections examine how analysis supports the most senior national security and military policymakers and strategists, and how analysts must deal with the perennial challenges of collection, politicization, analytical bias, knowledge building and denial and deception. The final sections of the book propose new ways to address enduring issues in warning analysis, methodology (or "analytical tradecraft") and emerging analytic issues like homeland defense. The book suggests new forms of analytic collaboration in a global intelligence environment, and imperatives for the development of a new profession of intelligence analysis. Analyzing Intelligence is written for the national security expert who needs to understand the role of intelligence and its strengths and weaknesses. Practicing and future analysts will also find that its attention to the enduring challenges provides useful lessons-learned to guide their own efforts. The innovations section will provoke senior intelligence managers to consider major changes in the way analysis is currently organized and conducted, and the way that analysts are trained and perform.

Scientific Methods of Inquiry for Intelligence Analysis Hank Prunckun 2014-09-08 Since 9/11, the needs of intelligence agencies as well as the missions they conduct have increased in number, size, and complexity. This expanded and updated edition offers a way of gaining the analytic skills essential to undertake intelligence work. It acquaints students and analysts with how intelligence fits into the larger research framework, covering not only the essentials of applied research, but also the function, structure, and operational methods specifically involved in intelligence work. It looks at how analysts work with classified information in a security conscious environment as well as obtain data via covert methods.

Quantitative Approaches To Political Intelligence Richards Heuer 2019-06-10 Bridging the gap between the scientific approach to international relations and the intuitive analysis of the government foreign affairs specialist, this book reports on a concerted effort by the CIA to apply modern social science methods to problems confronted by political intelligence analysts. The unique experience gained through this CIA progra

Challenges in Intelligence Analysis Timothy Walton 2010-08-30 In Challenges in Intelligence Analysis, first published in 2010, Timothy Walton offers concrete, reality-based ways to improve intelligence analysis.

Leading Intelligence Analysis Bruce E. Pease 2019-01-03 "Bruce Pease has written a much needed book on a long ignored topic: how does one lead analysts? Most analysis is at some level a group activity, whether in government or the private sector. Much has been written about good versus bad analysis and how to train analysts, but Pease, himself a veteran senior CIA analyst and manager, focuses on what the leaders of these analysts need to know and should be thinking about. Leadership matters in analysis as in all other endeavors, and Pease offers invaluable guidance on how to lead effectively. This book is a must for anyone in a leadership role in an analytic enterprise." —Mark M. Lowenthal, PhD, Intelligence & Security Academy, LLC Written by an experienced professional who has led Navy Intelligence and CIA analysts in high-stakes situations, Leading Intelligence Analysis introduces the fundamental managerial skills and practical tools needed to lead analysts individually and in teams. Author Bruce Pease provides insights into key questions such as What kind of environment draws out a team's best work? What brings out their creativity? When does pressure bring out their best insights? When does pressure sap their intellectual energy? and What kind of team builds new knowledge rather than engaging in group-think? This book draws on the author's perspective from decades of leading intelligence analysts on critical issues, including war in the Middle East, terrorism after 9/11, and nuclear threats. Key Features Practical advice helps leaders of analytic units nurture insight with the understanding that it can be enabled but not manufactured. Discussion of a range of different types of analysis serves leaders conducting research in areas including data analysis, security analysis, geopolitical analysis, threat warning, counterterrorism, and business climate analysis. Practical advice on judging IT tools guides leaders to the correct data science approach for various situations.

World Social Report 2020 Department of Economic and Social Affairs 2020-02-14 This report examines the links between inequality and other major global trends (or megatrends), with a focus on technological change, climate change, urbanization and international migration. The analysis pays particular attention to poverty and labour market trends, as they mediate the distributional impacts of the major trends selected. It also provides policy recommendations to manage these megatrends in an equitable manner and considers the policy implications, so as to reduce inequalities and support their implementation.

Structured Analytic Techniques for Intelligence Analysis Richards J. Heuer Jr. 2014-05-28 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.

US Intelligence and Al Qaeda de Werd Peter de Werd 2020-09-21 This book sets out a new analytic methodology: analysis by contrasting narratives (ACN), which states that defining an enemy and attempting to counter threats can contribute to the manifestation of that threat. Peter de Werd applies ACN to the problem the US faced in understanding and responding to the phenomenon of Al Qaeda in the 1990s. He demonstrates how this approach can fill a gap in intelligence studies by enhancing the understanding of complex intelligence problems and strengthening the practice of intelligence analysis. Adopting a reflexivist theoretical stance, the book underlines the importance of an integrated approach to interpretation and action, and of a continuous dialogue between intelligence and policy.

Intelligence and Intelligence Analysis Patrick F. Walsh 2011-05-31 This book tracks post 9/11 developments in national security and policing intelligence and their relevance to new emerging areas of intelligence practice such as: corrections, biosecurity, private industry and regulatory environments. Developments are explored thematically across three broad sections: applying intelligence understanding structures developing a discipline. Issues explored include: understanding intelligence models; the strategic management challenges of intelligence; intelligence capacity building; and the ethical dimensions of intelligence practice. Using case studies collected from wide-ranging interviews with leaders, managers and intelligence practitioners from a range of practice areas in Australia, Canada, New Zealand, the UK and US, the book identifies examples of good practice across countries and agencies that may be relevant to other settings. Uniquely bringing together significant theoretical and practical developments in a sample of traditional and emerging areas of intelligence, this book provides readers with a more holistic and inter-disciplinary perspective on the evolving intelligence field across several different practice contexts. Intelligence and Intelligence Analysis will be relevant to a broad audience including intelligence practitioners and managers working across all fields of intelligence (national security, policing, private industry and emerging areas) as well as students taking courses in policing and intelligence analysis.

Red Team Micah Zenko 2015-11-03 Essential reading for business leaders and policymakers, an in-depth investigation of red teaming, the practice of inhabiting the perspective of potential competitors to gain a strategic advantage Red teaming. The concept is as old as the Devil's Advocate, the eleventh-century Vatican official charged with discrediting candidates for sainthood. Today, red teams are used widely in both the public and the private sector by those seeking to better understand the interests, intentions, and capabilities of institutional rivals. In the right circumstances, red teams can yield impressive results, giving businesses an edge over their competition, poking holes in vital intelligence estimates, and troubleshooting dangerous military missions long before boots are on the ground. But not all red teams are created equal; indeed, some cause more damage than they prevent. Drawing on a fascinating range of case studies, Red Team shows not only how to create and empower red teams, but also what to do with the information they produce. In this vivid, deeply-informed account, national security expert Micah Zenko provides the definitive book on this important strategy -- full of vital insights for decision makers of all kinds.

Analytic Writing Guide Louis M. Kaiser 2014 This book is a user's guide for writing papers, short memos, and emails when the objective is to inform a busy reader preoccupied with other tasks. The objective is to make sure that all the information needed to understand the main points is in the paper and in the right order, minimizing or eliminating extraneous information and ideas, and resolving inconsistencies. The guide offers a mix of strategic and tactical advice, ranging from how to get started to how to order information in a paragraph. It is not a book about grammar; nor is it a treatise on critical thinking. Grammar and style are undeniably important, but elegantly written sentences will fail to communicate your conclusions if the flow of ideas and information is flawed. If the flow of ideas and information is muddled, your reader will seldom read the paper in its entirety. The primary target audiences for the Guide are policymakers, intelligence analysts, law enforcement officers, and the business world, but the principles underlying the teaching points are applicable to anyone seeking to communicate ideas more effectively--including high school and university students.

Intelligence Analysis for Tomorrow National Research Council 2011-04-08 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.

Critical Thinking and Intelligence Analysis David T. Moore 2010-10 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.

Quantitative Intelligence Analysis Edward Waltz 2014-10-16 Quantitative Intelligence Analysis describes the model-based method of intelligence analysis that represents the analyst's mental models of a subject, as well as the analyst's reasoning process exposing what the analyst believes about the subject, and how they arrived at those beliefs and converged on analytic judgments. It includes: Specific methods of explicitly representing the analyst's mental models as computational models; dynamic simulations and interactive analytic games; the structure of an analyst's mental model and the theoretical basis for capturing and representing the tacit knowledge of these models explicitly as computational models detailed description of the use of these models in rigorous, structured analysis of difficult targets; model illustrations and simulation descriptions; the role of models in support of collection and operations; case studies that illustrate a wide range of intelligence problems; And a recommended curriculum for technical analysts.

Managing Intelligence John Buckley 2013-10-18 Intelligence is used daily by law enforcement personnel across the world in operations to combat terrorism and drugs and to assist in investigating serious and organized crime. Managing Intelligence: A Guide for Law Enforcement Professionals is designed to assist practitioners and agencies build an efficient system to gather and manage intelligence effectively and lawfully in line with the principles of intelligence-led policing. Research for this book draws from discussions with hundreds of officers in different agencies, roles, and ranks from the UK, United States, Australia, New Zealand, and Canada. Highlighting common misunderstandings about intelligence, the book discusses the origins of these misunderstandings and puts intelligence in context with other policing models. It looks at human rights and ethical considerations as well as some of the psychological factors that inhibit effective intelligence management. With practical tips about problems likely to be encountered and their solutions, the book describes the "how to" of building an intelligence management system. It discusses analysis and the various methods of collecting information for intelligence purposes and concludes with a discussion of future issues for intelligence in law enforcement. Written by a practitioner with more than 30 years experience working in intelligence and law enforcement, the book helps professionals determine if what they are doing is working and gives them practical tips on how to improve. Based upon real-world empirical research, the book addresses gaps in current law enforcement procedures and integrates theory with practice to provide an optimum learning experience exploring the benefits of intelligence-led policing.

The Logic of Intelligence Analysis Karl Spielmann 2018-06-12 This book discusses the application of hypothesis testing to the practice of intelligence analysis. By drawing on longstanding procedures of scientific method, particularly hypothesis testing, this book strongly critiques standard intelligence analytic practices. It shows these practices to be inadequate, as they are illogical in terms of what formal philosophy says any intelligence analysts can realistically be expected to know, and for the future when analysts will face pressures to adapt to digital age modeling techniques. The methodology focuses on identifying and remedying analytic errors caused by analyst cognitive biases and by foreign denial and deception. To demonstrate that it is a practical tool, it walks analysts through a case study, step by step, to show how its hypothesis testing can be implemented. It also invites a comparative test in the real world with any other intelligence methodologies to assess its strengths and weaknesses in predicting the outcome of an actual "live" intelligence issue. This book will be of much interest to students of intelligence studies, public policy and national security, as well as practitioners.

Structured Analytic Techniques for Intelligence Analysis Randolph H. Pherson 2020-01-28 The Third Edition of Structured Analytic Techniques for Intelligence Analysis by Randolph H. Pherson and Richards J. Heuer Jr showcases sixty-six structured analytic techniques—nine new to this edition—that represent the most current best practices in intelligence, law enforcement, homeland security, and business analysis. With more depth, detail, and utility than existing handbooks, each technique is clearly and systematically explained. Logically organized and richly illustrated, and with spiral binding and tabs that separate techniques into categories, this book is an easy-to-use, comprehensive reference.

Handbook of Analytic Tools and Techniques, 5th Edition Randolph Pherson 2018-09-30

Rethinking Intelligence Richards J. Heuer, Jr. 2017-07 Memoir of Richards J. Heuer, Jr. and how he contributed to the field of Intelligence Analysis