

# Producto de Inteligencia

*Delivering Quality Analysis to Decisionmakers*

11-12 November 2016  
Guanajuato

*Fulton T. Armstrong  
American University  
Washington, DC*



# Presentación de análisis

Nombre: \_\_\_\_\_

Preparación:

a) ¿Quién eres? Notas para auto-presentación oral de 30 segundos.

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b) ¿Qué decisión hiciste recientemente? ¿Cómo la hiciste?

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# Our Agenda

## FRIDAY

- What does the policymaker want and need?
- How do we (and policymakers) make decisions?
- What do we need to make decisions?
- In what ways are “we” and “they” different?
- What is the role of analysis in policymaking?
- What makes good analysis *good*? (Examples.)
- What is analytical tradecraft, and what does it do for me?
- How can I present my information and analysis in the most effective way possible?
- What makes for a good briefing?

## SATURDAY

- Practice briefing a policymaker
- Practice answering questions; building rapport
- Discuss how to evaluate your analysis and briefing

# So what do policymakers need to make GOOD decisions?

## GOOD QUALITY INFORMATION

- timely, objective, independent, without agenda
- transparent, honest (what's known, thought, speculated)

## USEFUL AND RELEVANT

- focusing on *drivers* (differentiating causes/results, symptoms/illnesses)
- identifying *trends*
- producing realistic *scenarios* (with realistic *probabilities*) as well as *alternatives* and *wildcards*.
- *confidential*

This is our model.

## Differences between “them” and “us” *(policymakers and analysts)*

Do you think that we have the ...

- Same role in government, company, and society?
- Same objectives? Same timelines for results?
- Same definitions of interests?
- Same skills and experience? Same expertise on issues?
- Same accountability?
- Same information?
- Same work environment? Same office support?
- Same personality?

Do you think that ...

- We’re on the same team, with most objectives in common?
- Different emphasis on objectives can usually be explained?
- Differences are resolved differently in public and private sector?
- In the end, the policymaker/ decisionmaker is the boss and is ultimately more accountable than the analyst?
- Respect is essential, and should be strong institutional ethic?

## In its simplest form ... good analysis:

- Provides an accurate snapshot of what we *know* and what we *think* about a current situation
  - who, what, when, where, how, why
  - what's driving it – the “drivers”
- Identifies the *trends*
  - what's happening with each key driver
- Identifies potential *outcomes*, with some estimation of *probability*

These amount to the key judgments.

*Good analysis educates ... is transparent ... policy-relevant ... dynamic.*

## Success is ...

We succeed as analysts when our information and analysis enable policymakers to adopt policies that

- meet their short- and mid-term political needs, and
- serve the country's (or company's) short-, mid-, and long-term security, economic and social needs.

## Failure is ...

We fail as analysts when our information and analysis leads policymakers to adopt policies that

- might or might not meet their short- and mid-term political needs,
- don't warn meaningfully of challenges,
- don't identify opportunities to move interests, and
- do not serve the country's short-, medium- or long-term security, economic and social needs.

# Presentación de análisis

## ¿Qué es lo que tu decisor necesita saber?

<b>El tema</b>	¿A qué asunto quiero yo llamar la atención de los decisores?
<b>Información/análisis</b>	¿Qué pasa, y por qué? ¿Cuáles son los impulsores, las tendencias actuales, los escenarios, los variables?
<b>Los intereses</b>	¿Por qué es este tema importante para los decisores? ¿Cómo aumenta (o disminuye) la ventaja del país/empresa? ¿Cuáles son las probabilidades de los escenarios beneficiosos, y de los escenarios dañinos?
<b>Las opciones</b>	¿Qué puede hacer el decisor para influir la situación y prepararse para las consecuencias?
<b>La inteligencia</b>	¿Qué información tenemos ahora, y qué información tenemos que recoger o desarrollar, para ayudar al decisor entender la situación, tener alguna influencia sobre ella, y por lo menos reaccionar a ella?



# Presentación de análisis



Equipo: \_\_\_\_\_ y \_\_\_\_\_

¿Qué es lo que tu decisor necesita saber?

**El tema**

**Información/análisis**

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**Los intereses**

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**Las opciones**

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**La inteligencia**

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# What is Analytical Tradecraft?

How does good tradecraft help us serve the policymaker? How does it help us as analysts protect our own equities? How does it make our lives as analysts easier and more fun?

1. It is the CONSCIOUS and DELIBERATE process of evaluating and transforming raw data into descriptions, explanations, and conclusions for intelligence consumers –

- free from bias (ours or policymaker's)
- free from manipulation (the reporting agency's, source's or sub-source's)
- free from intellectual limitations (linear thinking)

2. Tradecraft is what enables us to look the policymaker in the eye and say:

We have examined the information and evidence we have, and we believe that \_\_\_ is occurring; it is being driven by \_\_\_; it appears likely to \_\_\_; and it has \_\_\_ implications. We also believe that, although less likely, the situation could evolve in \_\_\_ manner if \_\_\_ occurs, which would have \_\_\_ implications.

3. Tradecraft is also structured humility – the willingness to concede that

- any issue worth analysis is difficult
- our information rarely (or never) is good enough
- our speculation is “informed” by our expertise, but we don't know as much as we think
- if our “probable” scenario doesn't materialize, we also offer alternative scenarios

# What is the process?

**Assumption** - a proposition whose truth is established or otherwise accepted that we make CONSCIOUS as we enter the analytical process, usually in the formation of our hypothesis and first round of questions.

**Hypothesis** - a tentative assertion linking two or more phenomena, subject to testing and proof.

- Usually states a relationship between two or more things
- Is stated affirmatively
- Can be tested with empirical evidence
- The theory/underlying logic of the relationship makes sense

## **Main Elements**

Drivers – factors influencing events

Trends – flows of events

Outcomes – where events will be at a certain point in time

Implications – what the events, drivers, trends and outcomes mean

**Judgment** – a statement that goes beyond available information to reach a conclusion on the basis of probabilities – an analytic leap from the known to the uncertain – and an honest assessment of our information.

## Avoid Politicization

How do we prevent either variety of politicization?

- Good tradecraft and transparency
- Be honest about reporting
- Set aside institutional preferences
- Don't be influenced by access
- Stay up on policy and political developments
- Think like a policymaker
- Remember how "national interests" are determined
- Respect people's views. Respect processes. Respect institutional roles. Respect democracy

## Focus on Value-Added

What's our unique contribution?

- Clandestine or special info?
- Subject expertise?
- Timeliness?
- Tradecraft?
- Lack of agenda?
- Warning or opportunity analysis?

Identify your value-added – and build on it!

## A good briefing ...

... is brief, focused, based on the policymaker's needs, flexible, transparent, and analytically solid.

*You want to have the persuasive force of a business presentation but without the manipulation and personal incentive.*

And a good INTELLIGENCE briefing ... never ... never ... never ... never ... crosses the line into policy!

... and is conscious of these factors:

### Time

Increase  
Attention &  
Retention

### Audience

Know who  
you're talking  
to

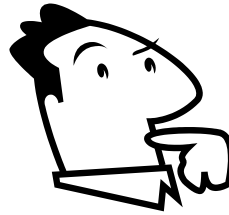
### Message

Know what  
you say

### Style

Know how  
you say it

## Mini-ejercicios



1. En 40 palabras o menos, dinos qué necesitamos saber sobre el tema que has escogido.

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2. Explica cómo cambiarías tu presentación en situaciones diferentes – como el contexto profesional, vida personal, o conversación con personas de cultura ajena.

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3. ¿Cómo ajustarías el nivel de transparencia en tus comentarios según tus interlocutores?

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4. Mientras avanza la conversación, ¿cómo ajustarás el contenido y estilo de tus comentarios?

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## A good briefing ...

### ***Is appropriate to policymaker's culture (while protecting ours)***

Professional language – e.g., not slang

Precise language – e.g., on probability

Understand his/her needs, including level of detail

Respect his/her prerogatives

### ***Is transparent***

Appropriate level of honesty

Make logic clear

Don't exaggerate the quality of data or judgments

Don't exaggerate your confidence

### ***Adapts to policymaker's needs***

Aware of policy options and their evolution

Aware of policy actions already taken

Respond to questions

Adjust to customer's style

### ***Uses good tradecraft, with combination of***

Transparency (on info, logic, etc.)

Agreed-upon logic and models

Careful selection of words

Examination of alternative interpretations

Knowledge of implications

Neutrality/objectivity/value-free

*You want to have the persuasive force of a business presentation but without the manipulation and personal incentive.*

A good INTELLIGENCE briefing ....

Never ... **NEVER ... NEVER ...**

NEVER ... **NEVER ... NEVER ...**

NEVER ... NEVER ...

Never ... never ... crosses the line into policy!

### Guidelines:

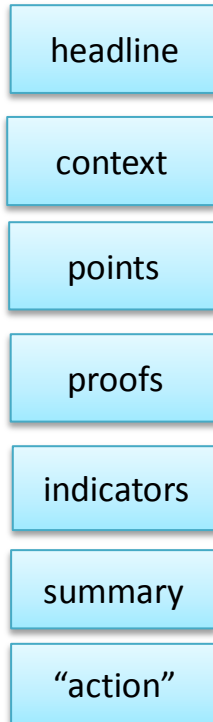
- Don't waste time (but don't *spe*ak too fast)
- Know your audience
- Make an "emotional" connection
- KISS, KISS, KISS
- Know where you want to go ... and go there
- Show; don't just tell
- Use the right voice, body language, and eye contact; be natural



# HOW TO BUILD A BRIEFING

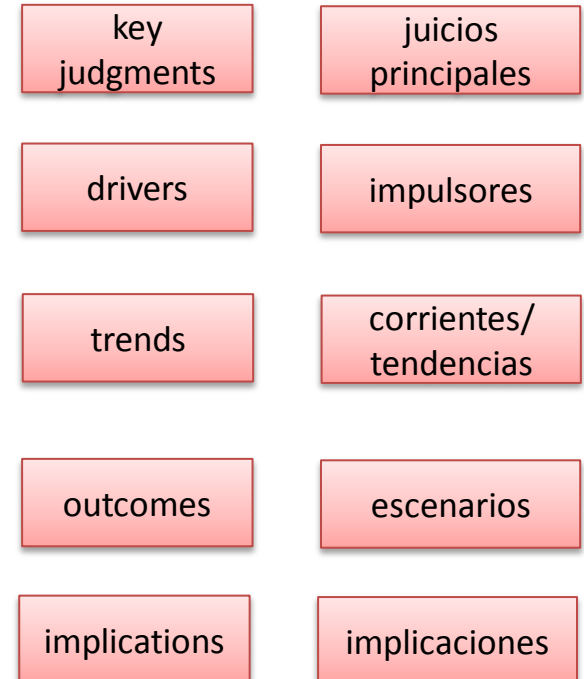
## The seven traditional modules

*Briefing  
format*



## The five analytical modules

*Analytical  
elements*



# SAMPLE BRIEFING: Cuba

## juicios principales

Cuba is making changes in its economy and, ultimately, its political system.

## impulsores

Biological reality  
Economic necessity.  
Popular expectations.  
Regional change.  
National pride.  
U.S. normalization

## corrientes / tendencias

Castro brothers are still alive and, even though their rhetoric suggested “die with boots on,” they’re allowing change.

New laws on taxation, property -- stimulating growth.

Laying off state workers, creating new job categories.

Allowing greater debate, even if dissidents still face arrest. “Dentro del partido.”

## escenarios

**More likely:** Stable, evolutionary change -  
Continued growth in non-government sectors, better diet, etc.  
Some relaxation of state media.  
Some greater confidence in future.  
Rather than cling to a failed political-economic model, Cubans are developing their own eclectic model.

**Alternative:** Continued deterioration if not breakdown

New policies fail to produce results.  
Popular impatience mounts, etc.

## implicaciones

The implications are potentially big ... new opportunities ... new relationship ... new regional role for Cuba ... etc., etc.

# Intelligence Briefing

Tema: \_\_\_\_\_ Nombres: \_\_\_\_\_



*Elementos analíticos*

juicios principales

impulsores

corrientes/ tendencias

escenarios

implicaciones


# Intelligence Briefing

Tema: \_\_\_\_\_  
Decisores: \_\_\_\_\_  
Analistas/briefers: \_\_\_\_\_

## Notas de evaluación

¿Cómo salió el briefing? ¿Incluyeron todos los elementos analíticos básicos?

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juicios principales

¿Entendieron bien los briefers las necesidades de los decisores? ¿Las satisficieron?

impulsores

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corrientes/tendencias

¿Se mantuvieron desinteresados los analistas, o se metieron con recomendaciones?

escenarios

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implicaciones

¿Había algo que los analistas podrían haber hecho mejor?

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