

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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 National Defense Intelligence College Paper: Intelligence Professionalism in the Americas - Mexico, Argentina, Brazil, Peru, Chile, Uruguay, Colombia, Bolivia, FARC, Russian Mafia, Submersibles

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VANG LOZANO

National Defense Intelligence College Paper National Defense Intelligence College Paper: Intelligence Analysis in Theater Joint Intelligence Centers: an Experiment in Applying Structured Methods Involving Various Scenarios and Two-Tailed Tests This unique and informative paper was produced by the National Intelligence University / National Defense Intelligence College. In clear, articulate, unmistakable language, Master Sergeant Folker's learned thesis sets forth the key opposing arguments in the long-standing controversy over the role of structuring in intelligence analysis. The controversy is largely one-sided, because proponents of intuitive analysis see no purpose in debating the issue, as they are completely satisfied with the status quo. It is only the structuring enthusiasts who see a need for drastic change in the way analysis is conducted. Because, as Folker points out, supporters of the status quo include not only most analysts but most commanders as well, the structuring enthusiasts have never made progress in reforming the other side. And they won't make any progress until the superiority of structured analysis over intuitive analysis is proved, which Folker has taken a first giant step in doing. And it is precisely on this point that Folker challenges the Intelligence Community-- indeed the entire U.S. government and the private sector as well--to design and conduct reliable tests to demonstrate which analytic approach is superior: structured or intuitive. Given the wide range of available structuring techniques, each one should be tested in competition with intuition. There are many myths prevalent in the analytic community, public and private, concerning structured analysis: It is time-consuming and overly complicated; it eliminates the indispensable role of intuition; it involves numbers and arcane formulae that render analysis mechanical and devoid of creative solutions; and so on. Tests like Folker's will surely dispose of these myths and demonstrate the immense value and power of structuring. His thesis, moreover, should encourage students to undertake research experiments that challenge long-held beliefs and test new theories of military interest. JMIC students are especially well placed to conduct thoughtful, creative research because they bring to this scholarly environment a rich mixture of background and viewpoints, and because they remain vitally involved in the business of wringing meaning from a great variety of intelligence information. Topics and subjects include: qualitative analysis, structured methodologies, case studies, scenarios, two-tailed tests. National Defense Intelligence College

PaperBringing Intelligence About - Practitioners Reflect on Best Practices - CIA Analysis, Analytical Tradecraft, Process Management This unique and informative paper was produced by the National Intelligence University / National Defense Intelligence College. Topics and subjects include: CIA analysis, internet and electronic media, analytical tradecraft, process management, U.S. Coast Guard, DIA, DODIIS, COLISEUM, JWICS, SIPRNET, OSIS, DITDS, HUGIN expert, ESRI, induction, deduction, and abduction. The title chosen for this book carries two meanings. The more straightforward interpretation of "Bringing Intelligence About," and the principal one, refers to the book's coverage of wide-ranging sources and methods employed to add value to national security-related information--to create "intelligence." A second meaning, not unrelated to the first, refers to the responsible agility expected of U.S. intelligence professionals, to think and act in such a way as to navigate information collection and interpretation duties with a fix on society's shifting but consensual interpretation of the U.S. Constitution. A prominent individual and ideal intelligence professional who lived both meanings of "Bringing Intelligence About" was the late Lieutenant General Vernon A. Walters. As an intelligence officer, defense attache, ambassador-at-large and ambassador to Germany, his combination of skills--notably his language skills--made him the epitome of a professional. Beyond intelligence service in the Departments of Defense and of State, General Walters presided as Deputy Director of Central Intelligence during the Watergate episode, where he stood on principle and at odds with political figures in the Nixon administration. His mastery of intelligence collection, analysis and politically attuned synthesis, the full story of which has not yet been told, make him a near-mythic figure for aspiring intelligence professionals. Although the talents and assignments of General Walters were extraordinary, his demonstration that intelligence aptitudes and skills are fungible across Departments and Agencies is a powerful suggestion that those separate institutions can also operate together as a professional community. This volume helps us move down the long and difficult road of helping identify how to produce good or better intelligence--by which I mean intelligence that is of use to policymakers and is better than other intelligence by being so used. The authors have--across a range of areas of interest--identified some of the practices that work best to produce--or, more aptly, "to bring about"--good intelligence. Note that the preceding sentence said "some of the practices." Few books could expect to identify all of the practices that work and, as the authors of each chapter would undoubtedly concede, there will always be some variables and intangibles at work in intelligence: vagaries of time to perform collection and analysis; the quality of

sources; the quality of the analysts; the nature and personality of the policymakers. Still, it is possible to identify the practices that work and the practices that have to be altered over time as conditions change. National Defense Intelligence College PaperCritical Thinking and Intelligence Analysis - Sherman Kent, NSA, JFK, Cuban Missile Crisis, Inductive, Deductive, Abductive Reasoning This unique and informative paper was produced by the National Intelligence University / National Defense Intelligence College. Analysts and analysts alone create intelligence. Although technological marvels assist analysts by cataloguing and presenting data, information and evidence in new ways, they do not do analysis. To be most effective, analysts need an overarching, reflective framework to add structured reasoning to sound, intuitive thinking. "Critical thinking" provides such a framework and goes further, positively influencing the entire intelligence analysis process. Analysts who adopt critical thinking stand to improve their analyses. This paper 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. Topics and subjects include: Inductive, deductive, and abductive reasoning; noosphere, Cuban missile crisis, Cassandra approach; Penkosky, Sherman Kent; Fidel Castro; John F. Kennedy; Nikita Khrushchev; Evidentiary assessment; NSA. Contents: Introduction: How Do People Reason * What Is Critical Thinking? * Defining Critical Thinking * Standards for Critical Thinking * Skill-Based Definitions * A Disposition to Think Critically * The Role of Questions * Pseudo-Critical Thinking * 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: Critical Thinking Would Have Made a Difference * How Can Intelligence Analysts Employ Critical Thinking? * The Poor Record * Assessing Evidence * Facilitating Evidentiary Assessment * Embracing a Methodology * Creating Better Inferences * Producing Intelligence * How can Analysts be Taught to Think Critically? * Critical Thinking Education * Outside the Intelligence Community * Critical Thinking Education * Inside the Intelligence Community * Implications of Teaching Critical Thinking * Evaluating Teaching Models * Encouraging Analysts to Think Critically * Persuading to Improve Analysis * How Does Critical Thinking Transform? * Transforming Intelligence Corporations * Learning from Early Adopters * The Costs and Benefits of Thinking Critically * Validation * What Other Points of View Exist? * What

Does the Future Hold? * Conclusion The world in which intelligence analysts work has changed dramatically over the 67 years since the beginning of the Second World War. Adversaries have shifted from large armies arrayed on battlefields to individuals lurking in the shadows or in plain sight. Further, plagues and pandemics, as well as floods and famines, pose threats not only to national stability but even to human existence. To paraphrase a Chinese curse, we certainly live in interesting times. Our times demand fresh, critical reasoning on the part of those tasked to assess and warn about threats as well as those tasked to act on those threats. Education in the bases and practices of intelligence foraging and sensemaking - often called intelligence collection and analysis - is a means by which this can be accomplished. Indeed, the Intelligence Reform and Terrorism Prevention Act of 2004 legislated improved education for intelligence analysis. But, that education is not specifically defined. This volume provides a framework for one area of the act's educational requirement: improving how analysts think - and by extension, how policymakers act. It asserts that people who are skilled critical thinkers are better able to cope with interesting times than those who are not. National Defense Intelligence College Paper Finding Leaders - Preparing the Intelligence Community for Succession Management - Covering the NSA, 9/11 Commission, CIA, NRO, DNI, and Agency Culture 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. National Defense Intelligence College Paper Learning With Professionals - Selected Works from the Joint Military Intelligence College - Spying as Depicted in Movies, Spy Fiction, Clancy, LeCarre This unique and informative paper was produced by the National Intelligence University / National Defense Intelligence College. Topics and subjects include: spying as depicted in movies and novels, spy fiction vs. spy reality, history of intelligence, John LeCarre, Tom Clancy, Robert Ludlum, Principles of Intelligence, accuracy, objectivity, usability, relevance, readiness, timeliness, Cuban missile crisis, John F. Kennedy, Robert F. Kennedy, San Cristobal Trapezoid, aerial reconnaissance, Israeli recon satellite program, 1973 Yom Kippur war, Case Method, Rwanda, Tutsi and Hutu, NIMA, applications of intelligence, health and national security, intelligence support to refugee operations, religion and war in the 21st century, bioterror, narcotrafficking. If intelligence was first formally declared an instrument of U.S. national security in the National Security Act of 1947, it did not enter the mainstream of American thinking and discourse until the terrorist attacks of 2001 and their aftermath. Now, with the benefit of commission studies and recommendations and executive and legislative actions culminating in the passage of the Intelligence Reform and Terrorism Prevention Act of 2004, good, timely, relevant intelligence is recognized as "the air the nation breathes." Soccer moms discuss intelligence. College students' interest in intelligence extends beyond the work of the classroom to the prospect of intelligence as a career. The Joint Military Intelligence College has the privilege and the trust of serving as the Federal Government's center of excellence for intelligence education and

research. With teaching and research at both the classified and unclassified levels, the College awards the Master of Science of Strategic Intelligence degree and the Bachelor of Science in Intelligence degree. The College's degrees are authorized by the Congress. The College is accredited by the Middle States Commission on Higher Education and is a member of the Consortium of Universities of the Washington Metropolitan Area. The research and publications of the College's students, faculty, and research fellows are contributing to the work of intelligence and the security of the nation. They are creating the literature of intelligence. This book of readings taken from such research and writings offers a window on the incredible history and evolving work of intelligence and the contributions it is making in the early 21st century. The different chapters underscore the importance of the emergence of intelligence as a sought-after academic discipline. The Work of Intelligence * Meeting the Intelligence Community's Continuing Need for an Intelligence Literature * The Basic Tools of Writing with Intelligence * Intelligence Essentials for Everyone, Prologue, Part 1, Part 2 * On Becoming an Intelligence Analyst * Getting Intelligence Right: The Power of Logical Procedure * Opening Windows of Opportunity: The Need for Opportunities-Based Warning * Teaching Vision. * Spy Fiction, Spy Reality * Evidence Marshaling and Argument Construction * Failures of Imagination: Thoughts on the 9/11 Commission Report * Homeland Security and Intelligence: Can Oil Mix with Water in an Open Society? * The History of Intelligence * The San Cristobal Trapezoid * Israel's Quest for Satellite Intelligence * Experiences to Go: Teaching with Intelligence Case Studies * The Creation of the National Imagery and Mapping Agency: Congress's Role as Overseer * The Applications of Intelligence * Health and National Security * Intelligence Support to Refugee Operations: Who's the Expert? * Religion and War in the 21st Century * Intelligence Support to the Life Science Community: Mitigating Threats from Bioterrorism * 'SALSA for Cyber Sonics': Education and Research at the Joint Military Intelligence College * Knowledge-based Tools: A Solution for Optimizing Collection Requirements Management * Narco-Mercantilism and the War on Drugs National Defense Intelligence College Paper Anticipating Surprise - Analysis for Strategic Warning - DEFCON Status, Deception, Surprise and Timing, Political and Military Factors, Tactical Warning This unique and informative paper was produced by the National Intelligence University / National Defense Intelligence College. This updated and revised edition of an earlier, classified publication is an excellent primer for both intelligence analysts and policymakers. Events have shown that accurate and timely warning has most often been produced by a minority viewpoint brought to the attention of decisionmakers in some way; it is not the product of a majority consensus. In an era of asymmetric warfare in which our national security and wellbeing can be seriously threatened by hostile groups as well as nations, it is imperative that lessons from the past not be forgotten but be brought up to date and the discipline of warning reinvigorated. Warning intelligence differs significantly from current intelligence and the preparation of long-range estimates. It accepts the presumption of surprise and incomplete intelligence and requires exhaustive research upon which to build the case for specific warning. Relationships among events or involving the players may not be readily evident at first and initial signs often consist of fragmentary evidence, conflicting reports, or an absence of something. It is not merely a compilation of facts. It is an abstraction, an intangible, a perception or a belief. While a specific methodology for developing warning may have been tailored to the needs of the Cold War, the same principles apply even to asymmetric conflict. In the rush to build new intelligence mechanisms to combat terrorist attacks and to provide warning for the homeland as well as for forces deployed, the nation and the Intelligence Community would be well served by reviewing this book to gain an understanding of what constitutes warning and how it is arrived at. As the author points out, "warning does not exist until it has been conveyed to the policymaker, and...he must know that he has been warned." All intelligence professionals and key policymakers must understand the principles outlined in this very relevant publication. Topics and subjects: Factors influencing Warning; warning intelligence; analytical method; political and military factors for warning; surprise and timing; deception; inference; induction; deduction; strategic versus tactical; indicator lists; long-term warning files; logistical preparations; DEFCON status; Soviet invasion of Czechoslovakia 1968; Cuban Missile Crisis 1962; Korean War; World War II; Six-day war; Vietnam War; cover plans or cover stories. Chapter 1 * The Role of Warning Intelligence * General Nature of the Problem * What Is Warning? * Intentions versus Capabilities * Chapter 2 * Introduction to the Analytical Method * Indicator Lists: Compiling Indications * Fundamentals of Indications Analysis * Specifics of the Analytical Method * Chapter 3 * Military Indications and Warning * The Nature of Military Indicators * Order-of-Battle Analysis in Crisis Situations * Logistics is the Queen of Battles * Other Factors in Combat Preparations * Chapter 4 * Political Factors for Warning * Ambiguity of Political Indicators * A Problem of Perception * Considerations in Political Warning * Chapter 5 * Warning from the Totality of Evidence * The Relative Weight of Political and Military Factors * Isolating the Critical Facts and Indications *

Some Guidelines for Assessing the Meaning of Evidence * Reconstructing the Adversary's Decisionmaking Process * Chapter 6 * Surprise and Timing * Principal Factors in Timing and Surprise * Examples of Assessing Timing * Warning is Not a Forecast of Imminence * Chapter 7 * The Problem of Deception * Infrequency and Neglect of Deception * Principles, Techniques and Effectiveness of Deception * Types of Deception * What Can We Do About It? * Chapter 8 * Judgments and Policy * Facts Don't "Speak For Themselves" * What Do Top Consumers Need, and Want, to Know? * Intelligence in Support of Policy? Assessing Probabilities National Defense Intelligence College Paper: Intelligence Professionalism in the Americas - Mexico, Argentina, Brazil, Peru, Chile, Uruguay, Colombia, Bolivia, FARC, Russian Mafia, Submersibles This unique and informative paper was produced by the National Intelligence University / National Defense Intelligence College. This book makes a significant contribution to our understanding of intelligence services. "Intelligence studies" have developed over the last twenty-five years within the academic disciplines of political science and international relations, but the subject is still at a relatively early stage of development. There has been extensive published analysis of the United States intelligence system, and some also of its British counterpart; but there is little writing about Western-style intelligence as a whole, and almost nothing on contemporary non-Western systems. The subject as a whole lacks the comparative studies needed to identify the commonalities that give intelligence everywhere its place -- an increasingly important place -- in the international system now developing. This book fills an important part of the gap. Its subject is one that has been barely tackled anywhere else: What gives modern intelligence practitioners and their organizations their claims to professionalism, and what actually does this professionalism entail? Intelligence as an activity is partly a matter of special skills -- agent recruitment and running; cipher-breaking and other SIGINT techniques; imagery interpretation; and all the others -- but these merge into its broader professional canons for handling indications and evidence, drawing conclusions, and presenting these to decision-takers in ways that command attention while incorporating careful judgments of certainty and uncertainty. The intelligence professional is close to the policy adviser, but still keeps a certain distance from him. Intelligence's concern is with understanding and evaluating "them," rather different from the policy adviser's roots in "us" and in what "our" decisions should be. This book examines ways in which intelligence develops its characteristic standards of accuracy and duty. It considers the effects of formal legal codes and democratic oversight, but a principal conclusion emerging from it is the importance of professional training. Its implicit sub-text is indeed that standards of intelligence analysis and integrity should be properly taught, and not just caught by osmosis from one's seniors. At least for this British reader, the amount of formal analytic training in the relatively modest national intelligence systems described here is surprising and thought-provoking, perhaps salutary. Topics and subjects: Argentina AFP, IIFA; Brazil SISBIN, SISP, SINDE, SNI, ESNI, ABIN; Mexico CISEN, DFS, DGIPS, Sedena, S-2, PFP; Peru CNI, DINIE, DIN, DIFAP, DIGIMIN; Chile DISPI, DID, DIDENA, DIPOLCAR; Colombia DAS, D-2, M-2; Uruguay SID, SIFFAA, DINACIE; FARC; Shining Path; Zapatista; Augusto Pinochet; Carabineros; Alberto Fujimori; MLN-Tupamaros; OAS, Russian Mafia; Medellin Cartel; Cali Cartel; LTTE Tamil Tigers; Norte del Valle Cartel; Drug traffic; Narcotraffic; international criminal networks; submersibles. National Defense Intelligence College Paper Who Watches the Watchmen? The Conflict Between National Security and Freedom of the Press - Wikileaks, Assange, CIA, Bay of Pigs, Pentagon Papers This unique and informative paper was produced by the National Intelligence University / National Defense Intelligence College. Who Watches the Watchmen? could hardly be more timely as we debate the recent leaking of the largest trove of documents in American history. The "WikiLeaks" case drives home the need for what this book lays out: an approach to protecting classified information that goes beyond law enforcement. Gary Ross' application of Rational Choice Theory codifies, organizes, and extends what many of us have been trying to do instinctively when dealing with unauthorized disclosures. In Ross' discussions of "motivations" and "justifications," I see powerful echoes of what I personally experienced as Director of NSA and CIA. I only wish I had had access to this fully developed intellectual framework and the courses of action it suggests while still in government. - General Michael V. Hayden Topics and subjects include: Wikileaks, Bay of Pigs, Pentagon Papers, Iraq, CIA detention facilities, Afghanistan, U-2 flights over Soviet Union, Iran National Intelligence Estimate, Ivy Bells, Julian Assange, CIA family jewels, Scooter Libby, Valerie Plame. CHAPTER 1 * Conflicting Principles * Where You Stand Depends on Where You Sit * The Scope of Unauthorized Disclosures in the United States * Researching the Topic * Responding Through Law: The "Espionage Act" * Seeking an Alternative to a Legislative Solution * The Difficulty Identifying Leakers: A Thousand Grains of Sand * Statutory Abuses and Efforts to Prevent Unauthorized Disclosures * Rational Choice Theory: An Alternative to a Legislative Approach * CHAPTER 2 * Journalist Motivations and Justifications * Journalist Motivations for

Disclosing Classified Information * Altruistic Motivation - Promoting Informed Debate * Pentagon Papers * Bay of Pigs * Altruistic Motivation - Exposing Government Misconduct * The Family Jewels * Colonel Alpirez * Non-Altruistic Motivation - Advancing Corporate Interests * Pentagon Papers * Non-Altruistic Motivation - Advancing Personal Interests * Veil * State of War * Collateral Murder * Non-Altruistic Motivation - Advancing Foreign Interests * Journalist Justifications for Disclosing Classified Information * Justification - Government Overclassification * Justification - Continued Tolerance for Politically Advantageous Disclosures * Pre-War Intelligence on Iraq * Stealth * Justification - Inadequacy of Congressional Oversight * Justification - Legal Protection for the Press under the First Amendment * Justification - The Ability of the Media to Handle Classified Information Responsibly * U-2 * IVY BELLS * Project AZORIAN * Hostage Crises * Pentagon Papers * CIA Detention Facilities * Terrorist Surveillance Program * SWIFT Banking * U.S. Troops in Afghanistan * Government Employees and Their Motivations: The "Supply Side" * Conclusion * CHAPTER 3 * The Cost of Disclosing Classified Information: Identifying Harm * Categories of Harm * Damage to Sources and Methods * Soviet ICBM Testing * Operation BROADSIDE * Project AZORIAN * OBELISK * SWIFT Banking * Operation MERLIN * National Intelligence Estimate - Iran * Potential Loss of Life * Counterspy and Covert Action Bulletin * Mossad in Syria * Beirut Barracks * TWA Flight 847 * PURPLE and MAGIC * Disclosure of U.S. Military Field Report by WikiLeaks * Koran Desecration * CIA Recruiting Iranians * Soviet Mechanic * Impact on the Development and Implementation of Foreign Policy * Troop Levels in Afghanistan . * National Intelligence Estimate - Iran * Covert Action in Pakistan * Support to Egyptian Operation * Non-Lethal Presidential Findings * Effect on International Alliances * Net-Centric Diplomacy * Hadley Memo * Stinger Missiles to Angola * Military Aircraft to Taiwan * Curveball * CIA Detention Facilities * Pakistani Collaboration with Afghan Insurgents * Financial Costs * Project AZORIAN * Project GREEK ISLAND * Alaskan Airfield National Defense Intelligence College Paper Can't We All Just Get Along? Improving the Law Enforcement-Intelligence Community Relationship, FBI and CIA Turf Battles, Gangs and Mafia This unique and informative paper was produced by the National Intelligence University / National Defense Intelligence College. Topics and subjects include: HUMINT (human intelligence), FBI-CIA turf battles, anti-gang techniques, telephone record analysis, link analysis, DEA, 9/11 attacks, home-grown Islamic extremists, prison gangs, Aryan brotherhood, Black Guerrilla family, Mexican mafia, Neustra Familia, street gangs, predictive intelligence, information sharing, national security and intelligence, Irish War of Independence (1919-1921), intelligence technology, Operation Hound Dog, Haiti, Bosnia, Somalia, analytical tools, interrogation, counterterrorism, Gilmore commission, state Homeland Security advisors, FIGs (Field Intelligence Groups). Intelligence--vital information about persons and phenomena that would do us harm--has been used to great effect by the Law Enforcement community for many years to support operations and ensure public safety. Human source development tradecraft, technical collection techniques, analytic methodologies and tools, and information sharing policies and systems have been a mainstay of law enforcement operations for many years. Globalization and the decline of the nation state have given rise to new adversaries, many of which resemble shadowy criminal-like networks that use technology to operate across national boundaries and threaten both national security and public safety. Can't We All Just Get Along? Improving the Law Enforcement-Intelligence Community Relationship is a powerful and thoughtful compendium that explores law enforcement intelligence techniques and their utility for the National Intelligence Community, as well as proven Intelligence Community methodologies and their potential application for law enforcement intelligence operations. Most importantly, the compendium eloquently reminds us that it is the "soft stuff"--culture, training, trust--that presents the greatest challenge to achieving a partnership between Law Enforcement and the Intelligence Community that the threat demands and our citizens deserve. Much has been said about Law Enforcement not "getting" intelligence and about the Intelligence Community not "getting" law enforcement operations. Those of us who have had the privilege of serving in both communities know from experience that neither assertion is true and have urged a thoughtful analysis of facts to tamp down the emotion that surrounds this debate. This work succeeds in moving us beyond surface judgments and emotions, exploring law enforcement intelligence tools and techniques in some depth and pointing to their utility in fighting and prevailing over today's adversaries. Just as importantly, it points to extant Intelligence Community practices that if applied broadly will help Law Enforcement make the transition from prosecution to prevention. National Defense Intelligence College Paper Finding Leaders--Preparing the Intelligence Community for Succession Management--NSA, 9/11 Commission, CIA, NRO, DNI, Agency Culture 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. National Defense Intelligence College Paper Sensemaking - A Structure for an Intelligence Revolution, Mindfulness, Macrocognition, Tame and Wicked Problems, Meliorists, Neuroscience 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 National Defense Intelligence College Paper Educating Information - Interrogation: Science and Art - Covering Terrorism and Torture, KUBARK Counterintelligence, and Techniques and Training 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, sleep loss 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 amyltal, 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. Educating 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 Educating 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 "educating 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. National Defense Intelligence College Paper The Blue Planet - Informal International Police Networks and National Intelligence - Covering Transnational Crime, Terrorism and Policing, and Al Qaeda This unique and informative paper was produced by the National Intelligence University / National Defense Intelligence College. The Blue Planet: Informal International Police Networks and National Intelligence, makes a powerful argument for why the United States needs to make better use of its federal law enforcement agencies abroad as an integral part of our national counterterrorism strategy. Bayer's book criticizes the primacy of the military/intelligence model in our foreign counterintelligence strategy, arguing that the counterterrorism role reserved for the FBI makes insufficient use of the global networking capabilities of our many other American law enforcement agencies abroad. Bayer's book makes an important contribution to the literature on international governmental networks, such as the work of Anne-Marie Slaughter and Kal Raustiala, describing the unique ability that informal networks of cooperating law enforcement agencies have to collect information about local conditions and local

communities that may prove crucial in identifying terrorist threats and preventing terrorist attacks. Bayer argues that such networks have proven immensely successful in investigating organized crime, but that these capabilities have been underused against international terrorist networks. By virtue of their omnipresence around the globe, police are "natural anticipatory collectors" of vast amounts of information. They are for that reason well-placed to detect suspicious activities - particularly given the overlap between terrorist cells and criminal networks. Law enforcement personnel have a unique ability to draw on trust and a common culture with their counterparts in other countries, resulting in a regular informal interchange of useful information. Building on the work of Mathieu Deflem, Bayer recognizes the particular advantage that the police enjoy by virtue of their professional autonomy and relative independence from the centers of political decision-making. The same forces that insulate them politically facilitate close, albeit informal, cooperation between law enforcement agencies from such vastly different legal systems as those of the United States, Cuba, China, and Indonesia. Informal police cooperation thrives because it benefits not only powerful countries like the United States, which depend on information flows from a large variety of cooperating countries, but also relatively weak police entities seeking to increase their professionalism and autonomy from their own political centers. Given their special access to sources of intelligence not easily exploitable by the intelligence establishment, law enforcement agencies could play a much more important role than they currently do as full partners in a comprehensive American counterterrorism strategy. Topics and subjects include: The thin blue line; police culture; Mutual Legal Assistance Treaties (MLATs), al-Qaeda, Taliban, Ummah, Ira Einhorn, Overseas security Advisory Council (OSAC); Interpol; Europol; CIA, FBI, Homeland Security, HUMINT, FARC, Cuba; child pornography; human trafficking, Charles Taylor, Liberia, Daniel Pearl, Pakistani Intelligence Service (ISI), Murrah Federal Building Oklahoma City, Operation Triple X, Peepshows, Child molesters. CHAPTER 1: An Orbital View of the Blue Planet * CHAPTER 2: The Co-Evolution of Transnational Crime, Terrorism, and Policing: A Brief Pre-History of the Blue Planet * CHAPTER 3: Analyzing Impediments: A Core Sample of the Blue Planet * CHAPTER 4: Comparing Apples, Oranges, and Lemons on the Blue Planet * CHAPTER 5: Tales of the Blue Planet * CHAPTER 6: Emergence of the Blue Planet National Defense Intelligence College Paper - Y The Sources of Islamic Revolutionary Conduct - Covering Islamic Ressentiment, Bin Laden, Al-Qaida, Mohammad, Palestine, and Comparison to Christianity This unique and informative paper was produced by the National Intelligence University / National Defense Intelligence College. Topics and subjects include: Islamic ressentiment, Osama bin Laden, al-Qaida, Mussawi, Mohammad, Palestine, the Enlightenment, Socrates, Wilsonian idealism, Sayyid Qutb, Fitra, Qur'anic doctrine, Soteriology, Jihad, the creation of Israel, Suez Crisis, Ummah, 9/11, Terrorism, Salafism, Sunni, Shia, Shariah. Contents: Part I: Our Intellectual Pedigree - The Search for Strategic Insight * Part II: On Islam and Christendom - Comparisons and Imperatives * Part III: In the Mind of the Faithful - Identity, Trauma, Ressentiment, and Transnational Islamic Revival * Part IV: In the Mind of the Enemy - The Revolutionary Islamic Vanguard * Conclusion. The United States has been conditioned to believe that it faces a threat of terrorism, that Islam is a religion of peace, and that Islam as religion has been hijacked and perverted by fundamentalist radicals. Furthermore, it seems to be conventional wisdom that the conditions for so-called terrorism will be ameliorated by a renewed emphasis on education, more equitable resource distribution, and an infusion of democratic values. Yet nowhere has the following question been satisfactorily answered: Why were 19 Muslim hijackers driven to kill themselves and thousands of innocent civilians . . . when many of the hijackers were educated in the West, owned profitable business enterprises, and had access to modern Western resources and conveniences? Furthermore . . . why the repeated chant of Allahu akbar . . . and even more fundamentally, what is Islam? These are deeply metaphysical questions. They are at once religious and anthropological, and require that one critically examine culturally foreign systems of thought. The probing generated by this type of analysis tends to assault the current Zeitgeist, which above all else, credits itself as tolerant and universally accepting of all things and all ideas. This, in turn, begs the following question: How can a society like that of the United States, one conditioned by these philosophies of the secular age, be brought to consider fundamental questions of a religious nature? It can do so by first rediscovering its own intellectual pedigrees and coming to terms with its own foundations. It does so, secondly, by penetrating the religious ideology of the enemy in an attempt to decipher the answer to why the religion of peace seems to perpetually produce passionate warriors for Allah. This is a work of fundamental strategic importance. It will serve as a starting point in understanding of the nature of the enemy we face in the war on Islamo-fascism. Habits of thought developed during the ideological wars of the 20th century are not sufficient cognitive models for prosecution of the current conflict. Deeply ingrained Western assumptions on the nature of religion must be

reexamined in the light of the current challenge. Stephen Lambert here provides us with a strategic plan for correcting this deficiency. Just as we needed a deep understanding of Communist ideology for victory in the Cold War, so we must now face up to the task of investigating the philosophical and religious underpinnings of our current adversaries. This will require reevaluation of assumptions long cherished by Americans, such as the idea that all religions are the same in their essentials, or at least sufficiently similar that deep study is not required. The United States has never fought a religious war, and the very idea makes us cringe. We prefer to assume that religion is essentially a private matter, and that its various manifestations are uniformly compatible with peace and freedom. Unfortunately, our adversaries utterly reject this view. We now confront a religious, political, and social belief system that at its core resists Western understanding of pluralism, tolerance, and individual freedom. Critical Thinking and Intelligence Analysis This unique and informative paper was produced by the National Intelligence University / National Defense Intelligence College. Vernon Anthony Walters was a military, diplomatic and intelligence officer and emissary for several American presidents. Throughout a busy professional career, he witnessed and participated in various important events of the twentieth century, including the Second World War, the Korean and Vietnam Wars, and the fall of the Berlin Wall, among others. Walters' connections with Brazil were always intense and surrounded by controversy. Having worked as a liaison officer between the U.S. Fifth Army and the Brazilian Expeditionary Force during World War II, Walters became a legend in Brazil due to his participation in the 1964 Revolution. Vernon Walters was an eternal optimist whose exuberance and enthusiasm lifted the spirits of all with whom he came in contact. Perhaps this is why he identified so closely with Brazil and its sense of destiny. Given Walters' unbounded faith and close ties with Brazil, it is fitting that a Brazilian has written this biography. Frank Marcio de Oliveira has given us a very readable and well-documented account of Walters' evolution from a trusted and extraordinarily talented interpreter in World War II, to prescient diplomat and foreign policy advisor to those at the highest levels of the U.S. Government. Bringing Henry Kissinger into the story, Oliveira offers insight into early parallels between these two iconic statesmen of the late Cold War period, and shows the different paths leading the two to the highest levels of national policy making. Both were insightful thinkers and masters of the art of persuasive communication. In contrast to Kissinger, the stolid academic, Walters rose to the top of his profession without benefit of formal, higher education. The world was his classroom and he used every minute to study and absorb all that it provided. He constantly honed his powers of observation and his prodigious memory. When conversing with him in a crowded room, one would be led to believe that you were the focus of his entire attention. Yet, all the time he was taking in the events around him and listening to nearby conversations. Yes, he was a superb interpreter and intelligence officer, but his rise to the highest levels of public service was possible due to his diligence in processing the lessons of history and working to understand the background and culture of those with whom he came in contact. Henry Kissinger had an impressive academic pedigree, but he could not touch Vernon Walters when it came to communication and understanding our friends and adversaries. Not only did he do this in their language, but also with a great sense of humor. Chapter 1 * The Missionary and the Giant * The First Connections with Brazil and with Brazilians * The Brazilian Expeditionary Force * From Colonel to General * An Exchange of Messages between Rio and Washington * Chapter 2 * The Missionary's Education * The Preparation * Mark Wayne Clark * Humberto de Alencar Castello Branco * William Averell Harriman * Dwight David Eisenhower * Again with Castello Branco * Chapter 3 * Powerful Products of Their Time * In Search of Precedents: the Difficult Synergy between the Military and Diplomats * Establishing Parallels * Kissinger's and Walters' Early Years * The Beginning of Military Life * Working in Intelligence * Winning Minds and Hearts * Other Points of Comparison * Chapter 4 * A Legend in Brazil * Just a Well-Informed Attache * "You are a Legend in this Country" * A Successor * "A strong Influence on My Life" * An Extraordinary Attache National Defense Intelligence College Paper Createspace Independent Publishing Platform This unique and informative paper was produced by the National Intelligence University / National Defense Intelligence College. Topics and subjects include: spying as depicted in movies and novels, spy fiction vs. spy reality, history of intelligence, John LeCarre, Tom Clancy, Robert Ludlum, Principles of Intelligence, accuracy, objectivity, usability, relevance, readiness, timeliness, Cuban missile crisis, John F. Kennedy, Robert F. Kennedy, San Cristobal Trapezoid, aerial reconnaissance, Israeli recon satellite program, 1973 Yom Kippur war, Case Method, Rwanda, Tutsi and Hutu, NIMA, applications of intelligence, health and national security, intelligence support to refugee operations, religion and war in the 21st century, bioterror, narcotrafficking. If intelligence was first formally declared an instrument of U.S. national security in the National Security Act of 1947, it did not enter the mainstream of American thinking and discourse until the terrorist

attacks of 2001 and their aftermath. Now, with the benefit of commission studies and recommendations and executive and legislative actions culminating in the passage of the Intelligence Reform and Terrorism Prevention Act of 2004, good, timely, relevant intelligence is recognized as "the air the nation breathes." Soccer moms discuss intelligence. College students' interest in intelligence extends beyond the work of the classroom to the prospect of intelligence as a career. The Joint Military Intelligence College has the privilege and the trust of serving as the Federal Government's center of excellence for intelligence education and research. With teaching and research at both the classified and unclassified levels, the College awards the Master of Science of Strategic Intelligence degree and the Bachelor of Science in Intelligence degree. The College's degrees are authorized by the Congress. The College is accredited by the Middle States Commission on Higher Education and is a member of the Consortium of Universities of the Washington Metropolitan Area. The research and publications of the College's students, faculty, and research fellows are contributing to the work of intelligence and the security of the nation. They are creating the literature of intelligence. This book of readings taken from such research and writings offers a window on the incredible history and evolving work of intelligence and the contributions it is making in the early 21st century. The different chapters underscore the importance of the emergence of intelligence as a sought-after academic discipline. The Work of Intelligence * Meeting the Intelligence Community's Continuing Need for an Intelligence Literature * The Basic Tools of Writing with Intelligence * Intelligence Essentials for Everyone, Prologue, Part 1, Part 2 * On Becoming an Intelligence Analyst * Getting Intelligence Right: The Power of Logical Procedure * Opening Windows of Opportunity: The Need for Opportunities-Based Warning * Teaching Vision. * Spy Fiction, Spy Reality * Evidence Marshaling and Argument Construction * Failures of Imagination: Thoughts on the 9/11 Commission Report * Homeland Security and Intelligence: Can Oil Mix with Water in an Open Society? * The History of Intelligence * The San Cristobal Trapezoid * Israel's Quest for Satellite Intelligence * Experiences to Go: Teaching with Intelligence Case Studies * The Creation of the National Imagery and Mapping Agency: Congress's Role as Overseer * The Applications of Intelligence * Health and National Security * Intelligence Support to Refugee Operations: Who's the Expert? * Religion and War in the 21st Century * Intelligence Support to the Life Science Community: Mitigating Threats from Bioterrorism * 'SALSA for Cyber Sonics': Education and Research at the Joint Military Intelligence College * Knowledge-based Tools: A Solution for Optimizing Collection Requirements Management * Narco-Mercantilism and the War on Drugs National Defense Intelligence College Paper Scarecrow Press 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. DIANE Publishing This unique and informative paper was produced by the National Intelligence University / National Defense Intelligence College. This book makes a significant contribution to our understanding of intelligence services. "Intelligence studies" have developed over the last twenty-five years within the academic disciplines of political science and international relations, but the subject is still at a relatively early stage of development. There has been extensive published analysis of the United States intelligence system, and some also of its British counterpart; but there is little writing about Western-style intelligence as a whole, and almost nothing on contemporary non-Western systems. The subject as a whole lacks the comparative studies needed to identify the commonalities that give intelligence everywhere its place -- an increasingly important place -- in the international system now developing. This book fills an important part of the gap. Its subject is one that has been barely tackled anywhere else: What gives modern intelligence practitioners and their organizations their

claims to professionalism, and what actually does this professionalism entail? Intelligence as an activity is partly a matter of special skills -- agent recruitment and running; cipher-breaking and other SIGINT techniques; imagery interpretation; and all the others -- but these merge into its broader professional canons for handling indications and evidence, drawing conclusions, and presenting these to decision-takers in ways that command attention while incorporating careful judgments of certainty and uncertainty. The intelligence professional is close to the policy adviser, but still keeps a certain distance from him. Intelligence's concern is with understanding and evaluating "them," rather different from the policy adviser's roots in "us" and in what "our" decisions should be. This book examines ways in which intelligence develops its characteristic standards of accuracy and duty. It considers the effects of formal legal codes and democratic oversight, but a principal conclusion emerging from it is the importance of professional training. Its implicit sub-text is indeed that standards of intelligence analysis and integrity should be properly taught, and not just caught by osmosis from one's seniors. At least for this British reader, the amount of formal analytic training in the relatively modest national intelligence systems described here is surprising and thought-provoking, perhaps salutary. Topics and subjects: Argentina AFP, IIFA; Brazil SISBIN, SISP, SINDE, SNI, ESNI, ABIN; Mexico CISEN, DFS, DGIPS, Sedena, S-2, PFP; Peru CNI, DINIE, DIN, DIFAP, DIGIMIN; Chile DISPI, DID, DIDENA, DIPOLCAR; Colombia DAS, D-2, M-2; Uruguay SID, SIFFAA, DINACIE; FARC; Shining Path; Zapatista; Augusto Pinochet; Carabineros; Alberto Fujimori; MLN-Tupamaros; OAS, Russian Mafia; Medellin Cartel; Cali Cartel; LTTE Tamil Tigers; Norte del Valle Cartel; Drug traffic; Narcotraffic; international criminal networks; submersibles.

National Defense Intelligence College Paper National Academies Press

This paper explores how some of the intelligence agencies have been and are performing succession management. What has been the method by which individuals were readied and chosen for positions of great authority and responsibility-how were and are leaders being selected? And how should they be prepared and selected in the future? The author, an Intelligence Community employee at the NSA for 20 years, suggests implementation of succession management across the Intelligence Community. Results from surveys and questionnaires across agencies are included. (Originally published by the National Defense Intelligence College as Occasional Paper No. 17.)

Intelligence and Intelligence Analysis Routledge

This unique and informative paper was produced by the National Intelligence University / National Defense Intelligence College. Topics and subjects include: HUMINT (human intelligence), FBI-CIA turf battles, anti-gang techniques, telephone record analysis, link analysis, DEA, 9/11 attacks, home-grown Islamic extremists, prison gangs, Aryan brotherhood, Black Guerrilla family, Mexican mafia, Neustra Familia, street gangs, predictive intelligence, information sharing, national security and intelligence, Irish War of Independence (1919-1921), intelligence technology, Operation Hound Dog, Haiti, Bosnia, Somalia, analytical tools, interrogation, counterterrorism, Gilmore commission, state Homeland Security advisors, FIGs (Field Intelligence Groups). Intelligence--vital information about persons and phenomena that would do us harm--has been used to great effect by the Law Enforcement community for many years to support operations and ensure public safety. Human source development tradecraft, technical collection techniques, analytic methodologies and tools, and information sharing policies and systems have been a mainstay of law enforcement operations for many years. Globalization and the decline of the nation state have given rise to new adversaries, many of which resemble shadowy criminal-like networks that use technology to operate across national boundaries and threaten both national security and public safety. Can't We All Just Get Along? Improving the Law Enforcement-Intelligence Community Relationship is a powerful and thoughtful compendium that explores law enforcement intelligence techniques and their utility for the National Intelligence Community, as well as proven Intelligence Community methodologies and their potential application for law enforcement intelligence operations. Most importantly, the compendium eloquently reminds us that it is the "soft stuff"--culture, training, trust--that presents the greatest challenge to achieving a partnership between Law Enforcement and the Intelligence Community that the threat demands and our citizens deserve. Much has been said about Law Enforcement not "getting" intelligence and about the Intelligence Community not "getting" law enforcement operations. Those of us who have had the privilege of serving in both communities know from experience that neither assertion is true and have urged a thoughtful analysis of facts to tamp down the emotion that surrounds this debate. This work succeeds in moving us beyond surface judgments and emotions, exploring law enforcement intelligence tools and techniques in some depth and pointing to their utility in fighting and prevailing over today's adversaries. Just as importantly, it points to extant Intelligence Community practices that if applied broadly will help Law Enforcement make the transition from prosecution to prevention.

Imperialism With Chinese Characteristics?: Reading And Re-

Reading China's 2006 Defense White Paper Lulu.com

This intelligence primer reflects the author's examination of dozens of unclassified government documents on the practice of intelligence over a period of nearly seven years. For the national security intelligence community, it presents a concise distillation and classification of the national intelligence functions. To the private sector, it offers an unprecedented translation into lay terms of national intelligence principles and their application within and potentially outside of government. Whereas "intelligence sharing" has traditionally been a government-to-government transaction, the environment is now receptive to government-private sector interaction.

Learning With Professionals: Selected Works from the Joint Military Intelligence College Government Printing Office
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.

Review of the National Defense Intelligence College's Master's Degree in Science and Technology Intelligence Government Printing Office

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. *Anticipating Surprise - Analysis for Strategic Warning - DEFCON Status, Deception, Surprise and Timing, Political and Military Factors, Tactical Warning* Lulu.com

"The ongoing COVID-19 pandemic marks the most significant, singular global disruption since World War II, with health, economic, political, and security implications that will ripple for years to come." -Global Trends 2040 (2021) Global Trends 2040-A More Contested World (2021), released by the US National Intelligence Council, is the latest report in its series of reports starting in 1997 about megatrends and the world's future. This report, strongly influenced by the COVID-19 pandemic, paints a bleak picture of the future and describes a contested, fragmented and turbulent world. It specifically discusses the four main trends that will shape tomorrow's world: - Demographics-by 2040, 1.4 billion people will be added mostly in Africa and South Asia. - Economics-increased government debt and concentrated economic power will escalate problems for the poor and middleclass. - Climate-a hotter world will increase water, food, and health insecurity. - Technology-the emergence of new technologies could both solve and cause problems for human life. Students of trends, policymakers, entrepreneurs, academics, journalists and anyone eager for a glimpse into the next decades, will find this report, with colored graphs, essential reading.

National Defense Intelligence College Paper: Intelligence Analysis in Theater Joint Intelligence Centers: an Experiment in Applying Structured Methods Involving Various Scenarios and Two-Tailed Tests Routledge

This unique and informative paper was produced by the National Intelligence University / National Defense Intelligence College. Topics and subjects include: CIA analysis, internet and electronic media, analytical tradecraft, process management, U.S. Coast Guard, DIA, DODIIS, COLISEUM, JWICS, SIPRNET, OSIS, DITDS, HUGIN expert, ESRI, induction, deduction, and abduction. The title chosen for this book carries two meanings. The more straightforward interpretation of "Bringing Intelligence About," and the principal one, refers to the book's coverage of wide-ranging sources and methods employed to add value to national security-related information--to create "intelligence." A second meaning, not unrelated to the first, refers to the responsible agility expected of U.S. intelligence professionals, to think and act in such a way as to navigate information collection and interpretation duties with a fix on society's shifting but consensual interpretation of the U.S. Constitution. A prominent individual and ideal intelligence professional who lived both meanings of "Bringing Intelligence About" was the late Lieutenant General Vernon A. Walters. As an intelligence officer, defense attache,

ambassador-at-large and ambassador to Germany, his combination of skills--notably his language skills--made him the epitome of a professional. Beyond intelligence service in the Departments of Defense and of State, General Walters presided as Deputy Director of Central Intelligence during the Watergate episode, where he stood on principle and at odds with political figures in the Nixon administration. His mastery of intelligence collection, analysis and politically attuned synthesis, the full story of which has not yet been told, make him a near-mythic figure for aspiring intelligence professionals. Although the talents and assignments of General Walters were extraordinary, his demonstration that intelligence aptitudes and skills are fungible across Departments and Agencies is a powerful suggestion that those separate institutions can also operate together as a professional community. This volume helps us move down the long and difficult road of helping identify how to produce good or better intelligence--by which I mean intelligence that is of use to policymakers and is better than other intelligence by being so used. The authors have--across a range of areas of interest--identified some of the practices that work best to produce--or, more aptly, "to bring about"--good intelligence. Note that the preceding sentence said "some of the practices." Few books could expect to identify all of the practices that work and, as the authors of each chapter would undoubtedly concede, there will always be some variables and intangibles at work in intelligence: vagaries of time to perform collection and analysis; the quality of sources; the quality of the analysts; the nature and personality of the policymakers. Still, it is possible to identify the practices that work and the practices that have to be altered over time as conditions change.

National Defense Intelligence College Paper: Attache Extraordinaire: Vernon A. Walters and Brazil - Covering Henry Kissinger, Eisenhower, Humberto de Alencar Castello Branco, and Averell Harriman Jeffrey Frank Jones

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.

Critical Thinking and Intelligence Analysis - Sherman Kent, NSA, JFK, Cuban Missile Crisis, Inductive, Deductive, Abductive Reasoning Cosimo Reports

Author David Moore makes a powerful argument that analysts who possess critical thinking skills are better able to cope with the complexities of a post-Cold War world than those who are not. Although technology can assist analysts by cataloguing and presenting data, information and evidence in new ways, it cannot do the analysis for them. To be most effective, analysts need an overarching, reflective framework to add structured reasoning to sound, intuitive thinking. "Critical thinking" provides such a framework and goes further, positively influencing the entire intelligence analysis process. This paper 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.

Preparing the Intelligence Community for Succession Management Government Printing Office

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.

Improving Intelligence Analysis Rowman & Littlefield

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.

Terrorism Forecasting

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 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. Educating 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 Educating 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 "educating 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 interneers 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.

Intelligence Analysis in Theater Joint Intelligence Centers

This unique and informative paper was produced by the National Intelligence University / National Defense Intelligence College. Who Watches the Watchmen? could hardly be more timely as we debate the recent leaking of the largest trove of documents in American history. The "WikiLeaks" case drives home the need for what this book lays out: an approach to protecting classified information that goes beyond law enforcement. Gary Ross' application of Rational Choice Theory codifies, organizes, and extends what many of us have been trying to do instinctively when dealing with unauthorized disclosures. In Ross' discussions of "motivations" and "justifications," I see powerful echoes of what I personally experienced as Director of NSA and CIA. I only wish I had had access to this fully developed intellectual framework and the courses of action it suggests while still in government. - General Michael V. Hayden Topics and subjects include: Wikileaks, Bay of Pigs, Pentagon Papers, Iraq, CIA detention facilities, Afghanistan, U-2 flights over Soviet Union, Iran National Intelligence Estimate, Ivy Bells, Julian Assange, CIA family jewels, Scooter Libby, Valerie Plame. CHAPTER 1 * Conflicting Principles * Where You Stand Depends on Where You Sit * The Scope of Unauthorized Disclosures in the United States * Researching the Topic * Responding Through Law: The "Espionage Act" * Seeking an Alternative to a Legislative Solution * The Difficulty Identifying Leakers: A Thousand Grains of Sand * Statutory Abuses and Efforts to Prevent Unauthorized Disclosures * Rational Choice Theory: An Alternative to a Legislative Approach * CHAPTER 2 * Journalist Motivations and Justifications * Journalist Motivations for Disclosing Classified Information * Altruistic Motivation - Promoting Informed Debate * Pentagon Papers * Bay of Pigs * Altruistic Motivation - Exposing Government Misconduct * The Family Jewels * Colonel Alpirez * Non-Altruistic Motivation - Advancing Corporate Interests * Pentagon Papers * Non-Altruistic Motivation - Advancing Personal Interests * Veil * State of War * Collateral Murder * Non-Altruistic Motivation - Advancing Foreign Interests * Journalist Justifications for Disclosing Classified

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Defense Intelligence College ... Catalog

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.

[A Scarecrow Professional Intelligence Education Series Manual](#)

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

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