INTELLIGENCE ANALYSIS FUNDAMENTALS PDF, EPUB, EBOOK



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Policy makers will have questions based on their intelligence requirements. Sometimes questions are clear and can easily be addressed by the analyst. Sometimes however, clarification is required due to vagueness, multiple layers of bureaucracy between customer and analyst, or due to time constraints. Just as analysts need to try to understand the thinking of the adversary, analysts need to know the thinking of their customers and allies. Once the problem is defined, the analyst is able to generate reasonable hypotheses based on the question. For example, a business may

want to know whether a competitor will lower their prices in the next quarter. From this problem, two obvious hypotheses are:. However, with a little brainstorming, additional hypotheses may become apparent. Perhaps the competitor will offer discounts to long term customers, or perhaps they may even raise prices. At this point, no hypothesis should be discarded. In intelligence, collection usually refers to the step in the formal intelligence cycle process.

In many cases, the information needed by the analyst is either already available or is already being sought by collection assets such as spies, imagery satellites. If not, the analyst may request collection on the subject, or if this is not possible identify this information gap in their final product. The analyst will generally also research other sources of info, such as open source public record, press reporting , historical records, and various databases. Information used for military, commercial, state, and other forms of intelligence analysis has often been obtained from individuals or organizations that are actively seeking to keep it secret, or may provide misleading information.

Adversaries do not want to be analyzed correctly by competitors. This withholding of information is known as counterintelligence , and is very different from similar fields of research, such as science and history where information may be misleading, incomplete or wrong, but rarely does the subject of investigation actively deny the researcher access. So, the analyst must evaluate incoming information for reliability has the source reported accurate information in the past? Has the source lied in the past? All hypotheses must be rigorously tested.

Methods such as Analysis of Competing Hypotheses or link charts are key. Be especially alert to cognitive and cultural biases in and out of the organization. Recent scholarship on theories of the sociology of knowledge raise important caveats. As Jones and Silberzahn documented in the volume Constructing Cassandra: Reframing Intelligence Failure at the CIA, — , while hypotheses are essential to sorting "signals" from "noise" in raw intelligence data, the variety, types and boundaries of the types of hypotheses an intelligence organization entertains are a function of the collective culture and identity of the intelligence producer.

Often, these hypotheses are shaped not merely by the cognitive biases of individual analysts, but by complex social mechanism both inside and outside that analytic unit. After many strategic surprises, "Cassandras" — analysts or outsiders who offered warnings, but whose hypotheses were ignored or sidelined — are discovered. Therefore, careful analysts should recognize the key role that their own and their organization's identity and culture play in accepting or rejecting hypotheses at each step in their analysis. Once hypotheses have been evaluated, the intelligence product must be created for the consumer. Three key features of the intelligence product are:.

Government intelligence products are typically packaged as highly structured written and oral presentations, including electrical messages, hardcopy reports, and briefings. Many organizations also generate video intelligence products, especially in the form of live daily "newscasts", or canned documentary presentations. Analysts should understand the relationship between the analyst's and the consumer's organization. There may be times that while the ultimate consumer and originating analyst simply want to pass information, a manager in either chain of command may insist on a polished format. Peer review is essential to assess and confirm accuracy. If you think you are right, and the coordinator disagrees, let the assessment reflect that difference of opinion and use a footnote, called a reclama , [27] inside the U. But never water down your assessment to a lowest common denominator just to obtain coordination. When everyone agrees on an issue, something probably is wrong. As it turned out, there was no [expected] mass departure of Russian missile specialists, but Russian expertise was supplied to other states in ways that had been ignored due to the overemphasis on the brain drain.

In large intelligence establishments, analysts have peers at other agencies. The practical amount of coordination, indeed inside one's own agency, will depend on the secure collaboration tools available wikis , analyst webpages, email , the schedule and availability of the other analysts, any restrictions on dissemination of the material, and the analyst's ability to play nicely with others. Extremely specialized issues might have very few people who could meaningfully look at it. An intelligence community document, as opposed to a spot report from a single agency, is expected to be coordinated and reviewed. For example, in reports on the Iraqi WMD program, given a field report that aluminum tubes were on order, which might have been received both at the geographic desk and the Counterproliferation Center, someone might have thought they were for use in uranium separation centrifuges.

It has been reported that some analysts thought they might be used for rocket casings, which apparently was the correct interpretation. The question needs to be asked "did the original analyst contact a technical specialist in separation centrifuges , perhaps at Department of Energy intelligence? Such an analyst might have mentioned that while aluminum has been used, maraging steel is the material of choice for Zippe-type centrifuges. The alternative, the Helikon vortex separation process , has no moving parts and thus less demand on the tubes, but takes much more energy. If the Helikon had been under consideration, the consultation could have gone farther, perhaps to IMINT analysts familiar with power generation in the area or infrared MASINT specialists who could look for the thermal signature of power generation or the cascade itself. Both Zippe and Helikon techniques take a great deal of energy, and often have been placed near hydroelectric dam power plants so power will be nearby.

The production phase of the intelligence process does not end with delivering the product to the customer. Rather, it continues in the same manner in which it began: with interaction between producer and customer. For the product to be useful, the analyst and policymaker need to hear feedback from one another, and they refine both analysis and requirements. Feedback procedures between producers and customers includes key questions, such as: Is the product usable? Is it timely? Was it in fact used? Did the product meet expectations? If not, why not? What next? The answers to these questions lead to refined production, greater use of intelligence by decision makers, and further feedback sessions. Thus, production of intelligence generates more requirements in this iterative process. Effective intelligence analysis must ultimately be tailored to the end user. Today, there is danger of becoming too entranced with the presentation and less with its subject.

This is also a delicate dance of overemphasizing the subjects that interest high officials, and what they want to hear declared true about them, rather than hearing what the analysts believe is essential. Most consumers do not care how attractive a report looks or whether the format is correct. I have lost count of the number of times consumers have told me they do not care if an assessment has a CIA seal on it, if it is in the proper format, or even if it has draft stamped all over it; they just want the assessment in their hands as soon as possible, at least in time to help make a decision.

Unfortunately, a number of mid-level managers get overly worried about form, and wise top-level intelligence officials make sure that does not happen. At the same time, analysts must always be wary of mirroring the desires, attitudes, and views of intelligence consumers. They must raise awkward facts and ask probing questions, even if this makes the decision-maker's job harder. From Wikipedia, the free encyclopedia. This article is about the process of analysis. For assessment, see Intelligence assessment. For management, see Intelligence analysis management. For the cycle, see Intelligence cycle management. Application of individual and collective cognitive methods to weigh data and test hypotheses within a secret socio-cultural context.

This article is written like a personal reflection, personal essay, or argumentative essay that states a Wikipedia editor's personal feelings or presents an original argument about a topic. Please help improve it by rewriting it in an encyclopedic style. December Learn how and when to remove this template message. See also: Analysis of Competing Hypotheses. Intelligence Community. Chapter One. Working Definitions.

Chapter 2. Retrieved Five Patients. Ballantine Books. ISBN Thomas Goodden eds. Archived from the original on Stanford University Press. Intelligence management. Special reconnaissance organizations. Asset recruiting Cell system Covert action Direct action Operational techniques. Intelligence cycle security Counterintelligence organizations Counterintelligence and counter-terrorism organizations. Categories : Intelligence analysis Military intelligence. Hidden categories: CS1 maint: archived copy as title Articles with short description Articles with long short description Short description matches Wikidata Wikipedia articles with style issues from December All articles with style issues. Namespaces Article Talk. Views Read Edit View history. Help Learn to edit Community portal Recent changes Upload file. Download as PDF Printable version.

The content of reports, research, and analytic reflection on an intelligence issue that helps analysts and their consumers evaluate the likelihood that something is factual and thereby reduces uncertainty, Information relating to an intelligence issue under scrutiny the details of which can, as a rule, be considered factual, because of the nature of the source, the source's direct access to the information, and the concrete and readily verifiable character of the contents. Information relating to an intelligence issue the details of which may or may not be factual, the doubt reflecting some combination of the source's questionable reliability, the source's lack of direct access, and the complex character of the contents. HUMINT from a reliable agent, citing secondhand what an informant said that a government official said.

OSINT providing a foreign government document that gives the number of ships at a pier. Intelligence Analysis: Foundations Open enrolment and in-house options available. There are currently no dates planned for this course. Register your interest for future dates or enquire about in-house options. The three modes of analytic reasoning The challenge of analysis The role of the analyst The critical disciplines of analytic work Analytic Thinking and Reasoning Skills Critical, creative and conceptual thinking Sensemaking and calibration Identifying trends, patterns and relationships Evidential reasoning Scoping and managing your uncertainty Measuring and monitoring your thinking Working with structured analytic techniques. Predictive Analysis Working with Hypotheses What makes a good hypothesis? Course Details Who is this Course For? Expected course completion time is approximately hours. Strategic decision-making is hard and there are no simple solutions to make it easier.

This course has the practical tradecraft skills necessary for intelligence officers and analysts to influence decisions and help shape their organisation's success. Some courses teach structured analytical tools, hoping that if these are applied correctly then good assessments follow. Others focus on data analytics as the solution. Both approaches fail in isolation. Hence, this course covers the broader skills needed to be a strategic intelligence officer including assessment, writing, scanning and warning skills. Practical learnings are derived from lived experience in a range of strategic intelligence positions across government and the private sector. We use strategic case studies as a practical framework for consideration, learning and understanding.

It is a specialised course and supplements other training in the fundamentals of the intelligence craft and in organisational and personal bias which are contained in our other courses. This course is intended for the new intelligence analyst who has little to no prior experience. This course will provide the basic analytic skills necessary to produce basic, logically sound, descriptive intelligence analysis. More experienced intelligence analysts will also find this course provides great "back to basics" refresher training. Contact us on Back to the Resource Hub Course Title Description Link Anacapa Sciences Analytical Investigation Methods The Analytical Investigation Methods intelligence course is targeted to those who require core analytical techniques to investigate complex criminal, risk, regulatory and compliance issues.

Link CSU - Graduate Certificate in Intelligence Analysis This course is primarily focused on those currently working or wishing to work as analysts in the national security, law enforcement, regulatory and private sector contexts. Link CSU - Graduate Diploma of Intelligence Analysis This course offers you the opportunity to specialise in various aspects of intelligence practice, including intelligence management, national security intelligence, strategic intelligence and imagery and geo-spatial intelligence. Link Intelligence Tools for the Digital Age First, this course explains some of the skills that will command a premium in the digital age, and why. Link Intelligence Rising - Bias and Human Profiling This course will help you to identify and control your personal biases and the impact on your analysis.

Link Intelligence Rising - Intelligence in Regulation This course introduces contemporary thinking in regulation, contemporary thinking in intelligence and how investment in intelligence will maximise decision outcomes in regulation. Link Level 1 Intelligence Analyst Certification This course is intended for the new intelligence analyst who has little to no prior experience.

Link Back to the Resource Hub. Course Title. Anacapa Sciences Analytical Investigation Methods.

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This course is primarily focused on those currently working or wishing to work as analysts in the national security, law enforcement, regulatory and private sector contexts. You'll study topics with a focus on foundation principles of intelligence, intelligence and analytics and operational intelligence. This course offers you the opportunity to specialise in various aspects of intelligence practice, including intelligence management, national security intelligence, strategic intelligence and imagery and geo-spatial intelligence.

You may also select electives relevant to your course, including fraud and leadership, management and counter-terrorism. The Master of Intelligence Analysis from Charles Sturt University is intended to provide you, as an intelligence professional — whether in law enforcement, national security, public or private sectors — with the opportunity to undertake studies at postgraduate level through our Australian Graduate School of Policing and Security AGSPS.

Intelligence analysis is a field experiencing significant growth with a high demand for skilled professionals. Build your analytical skills across recent issues and events to form predictive strategies that support strategic planning and prioritisation of resourcing with our online Master of Intelligence Analysis. This course is part of an articulated program of study.

Articulated programs allow you to build on your study to achieve the right level of qualification for you. You can commence with a single subject or enrol in the Graduate Certificate of Intelligence Analysis and progress through to a Master of Intelligence Analysis degree. The course draws particular focus to regional and international law, ethical standards, risk, safety and security. Analytic tradecraft and presentation skills are assessed in a simulated exercise. The course is designed to take students without any knowledge of intelligence to the level of knowledge and skill required of functioning intelligence analysts. First, this course explains some of the skills that will command a premium in the digital age, and why.

Then, it offers you mental models and practical frameworks developed by the US intelligence community to give you a cognitive edge understanding the digital world. This edge is not about spying or secrets. This analytic toolkit has nothing to do with tired, static MBA-style strategy frameworks. Instead, these tools to help you come to grips with the volatility, uncertainty, ambiguity and deception of the digital age.

Ultimately, this course makes the case that as the world becomes more digital, your future success depends most of all on asking better questions of both yourself and others. In short, take this course to acquire a sustainable business advantage through clearer, more structured thinking. This course will help you to identify and control your personal biases and the impact on your analysis. You will also be introduced to the fascinating area of human profiling allowing for the prediction of behaviour, identification of potential suspects, assessment of your competition and much more.

The Certificate of Intelligence Practice provides a comprehensive introduction to the contemporary theory and tradecraft in use internationally within the intelligence profession. While on-the-job training will always play the greatest role in forming an intelligence officer, this course provides the fundamentals of intelligence analysis and assists agencies to ensure their officers have the foundations in place to work and establish consistency in language and understanding amongst their staff.

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Intelligence Analysis Fundamentals by Godfrey Garner, et al. as book, paperback from Tales

This course educates the student on the four 4 fundamental functions of the intelligence process — Modeling, Collections, Analysis, and Production — and how to apply each function to assess the competitive landscape in the government contracting market. This is NOT theory! This training product is only for operating businesses who work with the U. This is not for use with consultants. Such orders will be rejected. After an order has been received and processed, we will issue logins for each student. The login will last for three 3 months. Are you new to competitive intelligence CI within government contracting? Perhaps you just want to refine your CI tradecraft? FedSavvy Strategies was established in and CI is our business. This course takes you through the four fundamental functions of the intelligence process — Modeling, Collections, Analysis, and Production — and how to apply each function to assess the competitive landscape in the government contracting market.

Upon completing this course, you will be equipped with the fundamental skillset crucial to performing competitive intelligence on government contractors. Click here to review the introductory chapter…for free! Learn more - opens in a new window or tab. Postage help - opens a layer International Postage - items may be subject to customs processing depending on the item's customs value. Your country's customs office can offer more details, or visit eBay's page on international trade. Seller's other items. Sell one like this. Related sponsored items Feedback on our suggestions Feedback on our suggestions Feedback on our suggestions. Showing Slide 1 of 2. Seller Last one Last one Last one. Similar sponsored items Feedback on our suggestions Feedback on our suggestions Feedback on our suggestions. Seller assumes all responsibility for this listing. Item specifics Condition: New: A new, unread, unused book in perfect condition with no missing or damaged pages.

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Business seller information. Complete information. Returns policy. Most of the existing texts on intelligence gathering and analysis focus on specific types of intelligence such as 'target centric' intelligence, and many of these, detail information from a position of prior knowledge. In other words, they are most valuable to the consumer who has a working-level knowledge of the subject. The book is general enough in nature that a lay student-interested in pursuing a career in intelligence, Homeland Security, or other related areas of law enforcement-will benefit from it. No prior knowledge of intelligence analysis, functions, or operations is assumed.

Chapters illustrate methods and techniques that, over the years, have consistently demonstrate results, superior to those achieved with other means. List all student names for all licenses below. Fundamentals in Competitive Intelligence quantity. Category: Training Tags: education , tradecraft , Training. Description Description Are you new to competitive intelligence CI within government contracting? In the Modeling chapter, learn how to define intelligence questions and develop a mental model that serves as the roadmap for the lifecycle of the project. In the Collections chapters, learn how to effectively navigate, evaluate, and collect open-source material. In the Analysis chapters, leverage both structured and unstructured techniques to evaluate competitors.

In the Production chapter, learn how to pull all other functions together to deliver a credible, actionable report to your decisionmaker.

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