National Defense Intelligence College Paper Critical Thinking And Intelligence Analysis Sherman Kent Nsa Jfk Cuban Missile Crisis Inductive Deductive Abductive Reasoning

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Tests whether the analysis of competing hypotheses reduces cognitive bias, and proposes a more effective approachReveals that a key element of current training provided to the UK and US intelligence communities (and likely all 5-EYES and several European agencies) does not have a proven ability to mitigate cognitive biasesDemonstrates that judging the credibility of information from human sources means that intelligence analysis faces greater complexity and cognitive strain than non-intelligence analysisExplains the underlying causes cognitive biases, based on meta-analyses of existing researchShows that identifying the ideal conditions for intelligence analysis is a more effective way of reducing the risk of cognitive bias than the use of ACHRecent high-profile intelligence failures - from 9/11 to the 2003 Iraq war - prove that cognitive bias in intelligence analysis can have catastrophic consequences. This book critiques the reliance of Western intelligence agencies on the use of a method for intelligence analysis developed by the CIA in the 1990s, the Analysis of Competing Hypotheses (ACH). The author puts ACH to the test in an experimental setting against two key cognitive biases with unique empirical research facilitated by UK's Professional Heads of Intelligence Analysis unit at the Cabinet Office, and finds that the theoretical basis of the ACH method is significantly flawed. Combining the insight of a practitioner with over 11 years of experience in intelligence with both philosophical theory and experimental research, the author proposes an alternative approach to mitigating cognitive bias that focuses on creating the optimum environment for analysis, challenging current leading theories.

Accompanying CD-ROM includes a web-based interface and "a 45-minute video that provides an executive summary of the forecasting methodology"--P. 1.

NOTE: NO FURTHER DISCOUNT FOR THIS PRODUCT- OVERSTOCK SALE -- Significantly reduced list price Diagnoses the ills of the intelligence community. Describes the potential that sensemaking offers as a means precisely for helping policymakers to improve how they think about policy. Other related items: Critical Thinking and Intelligence Analysis is available here: https: //bookstore.gpo.gov/products/sku/008-020-01589-0 United States Congressional Serial Set, Serial No. 14876, Senate Report No. 301, U.S. Intelligence Community\'s Prewar Intelligence Assessments on Iraq, Report of Select Committee on Intelligence is available here: https: //bookstore.gpo.gov/products/sku/552-108-00074-4 Crafting an Intelligence Community: Papers of the First Four DCIs (Book and DVD) is available here: https: //bookstore.gpo.gov/products/sku/041-015-00298-8 Interrogation: World War II, Vietnam, and Iraq is available here: https: //bookstore.gpo.gov/products/sku/008-000-01017-0 Who Watches the Watchmen?: The Conflict between National Security and Freedom of the Press is available here: https: //bookstore.gpo.gov/products/sku/008-020-01606-3"

This unique and informative paper was produced by the National Intelligence University / National Defense Intelligence College. Sensemaking, whereby intelligence professionals would work with executive decisionmakers to explain data that are "sparse, noisy, and uncertain," requires an interpreter and experienced champion to bring about a practicable understanding and acceptance of the concept among intelligence practitioners. Topics and subjects covered include: Wicked problems, intuition, pandemics, tame problems, macrocognitive, analytic pathologies, macrocognition, microcognition, metacognition, flexecutive planning, state and non-state actors, mindfulness, synthesis, meliorists, multimethodological, neuroscience. Sensemaking is a tall order, but there is no better sherpa for the unfamiliar terrain of this new paradigm than David Moore. He almost uniquely embodies both practice and academic scholarship. Indeed, one of the tantalizing aspects of his academic work is that, as a careful intelligence professional (and one from NSA to boot), he is very careful about classification. That means the visible trails of his practice in his scholarship are sparse, and his cases are mostly familiar ones, albeit ones often spun in new directions. His approach to sensemaking takes us from information foraging, harvesting and marshalling into understanding. He looks at various forms of tacit knowledge, and he and the contributors report on some intriguing tests of sensemaking. Several of us who looked around the Intelligence Community in the years after September 11th noted how little use it made of formal methods or machines other than computers for sorting. Worse, in some sense the Cold War practice of analysis sought to turn humans into machines by rooting out judgment, bias, hunch, stereotyping-all the things humans do best. Preface: On Being Mindful * What is Mindlessness? * Attaining Mindfulness * Acknowledgments * Definitions * Chapter 1: Introduction * Where We Are * A Roadmap * Kent's Imperative * Chapter 2: The Failure of "Normal Intelligence" * Intelligence Challenges * Errors and Failures * Considering Standard Models * Types of Problems * A Wicked Look at Wicked Problems in Intelligence * An Intelligence Example: Pandemics as Wicked Problems * Complexity * Chapter 3: From Normal to Revolutionary Intelligence * Evidence-Based Intelligence Creation * Considering the Normal * Paradigm Shift * Chapter 4: The Shape of Intelligence Sensemaking * Planning for Tame and Wicked Intelligence Problems * Foraging * Marshaling * Understanding * Communicating * Chapter 5: A Practice of Understanding * Intuition * Types of Judgment * Thinking About Anticipating * The Roles of Intuitive Thinking in Intelligence Sensemaking * Does More Information Improve Anticipation? * Future Vision: Red Brains, Blue Brains? * Looking Ahead * Chapter 6: Considering Validation * Analogies from Other Fields * Replication in Intelligence * Validation in Foresight and Hindsight * Validating the Practice of Intelligence Sensemaking * Seeking Validation: Toward Multiple Methods * Chapter 7: Making Sense of Non-State Actors: A Multimethod Case Study of a Wicked Problem * Introduction * Introducing the Wicked Problem of Non-State Actors * Three Approaches to Making Sense of Non-State Actors * Approaches and Methodologies * Critical Assessment: Lessons Learned from the Study of Non-State Actors * Changes in the Roles of Non-State Actors: An Alternative View * Moving Beyond a Proto-Revolution * Chapter 8: Establishing Metrics of Rigor * Defining Intelligence Rigor * Assessing Sensemaking Rigor in Studies of Non-State Actors * Observations and Discussion * Chapter 9: Implications, Limitations, and Conclusions * Considering Foresight * Implications * Limitations

The National Research Council (NRC) was asked by the National Defense Intelligence College (NDIC) to convene a committee to review the curriculum and syllabi for their proposed master of science degree in science and technology intelligence. The NRC was asked to review the material provided by the NDIC and offer advice and recommendations regarding the program's structure and goals of the Master of Science and Technology Intelligence (MS&TI) program. The Committee for the Review of the Master's Degree Program for Science and Technology Professionals convened in May 2011, received extensive briefings and material from

the NDIC faculty and administrators, and commenced a detailed review of the material. This letter report contains the findings and recommendations of the committee. Review of the National Defense Intelligence College's Master's Degree in Science and Technology Intelligence centers on two general areas. First, the committee found that the biological sciences and systems engineering were underrepresented in the existing program structure. Secondly, the committee recommends that the NDIC faculty restructure the program and course learning objectives to focus more specifically on science and technology, with particular emphasis on the empirical measurement of student achievement. Given the dynamic and ever-changing nature of science and technology, the syllabi should continue to evolve as change occurs.

Despite a clear and compelling need for an intelligence-led approach to security, operational, and reputational risks, the subject of corporate security intelligence remains poorly understood. An effective intelligence process can directly support and positively impact operational activity and associated decision-making and can even be used to driv

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 indentifies 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.

As Ambassador and Special Envoy on Afghanistan from 1989 to 1992, Peter Tomsen has had close relationships with Afghan leaders and has dealt with senior Taliban, warlords, and religious leaders involved in the region's conflicts over the last two decades. Now Tomsen draws on a rich trove of never-before-published material to shed new light on the American involvement in the long and continuing Afghan war. This book offers a deeply informed perspective on how Afghanistan's history as a "shatter zone" for foreign invaders and its tribal society have shaped the modern Afghan narrative. It brings to life the appallingly misinformed secret operations by foreign intelligence agencies, including the Soviet NKVD and KGB, the Pakistani ISI, and the CIA. American policy makers, Tomsen argues, still do not understand Afghanistan; nor do they appreciate how the CIA's covert operations and the Pentagon's military strategy have strengthened extremism in the country. At this critical time, he shows how the U.S. and the coalition it leads can assist the region back to peace and stability.

About the analogy between the epistemological and methodological aspects of the activity of intelligence agencies and some scientific disciplines, advocating for a more scientific approach to the process of collecting and analyzing information within the intelligence cycle. I assert that the theoretical, ontological and epistemological aspects of the activity of many intelligence agencies are underestimated, leading to incomplete understanding of current phenomena and confusion in inter-institutional collaboration. After a brief Introduction, which includes a history of the evolution of the intelligence concept after World War II, Intelligence Activity defines the objectives and organization of intelligence agencies, the core model of these organizations (the intelligence cycle), and the relevant aspects of the intelligence gathering and intelligence analysis. In the Ontology section, I highlight the ontological aspects and the entities that threaten and are threatened. The Epistemology section includes aspects specific to intelligence activity, with the analysis of the traditional (Singer) model, and a possible epistemological approach through the concept of tacit knowledge developed by scientist Michael Polanyi. In the Methodology section there are various methodological theories with an emphasis on structural analytical techniques, and some analogies with science, archeology, business and medicine. In Conclusions I argue on the possibility of a more scientific approach to methods of intelligence gathering and analysis of intelligence agencies. CONTENTS: Abstract 1 Introduction 1.1. History 2. Intelligence activity 2.1. Organizations 2.2. Intelligence cycle 2.3 Intelligence gathering 2.4. Intelligence analysis 2.5. Counterintelligence 2.6. Epistemic communities 3. Ontology 4. Epistemology 4.1. The tacit knowledge (Polanyi) 5. Methodologies 6. Analogies with other disciplines 6.1. Science 6.2. Archeology 6.3. Business 6.4. Medicine 7. Conclusions Bibliography DOI: 10.13140/RG.2.2.12971.49445

Since 9/11, the profession of intelligence has come under increased scrutiny. Written products have been criticized for lack of clarity or for unconvincing arguments. Nations have gone to war based on what was considered the best available intelligence, only to learn later that it had been flawed. A lack of standards for written products across the Intelligence Community has adversely impacted those products and those who depend upon them. Writing Classified and Unclassified Papers for National Security is designed to serve as a style guide for those in the intelligence profession and for those aspiring to that career and pursuing studies in intelligence, national security, homeland security, or homeland defense. It provides essential information and guidelines regarding the preparation of written products to satisfy the intended consumers. This desktop reference is essential for career intelligence professionals and as a reference book for students.

PRINT FORMAT ONLY NOTE: NO FURTHER DISCOUNT FOR THIS PRINT PRODUCT- OVERSTOCK SALE -- Significantly reduced list price Mike Metcalf's discussion paper, Imperialism with Chinese Characteristics, argues that China's 2006 Defense White Paper not only explains the importance of China's continuing military buildup but also lays the theoretical foundation of a new defense policy that seems to amount to nothing less than imperialism.

This work builds on earlier publications in this series, particularly Occasional Paper Number Nine, The Creation of the National Imagery and Mapping Agency: Congress's Role as Overseer, by Anne Daugherty Miles. The author of the present paper has examined how the Coast Guard became a member of the Intelligence Community, how Congress was involved, and how Congress will likely be increasingly involved in the organization of the Community. Although the United States Coast Guard has utilized intelligence capabilities since the service's inception in 1790, the Coast Guard was not included as a formal member of the Intelligence Community until December 2002. Mr. Wirth describes the story behind the short but significant amendment to the National Security Act of 1947 which resulted in the Coast Guard's formal entry into the Intelligence Community. Researched within eighteen months of passage, this case study exhaustively documents extensive congressional and Coast Guard staff work. Interviews at the action officer level clearly reveal the view from the bureaucratic trenches, and additional attention to talking

points, meeting minutes, and email summaries add immediacy as they further clarify positions from within departments, staffs and agencies. A brief examination of the surrounding political and geopolitical events, such as the bombing of the USS Cole, political changes in Congress, internal Coast Guard actions, and the tragic attacks of September 11th, provide context to the passage of this provision. Derived from a thesis completed in 2003, this paper illustrates the importance of gathering electronic data immediately, since much of the reference material on which this study is based existed only as informal e-mail or documents stored on computers. Much of it likely would have been erased had the research started even a year later.

A growing number of JMIC students have began to incorporate replicable research design into their theses. This distillation of Master Sergeant Folker's theses shows how fruitful this approach can be. By taking advantage of on-site research funds available from the College, he managed, in brief visits to four Unified Command Joint Intelligence Centers, to carry out a controlled experiment to measure the impact of analyst familiarity with and use of one structured analytic technique hypothesis testing. His findings, if corroborated by follow-on studies, could have a substantial impact on Intelligence Community analytical practices, and even some influence on how senior policy officials react to analytical products. Managers of analytical personnel might also note that structured methods would appear, from this study of non-specialized joint intelligence center analysts, to be useful to specialized analysts who may be required to move beyond their areas of deep expertise to cover new or unfamiliar assignments. Mike Metcalf's discussion paper, Imperialism with Chinese Characteristics, argues that China's 2006 Defense White Paper not only explains the importance of China's continuing military buildup but also lays the theoretical foundation of a new defense policy that seems to amount to nothing less than imperialism.

This National Defense Intelligence College publication defines critical thinking in the context of intelligence analysis, explains how it influences the entire intelligence process, explores how it toughens the art of intelligence analysis, suggests how it may be taught, and deduces how analysts can be persuaded to adopt this habit. "David Moore has added his powerful voice to those calling for America's intelligence analysts to be more self-conscious about their methods and more venturesome in applying more formal methods." - Gregory F. Treverton, Rand Corp. ". . .a valuable initiative on behalf of the Intelligence Community" - Francis J. Hughes, National Defense Intelligence College.

When Lyndon B. Johnson signed the Bilingual Education Act of 1968, language learning became a touchstone in the emerging culture wars. Nowhere was this more apparent than in Los Angeles, where elected officials from both political parties had supported the legislation, and where the most disruptive protests over it occurred. The city, with its diverse population of Latinos and Asian Americans, is the ideal locus for Zevi Gutfreund's study of how language instruction informed the social construction of American citizenship. Combining the history of language instruction, school desegregation, and civil rights activism as it unfolded in Japanese American and Mexican American communities in L.A., this timely book clarifies the critical and evolving role of language instruction in twentieth-century American politics. Speaking American reveals how, for generations, language instruction offered a forum for Angelino educators to articulate their responses to policies that racialized access to citizenship—from the "national origins" immigration quotas of the Progressive Era through Congress's removal of race from these quotas in 1965. Meanwhile, immigrant communities designed language experiments to counter efforts to limit their liberties. Gutfreund's book is the first to place the experiences of Mexican Americans and Japanese Americans side by side as they navigated debates over Americanization programs, intercultural education, school desegregation, and bilingual education. In the process, the book shows, these language experiments helped Angelino immigrants introduce competing concepts of citizenship that were tied to their actions and deeds rather than to the English language itself. Complicating the usual top-down approach to the history of racial politics in education, Speaking American recognizes the ways in which immigrant and ethnic activists, as well as white progressives and conservatives, have been deeply invested in controlling public and private aspects of language instruction in Los Angeles. The book brings compelling analytic depth and breadth to its examination of the social and political landscape in a city still at the epicenter of American immigration politics.

Crime and Intelligence Analysis: An Integrated Real-Time Approach, 2nd Edition, covers everything crime analysts and tactical analysts need to know to be successful. Providing an overview of the criminal justice system as well as the more fundamental areas of crime analysis, the book enables students and law enforcement personnel to gain a better understanding of criminal behavior, learn the basics of conducting temporal analysis of crime patterns, use spatial analysis to better understand crime, apply research methods to crime analysis, and more successfully evaluate data and information to help predict criminal offending and solve criminal cases. A new chapter provides expert advice about terrorist threats and threat assessment. Criminal justice and police academy students, as well as civilians, sworn officers, and administrators, can build the skills to be credible crime analysts who play a critical role in the daily operations of law enforcement.

This book investigates the emergence of an EU strategic intelligence community as a complex multi-dimensional networked construction. It examines the constitution, structure and performance of EU intelligence arrangements as part of security policies of the European Union. Intelligence security has become a remarkable feature of the European integration processes. This study assess the ability of EU Member States, as well as relevant institutions and agencies, to develop effective, legitimate and accountable institutions and mechanisms for collection, transmission, processing and exchange of intelligence. In this regard, synergy is a key indicator that validates the ability to create the European strategic intelligence community in the EU's legal and institutional framework. This groundbreaking project constructs a comprehensive model of the intelligence community as a distorted epistemic community tailored to singularities of EU security policies and systemic arrangements provided by EU institutions and agencies.

This unique and informative paper was produced by the National Intelligence University / National Defense Intelligence College. Topics and subjects include: the NSA, 9/11 Commission, DNI, CIA, NRO, DIA, conceptual and behavioral complexity models, qualitative analysis, stratified systems theory, employment interviews, agency culture, Likert scale, GEMSTONE program, self-assessment tools. This paper highlights and explains the stance of various agencies within the U.S. Intelligence Community toward the adoption of succession management principles, which in turn aim to foster a more systematic approach to the development of future agency and Community leaders. This work thereby offers Community managers an inter-agency perspective from a neutral but well-informed point of view. Contents: CHAPTER 1 - OVERTURE - The motivation behind and the question driving this investigation of succession management in the Intelligence Community; CHAPTER 2 - THE PROCESS - A brief examination of literature on leaders and succession management; CHAPTER 3 - THE COMMUNITY - Making succession management relevant to the Intelligence Community through a review of statutes, regulations, and insiders' assessments of ongoing succession planning. CHAPTER 4 - WHAT TOMORROW HOLDS - Considering the environmental factors surrounding the implementation of succession management, CHAPTER 5 - CLOSING REMARKS - Thoughts on gaining support for succession management and additional areas for further investigation. History offers many examples of ways to choose leaders. It has been the last man standing after a duel, the eloquent visionary able to incite throngs of followers to action, or the person with the most votes after a popular election. Although sometimes difficult or resulting in unpalatable leaders, these selection methods are instantly recognizable. With senior IC officials unlikely to use duels, public oratory, or popular voting to select their replacements and other Community leaders, this paper explores how some of the IC agencies have been and are performing that task. What has been the method by which individuals were readied and chosen for positions of great authority and responsibility-how were and are our IC leaders being selected? And how should they be prepared and selected in the future? This paper suggests a plan for the implementation of succession management across the Community.

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.

National Defense Intelligence College PaperFinding Leaders - Preparing the Intelligence Community for Succession Management - Covering the NSA, 9/11 Commission, CIA, NRO, DNI, and Agency Culture

Over 3,300 total pages …. Introduction: The National Intelligence University is the Intelligence Community's sole accredited, federal degree-granting institution. The main campus is located in Bethesda, MD and it also has Academic Centers located around the world. The faculty of NIU are subject matter experts from around the intelligence community who bring a wealth of knowledge and practical experience, as well as academic qualifications, to the classroom. Included titles: BRINGING INTELLIGENCE ABOUT Practitioners Reflect on Best Practices ANTICIPATING SURPRISE Analysis for Strategic Warning Learning With Professionals: Selected Works from the Joint Military Intelligence College THE CREATION OF THE NATIONAL IMAGERY AND MAPPING AGENCY: CONGRESS'S ROLE AS OVERSEER The Coast Guard Intelligence Program Enters the Intelligence Community A Case Study of Congressional Influence on Intelligence Community Evolution THE BLUE PLANET INFORMAL INTERNATIONAL POLICE NETWORKS AND NATIONAL INTELLIGENCE TEACHING INTELLIGENCE AT COLLEGES AND UNIVERSITIES SHAKESPEARE FOR ANALYSTS: LITERATURE AND INTELLIGENCE Out of Bounds: Innovation and Change in Law Enforcement Intelligence Analysis Managing the Private Spies Use of Commercial Augmentation for Intelligence Operations Intelligence Professionalism in the Americas Y: The Sources of Islamic Revolutionary Conduct GLOBAL WAR ON TERRORISM: ANALYZING THE STRATEGIC THREAT SENSEMAKING - A STRUCTURE FOR AN INTELLIGENCE REVOLUTION Finding Leaders Preparing the Intelligence Community for Succession Management EXPERIENCES TO GO: TEACHING WITH INTELLIGENCE CASE STUDIES Democratization of Intelligence Crime Scene Intelligence An Experiment in Forensic Entomology BENEATH THE SURFACE INTELLIGENCE PREPARATION OF THE BATTLESPACE for COUNTERTERRORISM A FLOURISHING CRAFT: TEACHING INTELLIGENCE STUDIES INTELLIGENCE ANALYSIS IN THEATER JOINT INTELLIGENCE CENTERS: AN EXPERIMENT IN APPLYING STRUCTURED METHODS The Common Competencies for State, Local, and Tribal Intelligence Analysts

Studies why congress passed the Goldwater-Nichols Act of 1986, and assesses how the Act changed the U.S. military.

The author, an intelligence analyst for police departments, explains current techniques of police intelligence analysis and prospects for their wider adoption.

LT Albert Cruz's forensic entomology/explosive (E2) scientific project proved to be cutting edge and groundbreaking science in the forensic community. His thorough research and original analysis included a newly found forensic/intelligence analytical tool which could help bring justice, fight the war on terrorism, and find "ground truth" in cases which involve domestic and international terrorism, war crimes, torture, drug trafficking, and chemical explosive identification by utilizing the common carrion fly. In addition, the project may be effective in counter-denial and deception operations which are known to be highly relevant and valuable to the Intelligence Community (IC) in cases of deceptive mass grave movement and genocide. More importantly, this unique forensic E2 experimental project revealed that explosive compounds such as TNT could be detected biologically-in this case by blowfly larvae which have fed on body tissue exposed to explosive residues-when toxicological analysis was no longer procurable. The results of the unique E2 forensic experiment provided empirical evidence that forensic entomology is unbiased and has a high degree of applicability to the IC. The science here is very helpful and when applied strategically to international war crime cases can provide myriad answers and help bring the guilty to justice in any war crime tribunal court system. Such information gained would also enable analysts to identify a specific batch of explosive, compare it to a known source of TNT, and relate it to a terrorist crime or cell.

"The topic of suicide terrorism takes us right to the heart of the dilemmas of the 21st century. This type of attack has become the weapon of choice of globalized terror. The scene is set by a historical review of suicide attacks in the first chapter. This wide-ranging analysis divides the phenomenon into three main headings: individual and psychological factors, the organization and its contribution, and the environments in which the terror is nurtured. Other topics covered include: what is new about terrorism, the mindset of the PLL terror organization, reactions of security forces, recruiting and training suicide bombers, the high profile of women suicide bombers, the focus area Iraq, the impact of suicide attacks on US public opinion, the London bombings, the international character of suicide attacks, how the police and/or private security personnel can provide on-site security against suicide terrorism and the financing of terrorism."

This book documents the political ecosystem that legitimized violent military action against military-age males in US military operations after September 11, 2001. It first introduces the military-age male as a category used to identify insurgent combatants who have blended into civilian environments. Though US officials maintained that military-age males were not automatically assumed to be combatants, defense and intelligence professionals nevertheless used biases related to gender, age, religion and race to interpret the battlespace. Based on an analysis of the Obama administration's decision to exclude adolescent boys and men from drone warfare's collateral damage count, and an examination of similar problems with combatant identification under the Bush administration, the author argues that the military-age male category contributed to the deterioration of civilian protection. The concluding chapters discusses the link between counterinsurgency, drone warfare, and emerging trends in artificial intelligence and autonomy in weapons systems, highlighting the relation between algorithmic discrimination and the misidentification of civilians as combatants.

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.

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.

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 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.

"In September 2004, the Intelligence Science Board, an advisory board appointed by the Director of National Intelligence, initiated the Study on Educing Information (EI). This study is an ongoing effort to review what is known scientifically about interrogation and other forms of human intelligence collection and to chart a path to the future. As part of our efforts, we have worked closely with faculty and students of the National Defense Intelligence College. The NDIC Press published "Educing Information: Interrogation: Science and Art, Foundations for the Future," a book based on Phase I of the Study on EI. Three students, Special Agent James Stone, U.S. Air Force; Special Agent David Shoemaker, U.S. Air Force; and Major Nicholas Dotti, U.S. Army, completed master's thesis studies during Academic Year 2006-07 on topics related to interrogation. Special Agent Stone researched U.S. efforts during World War II to develop language and interrogation capacities to deal with our Japanese enemy. He found that military leaders, often working with civilian counterparts, created and implemented successful strategies, building on cultural and linguistic skills that substantially aided the war effort for the U.S. and its Allies. Special Agent Shoemaker studied the experiences of three successful interrogators during the Vietnam War. Like Stone, Shoemaker highlights the importance of a deep understanding of the language, psychology, and culture of adversaries and potential allies in other countries. Major Dotti examined recent policy and practice with regard to tactical and field interrogations, especially with regard to the efforts of Special Forces soldiers in Iraq. He concludes that the "letter" of current doctrine contradicts its "intent." Major Dotti offers recommendations that he believes are both consistent with the intent of military doctrine and likely to increase the effectiveness of U.S. interrogation practices in the field"--P. v.

This unique and informative paper was produced by the National Intelligence University / National Defense Intelligence College. Topics and subjects include: interrogation of terrorists, the McCain Amendment, KUBARK counterintelligence interrogation, MKULTRA, CIA, torture, pain and physical discomfort, sleeploss and deprivation, sensory deprivation, subliminal persuasion, mechanical detection of deception, polygraphy, psychophysiological mechanisms, electrogastrogram, eye blinks, saccades, and fixations, voice stress analysis, thermal imaging, truth serums and narcoanalysis, sodium amytal, neurological mechanisms, transcranial magnetic stimulation, electroencephalography (EEG), functional MRI, communist interrogation methods, HUMINT, criminal custodial interrogations, good cop / bad cop, FBI training, FLETC, detective case studies, OODA loop negotiations. Educing Information is a profoundly important book because it offers both professionals and ordinary citizens a primer on the "science and art" of both interrogation and intelligence gathering. Because this is a book written by and for intelligence professionals, it starts exactly where one might expect it to start - with a superb discussion of the costs and benefits of various approaches to interrogation. For those who are unschooled in the art and science of intelligence gathering, careful study of the table of contents is perhaps the best way to decide which of the papers would provide the most convenient portal through which to enter a realm that is, by the admission of the authors themselves, both largely unexplored and enormously important to our national security. The excellent paper on the "KUBARK Counterintelligence Interrogation Review" provided just the historical and theoretical background needed. Don't expect Educing Information to become required reading among the Hollywood screen writer set anytime soon, but it certainly should be. All of us could learn quite a lot. In World War II, the United States military developed a secret "offensive" program, called MIS-Y, designed to obtain intelligence from captured adversaries. This "educing information" program (though it was not described as such at the time) was designed to obtain intelligence from senior German officials, officers, and scientists in U.S. custody. German officers, scientists, and officials were monitored on a 24-hour basis; information was also collected from them while they were in formal interrogation sessions, while they conversed with their roommates and "colleagues," and at other times. The information was analyzed on an ongoing basis, with dossiers of the internees updated regularly. Intelligence was developed and disseminated to military commands and organizations. The MIS-Y program ended with the conclusion of WWII. With the attacks of 11 September 2001, and the initiation of the Global War on Terrorism, the Intelligence Community plunged into activities that, of necessity, involved efforts to obtain information from persons in U.S. custody who at least initially appeared uncooperative. At holding facilities in Afghanistan, Cuba, Iraq, and perhaps other sites, active duty military personnel, reservists, intelligence officers, law enforcement agents, contracted interrogators, and others worked to glean information and create intelligence that might help prevent terrorist attacks and contribute to national security. Since there had been little or no development of sustained capacity for interrogation practice, training, or research within intelligence or military communities in the post-Soviet period, many interrogators were forced to "make it up" on the fly. This shortfall in advanced, research-based interrogation methods at a time of intense pressure from operational commanders to produce actionable intelligence from high-value targets may have contributed significantly to the unfortunate cases of abuse that have recently come to light.

Volume 109 of Terrorism: Commentary on Security Documents, "Terror-Based Interrogation," provides a documentary history of U.S. interrogation policy since 9/11. General Editor Douglas Lovelace presents in this volume the Bush Administration memos that asserted a legal basis for coercive interrogation, commonly known as the "torture memos," including those written by the controversial Department of Justice attorney John Yoo. Volume 109 guides researchers from those memos through Congressional efforts at banning torture to current Obama Administration steps to ensure compliance with international norms against coercive interrogation. Students and scholars alike will find in this volume an indispensible source for research on U.S. interrogation policies in the post-9/11 era.