

The Psychology Of Intelligence Analysis Cia

Leading Intelligence Analysis
Analytic Culture in the U.S. Intelligence Community
Assessing the Tradecraft of Intelligence Analysis
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Psychology of Intelligence Analysis
The CIA Intelligence Analyst
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Improving Intelligence Analysis
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Inside CIA
CIA Sherman Kent Center for Intelligence Analysis Papers – Practice of Analytic Tradecraft in the Directorate of Intelligence, Transnational Threats, Profession of Intelligence Analysis
Bruce E. Pease Center for the Study of Intelligence
Gregory F. Treverton
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Richards J. Heuer
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Central Intelligence Agency (CIA)
Stephen Marrin
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Jeffrey R. Cooper
United States. Central Intelligence Agency
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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 analysis projects conducted by individuals and 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

from the foreword it is a rare season when the intelligence story in the news concerns intelligence analysis not secret operations abroad the united states is having such a season as it debates whether intelligence failed in the run up to both september 11 and the second iraq war and so rob johnston s wonderful book is perfectly timed to provide the back story to those headlines the cia s center for the study of intelligence is to be commended for having the good sense to find johnston and the courage to support his work even though his conclusions are not what many in the world of intelligence analysis would like to hear he reaches those conclusions through the careful procedures of an anthropologist conducting literally hundreds of interviews and observing and participating in dozens of work groups in intelligence analysis and so they cannot easily be dismissed as mere opinion still less as the bitter mutterings of those who have lost out in the bureaucratic wars his findings constitute not just a strong indictment of the way american intelligence performs analysis but also and happily a guide for how to do better johnston finds no baseline standard analytic method instead the most common practice is to conduct limited brainstorming on the basis of previous analysis thus producing a bias toward confirming earlier views the validating of data is questionable for instance the directorate of operations do cleaning of spy reports doesn t permit testing of their validity reinforcing the tendency to look for data that confirms not refutes prevailing hypotheses the process is risk averse with considerable managerial conservatism there is much more emphasis on avoiding error than on imagining surprises the analytic process is driven by current intelligence especially the cia s crown jewel analytic product the president s daily brief pdb which might be caricatured as cnn plus secrets johnston doesn t put it quite that way but the intelligence community does more reporting than in depth analysis none of the analytic agencies knows much about the analytic techniques of the others in all there tends to be much more emphasis on writing and communication skills than on analytic methods training is driven more by the druthers of individual analysts than by any strategic view of the agencies and what they need most training is on the job johnston identifies the needs for analysis of at least three different types of consumers cops spies and soldiers the needs of those consumers produce at least three distinct types of

intelligence investigative or operational strategic and tactical the research suggests the need for serious study of analytic methods across all three guided by professional methodologists analysts should have many more opportunities to do fieldwork abroad they should also move much more often across the agency stovepipes they now inhabit these movements would give them a richer sense for how other agencies do analysis chapter one definitions chapter two findings chapter three a taxonomy of intelligence variables chapter four testing the intelligence cycle through systems modeling and simulation chapter five integrating methodologists into teams of experts chapter six the question of foreign cultures combating ethnocentrism in intelligence analysis chapter seven instructional technology effectiveness and implications for the intelligence community chapter eight organizational culture anticipatory socialization and intelligence analysts chapter nine recommendations the first step recognizing a fundamental problem chapter ten survey methodology chapter eleven q sort methodology chapter twelve the file drawer problem and calculation of effect size

this report assesses intelligence analysis across the main u s intelligence agencies and makes a number of recommendations some of which parallel initiatives that have begun in the wake of the december 2004 legislation for instance create a deputy director of national intelligence as a focal point for analysis establish a national intelligence university build a long term analysis unit at the national intelligence council and form an open source center for making more creative use of open source

author s preface this volume pulls together and republishes with some editing updating and additions articles written during 1978 86 for internal use within the cia directorate of intelligence four of the articles also appeared in the intelligence community journal studies in intelligence during that time frame the information is relatively timeless and still relevant to the never ending quest for better analysis the articles are based on reviewing cognitive psychology literature concerning how people process information to make judgments on incomplete and ambiguous information i selected the experiments and findings that seem most relevant to intelligence analysis and most in need of communication to intelligence analysts i then translated the technical reports into language that intelligence analysts can understand and interpreted the relevance of these findings to the problems intelligence analysts face the result is a compromise that may not be wholly satisfactory to either research psychologists or intelligence analysts cognitive psychologists and decision analysts may complain of oversimplification while the non psychologist reader may have to absorb some new terminology unfortunately mental processes are so complex that discussion of them does require some specialized vocabulary intelligence analysts who have read and thought seriously about the nature of their craft should have no difficulty with this book those who are plowing virgin ground may require serious effort i wish to thank all those who contributed comments and suggestions on the draft of this book jack davis who also wrote the introduction four former directorate of intelligence di analysts whose names cannot be cited here my current colleague prof theodore sarbin and my editor at the cia s center for the study of intelligence hank appelbaum all made many substantive and editorial suggestions that helped greatly to make this a better book richards j heuer jr

a unique insiders account of what cia intelligence analysts do and why it matters the common perception of a cia officer is someone who collects secret intelligence abroad a

spy however the critical link between secrets and policy is the intelligence analyst the cia intelligence analyst brings to light the vital but often unseen work of these officers roger z george robert levine and the contributors to this book demystify the profession of intelligence analyst at the cia and describe how the wide array of analytic specialties or disciplines in the language of the cia function the disciplines range from political economic leadership and military matters to science and technology cyber counterterrorism and counterintelligence each of the chapters written by former or current cia analysts discusses how analysts interact with those who collect raw intelligence just as important the chapters describe the relationships analysts develop with the diverse set of policymakers who use cia analyses the contributors reveal the key intelligence questions that analysts address their methods their products and their challenges this book will be an invaluable resource for scholars of national security and intelligence who want to develop a fuller picture of the internal workings of the cia and for those who are considering a career as an analyst

this unique paper was produced by the center for the study of intelligence csi was founded in 1974 in response to director of central intelligence james schlesinger s desire to create within cia an organization that could think through the functions of intelligence and bring the best intellects available to bear on intelligence problems the center comprising professional historians and experienced practitioners attempts to document lessons from past operations explore the needs and expectations of intelligence consumers and stimulate serious debate on current and future intelligence challenges to support these activities csi publishes studies in intelligence as well as books and monographs addressing historical operational doctrinal and theoretical aspects of the intelligence profession it also administers the cia museum and maintains the agency s historical intelligence collection the monograph has two parts first a survey of cognitive science as we understood it in 1984 second suggestions for changing the way we do intelligence analysis in light of what the discipline was telling us the conscious mind cannot track more than about seven cognitive elements at the same time cognitive science jargon often refers to these elements as chunks and to cope with this constraint our brains constantly manipulate those elements always at top speed and usually outside our conscious awareness the second section is more of a mixed bag but the following concepts remain relevant the importance of bringing to light what might be called with a bow to former defense secretary rumsfeld the unknown knowns the factors in our analysis that we are unaware of the conservative bias of our default analytic approach we tend to work from what we already know even though in fact a host of unknown knowns affect the known the solitary nature of the writing process and the difference between the way intelligence analysts typically do their work linear cerebral mostly written and the way policymakers do theirs nonlinear transactional mostly oral and interactive the importance of constructing our prose with the reader in mind the monograph summarizing the work of cognitive science investigators states a striking aspect of the approach of skilled writers is the frequency with which they think about how they are affecting the reader the importance of the work done at the beginning of an analytic project what the monograph calls the conceptual front end the time needed to gain real skill at a craft the monograph cites data suggesting that people are unlikely to get good at what they do for at least a decade the use that can be made of information technology to improve the quality of analysis the center comprising professional historians and experienced practitioners attempts to document lessons from past operations explore the needs and expectations of intelligence consumers and

stimulate serious debate on current and future intelligence challenges to support these activities csi publishes studies in intelligence as well as books and monographs addressing historical operational doctrinal and theoretical aspects of the intelligence profession it also administers the cia museum and maintains the agency s historical intelligence collection this is a privately authored news service and educational publication of progressive management our publications synthesize official government information with original material they are not produced by the federal government they are designed to provide a convenient user friendly reference work to uniformly present authoritative knowledge that can be rapidly read reviewed or searched vast archives of important data that might otherwise remain inaccessible are available for instant review no matter where you are

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

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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

from the introduction this study was prompted by a growing conviction shared by others to be sure that improving the analytic products delivered by intelligence community components had to begin with a critical and thorough appraisal of the way those products are created the analytic pathologies framework yields four insights that are crucial both to accurate diagnosis and to developing effective remedies first the framework enables analysts to identify individual analytic impediments and determine their sources second it prompts analysts to detect the systemic pathologies that result from closely coupled networks and to find the linkages among the individual impediments third it demonstrates that each of these networks and thus each systemic pathology usually spans multiple levels within the hierarchy of the intelligence community fourth the framework highlights the need to treat both the systemic pathologies and the individual impediments by focusing effective remedial measures on the right target and at the appropriate level from the foreword the scope of this monograph like that of the analytic profession is broad and deep from support to military operations to divining the inherently unknowable future of mysterious phenomena like the political prospects of important countries jeff cooper's study as befits the work of one who has long been an acute observer of the intelligence community and its work is packed with critiques observations and judgments it would be even more satisfying if the study could be further illuminated by clinical case studies of failures and successes this unique paper was produced by the center for the study of intelligence csi was founded in 1974 in response to director of central intelligence james schlesinger's desire to create within cia an organization that could think through the functions of intelligence and bring the best intellects available to bear on intelligence problems the center comprising professional historians and experienced practitioners attempts to document lessons from past operations explore the needs and expectations of intelligence consumers and stimulate serious debate on current and future intelligence challenges to support these activities csi publishes studies in intelligence as well as books and monographs addressing historical operational doctrinal and theoretical aspects of the intelligence profession it also administers the cia museum and maintains the agency's historical intelligence collection

provides key documents used to analyze and explain the intentions and capability of the soviet union to us policymakers

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

analyzing intelligence now in a revised and extensively updated second edition assesses the state of the profession of intelligence analysis from the practitioners point of view the contributors most of whom have held senior positions in the us intelligence community review the evolution of the field the rise of new challenges pitfalls in analysis and the lessons from new training and techniques designed to deal with 21st century national security problems this second edition updates this indispensable book with new chapters that highlight advances in applying more analytic rigor to analysis along with expertise building training and professional development new chapters by practitioners broaden the original volume s discussion of the analyst policymaker relationship by addressing analytic support to the military customer as well as by demonstrating how structured analysis can benefit military commanders on the battlefield analyzing intelligence is written for national security practitioners such as producers and users of intelligence as well as for scholars and students seeking to understand the nature and role of intelligence analysis its strengths and weaknesses and steps that can improve it and lead it to a more recognizable profession the most comprehensive and up to date volume on professional intelligence analysis as practiced in the us government analyzing intelligence is essential reading for practitioners and users of intelligence analysis as well as for students and scholars in security studies and related fields

mark m lowenthal s trusted guide is the go to resource for understanding how the intelligence community s history structure procedures and functions affect policy decisions in the fully updated ninth edition of intelligence the author addresses cyber security and cyber intelligence throughout expands the coverage of collection comprehensively updates the chapters on nation state issues and transnational issues and looks at foreign intelligence services both large and small

a compilation of articles from various sources relating to the success and failures of cia in field of intelligence the study is divided under 60 headings relating to this sensitive subject

this publication of the central intelligence agency cia is intended to help the kent center fulfill its mission of promoting the practice of analytic tradecraft in the directorate of intelligence and of furthering a greater understanding of intelligence analysis in the wider communities in which it is practiced studied or taught these unclassified occasional papers are disseminated externally as appropriate in addition to being used in courses at the sherman kent school cia university and elsewhere in the intelligence community

the kent center is confident that intelligence analysts now and in the future will benefit from the lessons and insights that contributors to occasional papers provide it is hoped that they will prove to be a valuable addition to the practical literature on intelligence analysis contents volume 1 number 1 improving cia analytic performance strategic warning volume 1 number 2 improving cia analytic performance analysts and the policymaking process volume 1 number 3 improving cia analytic performance di analytic priorities volume 1 number 4 when everything is intelligence nothing is intelligence volume 1 number 5 sherman kent and the profession of intelligence analysis volume 2 number 1 strategic warning if surprise is inevitable what role for analysis volume 2 number 2 tensions in analyst policymaker relations opinions facts and evidence volume 2 number 3 sherman kent s final thoughts on analyst policymaker relations volume 3 number 1 making sense of transnational threats volume 3 number 2 rethinking alternative analysis to address transnational threats sample analytic tradecraft for managing substantive uncertainty the failure to provide strategic warning during the months prior to iraq s 1990 invasion of kuwait generated recommendations for revamping warning analysis by ddi doug maceachin 1993 1995 that spurred changes in the di s analytic approach to substantive uncertainty generally the ddi observed that the bottom line judgment that iraq was unlikely to initiate warfare in the near term issued repeatedly in the year before the assault on kuwait was based on the assumption that iraq needed several years to recover from the military and economic devastation of its long war with iran that assumption was so widely held by analysts that it was rarely examined critically nor was the heavy dependence of the no war conclusion on the recovery first assumption explicitly recognized

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