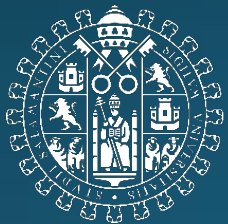


# Challenges and Institutions in Global Security

Master in Global and International Studies



VNiVERSiDAD  
D SALAMANCA

**Fulton T. Armstrong**

American University  
Syracuse University

Washington, DC

∞ Welcome ∞

Supporting Policy Through Actionable Analysis

Session 8: Arming the Policymaker for Action now ...  
and in the Future

## DATES / TIMES

Session 1	Wed	11 Dec	4pm-7pm
Session 2	Thu	12 Dec	4pm-7pm
Session 3	Fri	13 Dec	6pm-9pm
Session 4	Wed	08 Jan	4pm-7pm
Session 5	Thu	09 Jan	4pm-7pm
Session 6	Fri	10 Jan	10am-1pm
Session 7	Mon	13 Jan	10am-1pm
Session 8	Tue	14 Jan	10am-1pm

*All times CET*

Questions or Comments  
from  
Previous Discussions?

# What is ANALYTIC WRITING?

Formats can vary, but ... purpose and tone do not.

Informs	Is objective (or at least transparent)	Explains	causes context importance
"Shows," doesn't just "tell"		Almost always institutional	

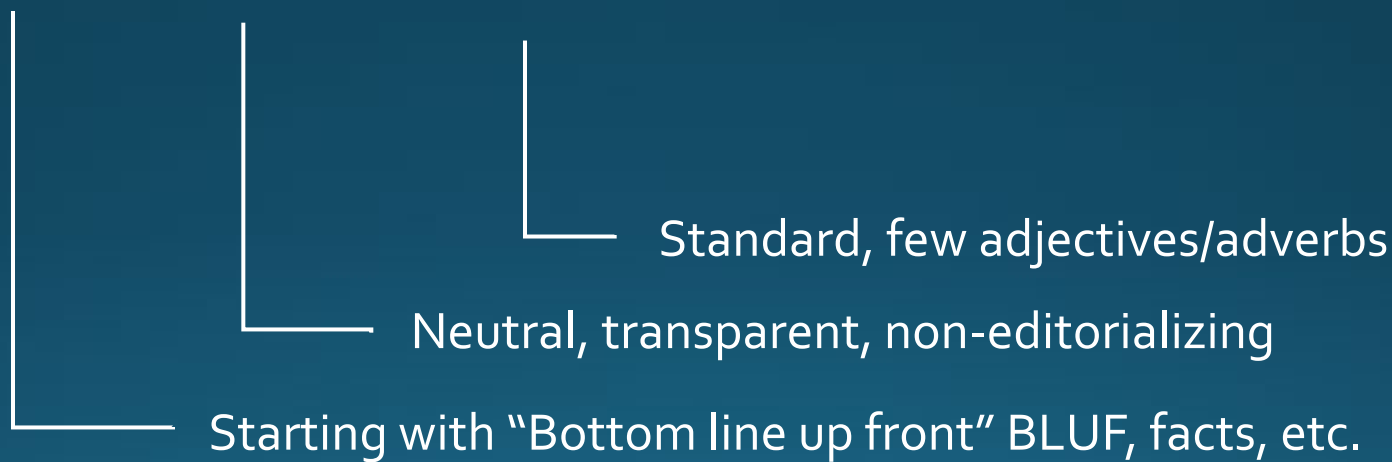
Empowers decisionmaker

IS "ACTIONABLE"

*What other kinds of writing are common, and how are they different from analytic writing?*

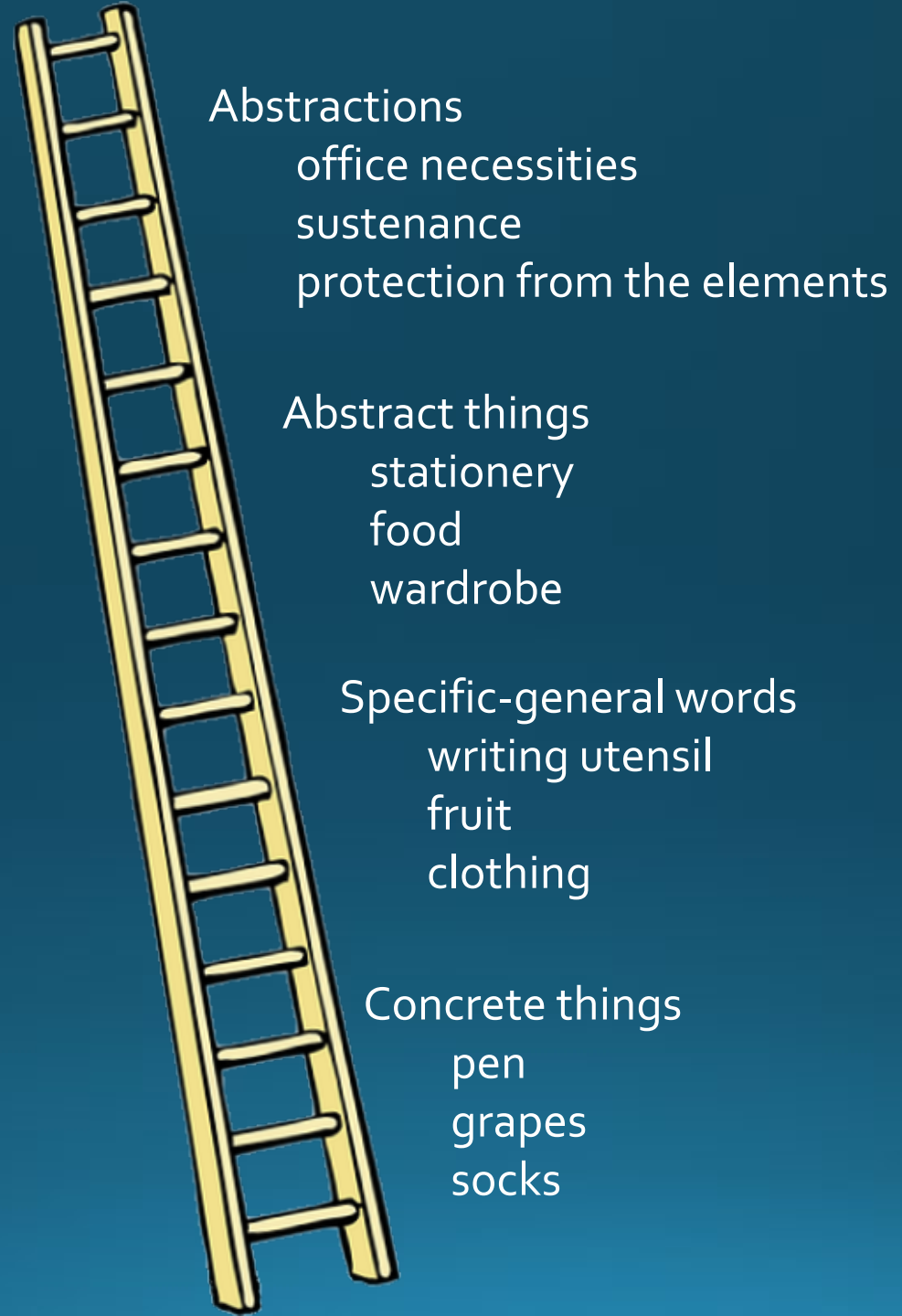
# What is ANALYTIC WRITING?

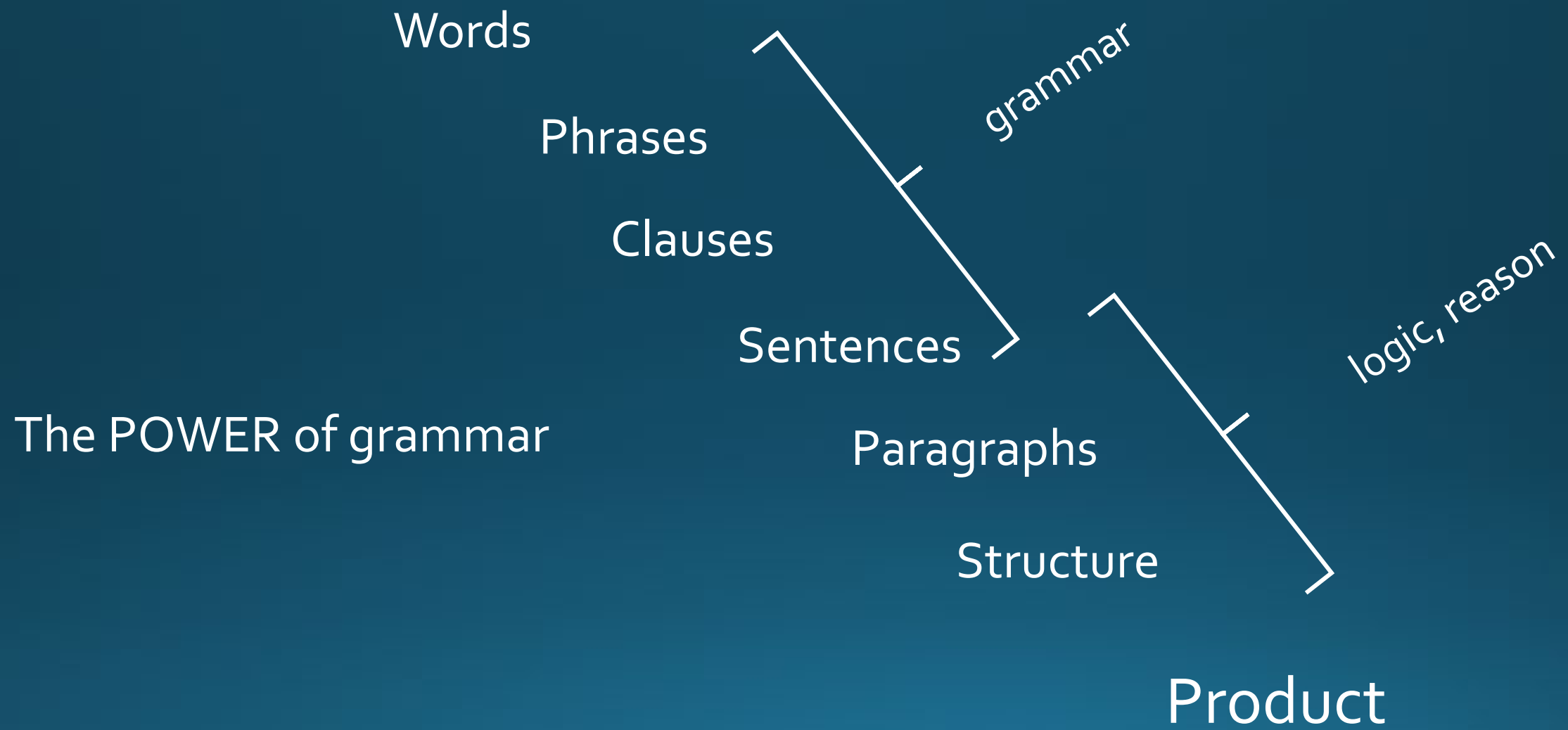
The structure; style and tone; vocabulary are different as well.



And that is what we’re focused on.

# The POWER of words





## The SNOWFLAKE



What does collapse of Afghanistan mean?



The Taliban victory in Kabul has created conditions of repression and instability in Afghanistan. ... Restoration of Sharia Law, which international community rejects, has provoked suspension of financial, humanitarian aid, intensifying economic crisis and hunger. ... Taliban reaction likely to result in collaboration with terrorists.

**BLUF**

**INFO / ARGU-  
MENTATION**

**PREDICTION / IMPLICATION**

41 words!

Why invest time in a 40-word product?

"If you can't say it in 30 seconds,  
it's not ready for prime time."

Purpose  
Structure / Roadmap  
Early thesis



It later becomes your  
"elevator briefing"

## Structure of a Simple-form Analytic Article

*Main, Basic Elements to Satisfy Your Audience's Needs*

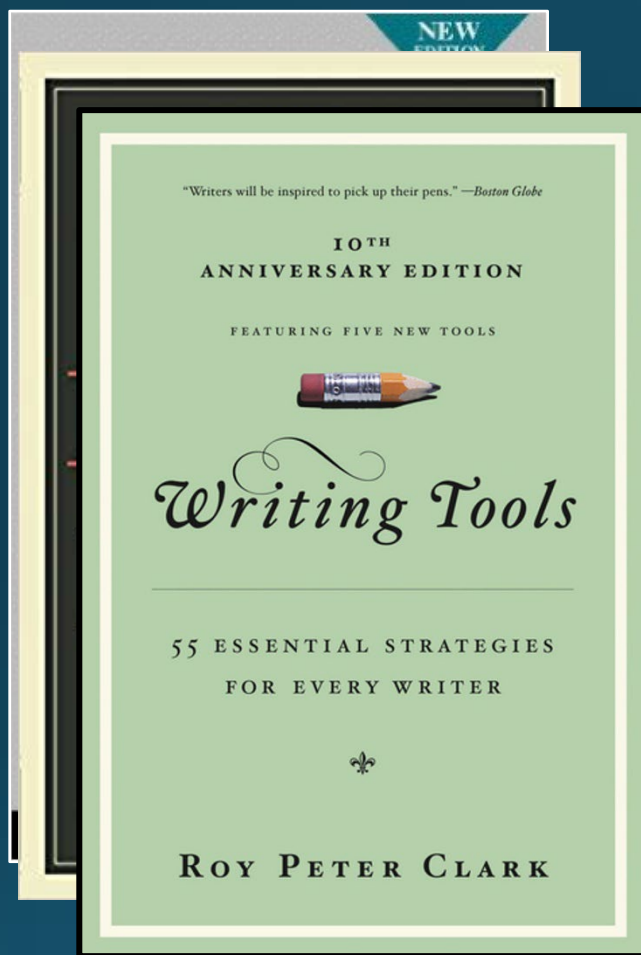
Reader's Needs		Structural Element	
<ul style="list-style-type: none"> <li>• Clear, meaningful summary</li> </ul>	→	Thesis – BLUF	One sentence or short paragraph
<ul style="list-style-type: none"> <li>• Enough facts to understand phenomenon</li> </ul>	→	Factual snapshot, validation	Perhaps one quarter of paper
<ul style="list-style-type: none"> <li>• Grasp of why and how it's happening</li> </ul>	→	Drivers and trends	Perhaps one half of paper
<ul style="list-style-type: none"> <li>• Idea of what will happen and what else could happen</li> </ul>	→	Scenarios, Alternatives, and "Wild Cards"	} Perhaps one quarter
<ul style="list-style-type: none"> <li>• Why it's important</li> </ul>	→	Implications	

The importance of SELF-EDITING cannot be overstated.

The first draft of every written product is,  
almost universally, una m\_\_\_\_\_a.

The difference between a good and bad report is  
that the writer has removed  
la m\_\_\_\_\_a  
through a process of rigorous self-editing.





GOOD ANALYTICAL WRITING  
MUST BE  
GOOD WRITING FIRST.

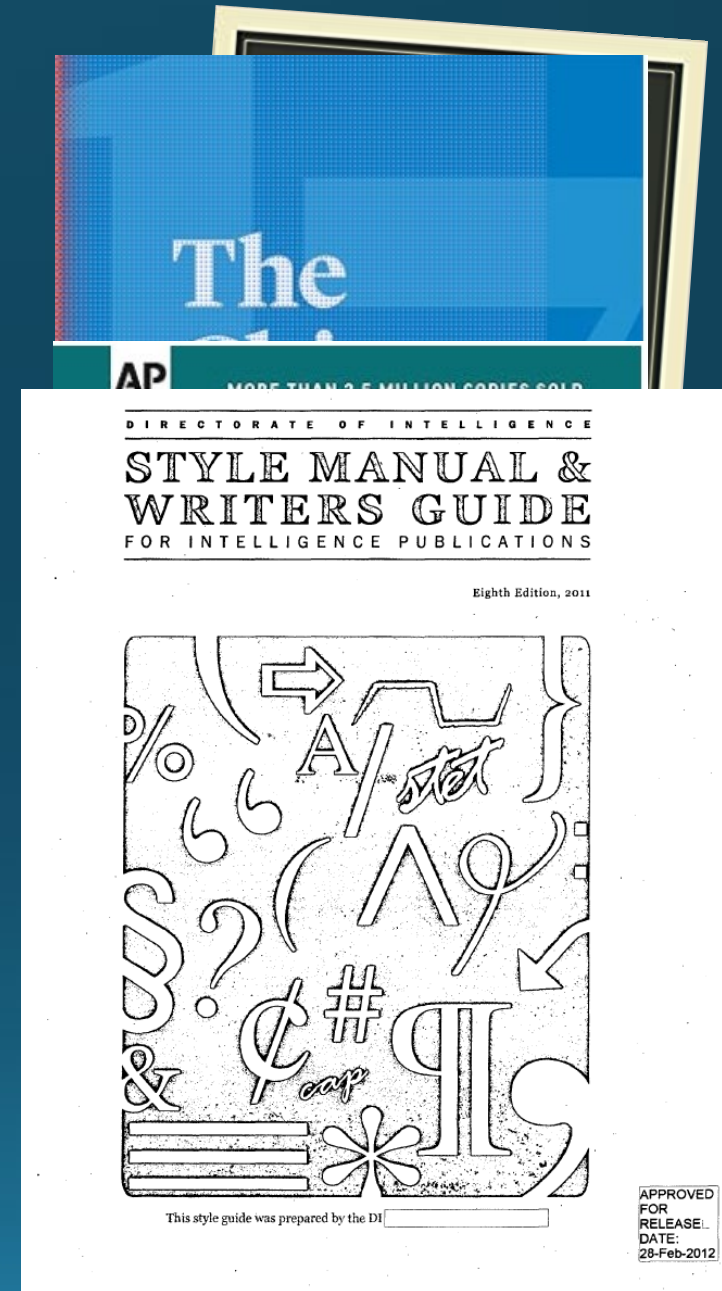
ADVICE  
from  
Strunk and White +  
with a few  
additional thoughts

WRITING TOOLS  
from  
Roy Peter Clark

1. Elementary rules of usage
2. Elementary principles of composition
3. Wisdom from E.B. White

REVIEW

Don't forget your style manuals



Catch the weasels!



Weasel word:  
a word used in order to evade or retreat from a direct or forthright statement or position

Refers to any term intended to give the impression that everything is fine when the speaker is really trying to avoid answering a question, telling the truth, or taking the blame for something.


**Words** and phrases include “may,” “might,” “could,” “can,” “can be,” “virtually,” “up to,” “as much as,” “help,” “like,” “believe,” “possibly” ...

As we self-edit, we have multiple villains to look out for.

# ENERGY-SAPPING LANGUAGE

Words and phrases that undermine clarity, meaning. Weasels. Jargon. Acronyms. Sensationalism and exaggeration.

Weasels




Sesquipedalians; fancy inside terms; show-off words.

Jargon

Meaningless alphabet soup

Acronyms

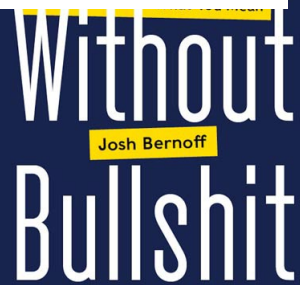


OMG! OMG!

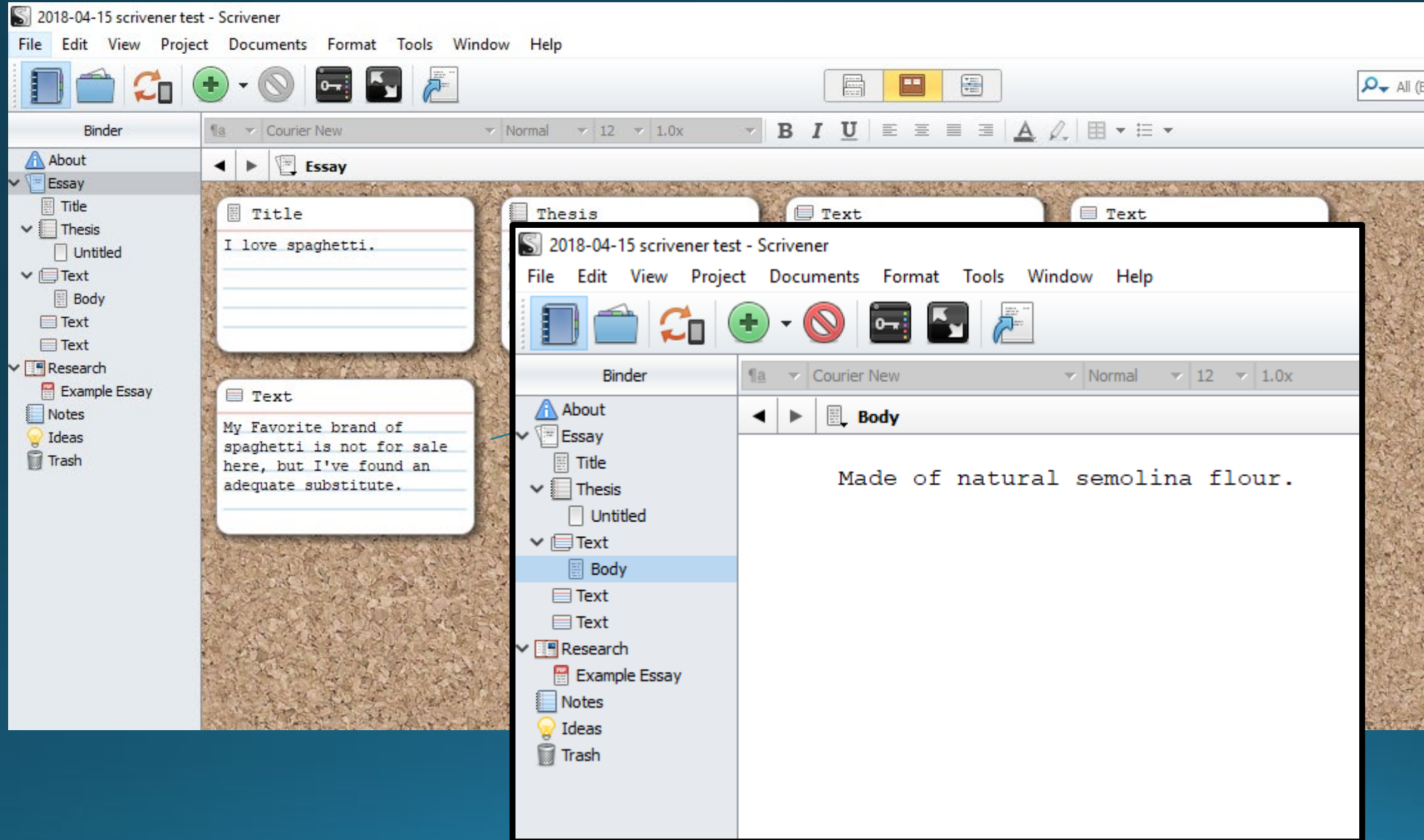
Sensationalism and Exaggeration

Yikes! Wow!

adapted from:

The image shows the front cover of the book 'Without Bullshit' by Josh Bernoff. The title 'Without Bullshit' is written in a large, white, sans-serif font against a dark blue background. Below the title, the author's name 'Josh Bernoff' is printed in a smaller, white, sans-serif font. The book cover is partially visible on the right side of the slide.

Remember the importance of your THESIS or  
BLUF or  
MAIN CONCLUSION



COMMENTS?

## Session 8: Arming the Policymaker for Action now ... and in the Future

## PREPS FOR TODAY:     **Arming the Policymaker for Action now ... and in the Future**

- PREPS: 1. Sections in the guide on     Pulling it all together  
   Other challenges  
   Institutional cultures  
   Maintaining morale
2. Bring your ANALYTICAL WORKSHEET to near-final form
3. Prepare a five-minute BRIEFING, per the form.

pp. 127-131



# EXERCISE

PLANNING A BRIEFING	
Briefer(s):	Topic:
Decisionmakers:	
BLUF	
Minute 1:	
Minute 2:	

Minute 3:	
Minute 4:	
Minute 5:	

READY?

- BLUF
- Be prepared for interruptions.
- Remember it's for decision.
- Remember drivers.

## BRIEFING

Senior NSC staff who has to brief the President one hour from now.

Briefing: 5 minutes maximum.

Q&A: As staff wishes (5 minutes maximum)

# BRIEFING

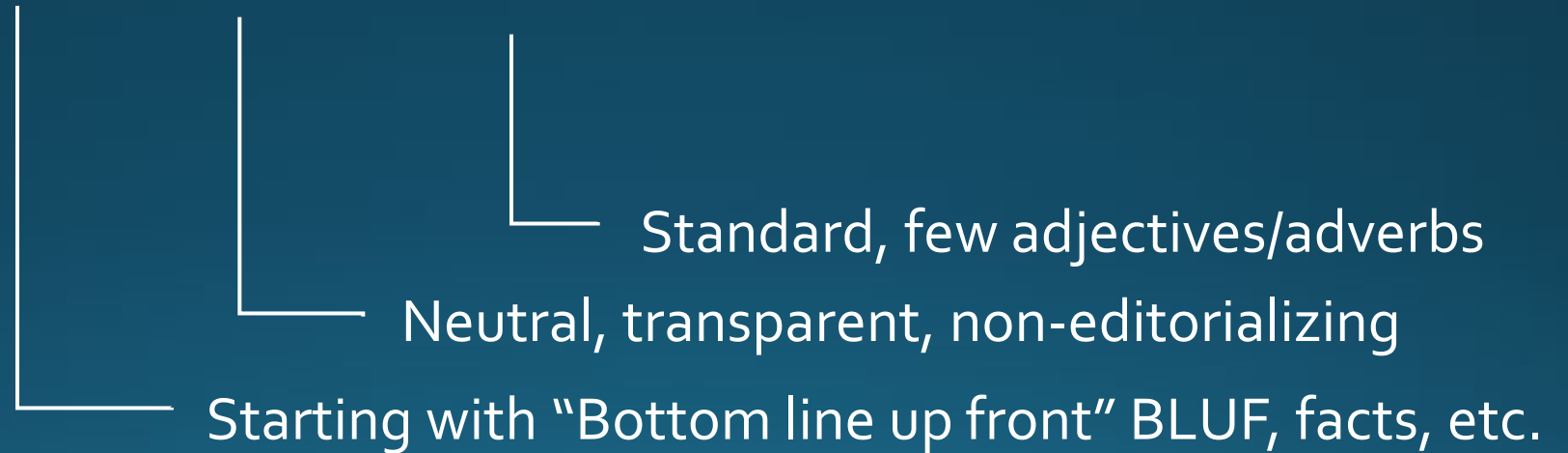
## MY GUIDANCE TO FÁTIMA

Role-play a busy decisionmaker in the U.S. National Security Council. This decisionmaker is obvious a smart person but not specialist on the issues. He/she has to brief the President on the issues and possible positions in one hour.

- You can let them start the briefing but, if they don't give you a "bottom line up front" (integrated analytical conclusion), you should interrupt them after 30 seconds and say something like, "What's your main point?"
- You can interrupt them any time they use a fact, concept or word that you don't understand.
- You can show impatience and ask questions if they're taking too long to tell you what you need to know.
- You must stop them at the five-minute mark. (I will help you keep time.)
- You will then receive the second and third briefings in the same way.
- If you would like, you can offer them feedback after the third briefing.

# What is a BRIEFING?

The structure; style and tone; vocabulary are different.



“It’s as easy as ...”

A ccuracy

B revity

C larity



(There’s a little more to it than that, but ... good start.)

What are the characteristics of a good briefing?

Brief, brief, brief, brief, brief, brief!

# Why brief?

Everyone's busy.

Human mind likes brevity.

Forces us to be disciplined,  
focused on the information,  
analysis, and thoughts.



More comprehension.  
Higher retention.

A presentation that is  
brief  
clear  
appropriate  
interesting  
is  
an “extraordinary gift”  
that you give your client.

# “An extraordinary gift: An Idea”



## Chris Anderson

“TED” talks

Technology, Entertainment and Design

Son of UK missionaries

Born Pakistan 1957

Oxford; journalism, technology, investment

Sapling Foundation: the spread of great ideas



## Chris Anderson's FOUR GUIDELINES

1. Focus on one main idea.
2. Give a reason to care.
3. Build your idea with familiar concepts.
4. Make your idea worth sharing.

# Four factors

Time

How much

Audience

Who you're talking to

Message

What you say

Style

How you say it



# The product

## 1. The content →

DRAFT - EXAMPLE		Name: Good Student
Building Analysis		
Thesis	Efforts to discourage Central American migrants from trying to enter the United States have failed to reduce the flow and, by ignoring the reasons for people's displacement, are actually fueling pressures for them to leave their homeland.	
Framing	Estimated 1 million people apprehended in U.S. at or near Mexico border in 2019. Dramatic change in composition. In 2008, 90 percent were Mexican. Now Guatemalans, Hondurans, and Salvadorans represented nearly three-quarters, with two-thirds composed of families or unaccompanied children. Trump Administration increasing arrests, returns, refusals – hoping to show “door is closed.” Numbers entering U.S. going down, but departures from homeland remaining steady.	
Drivers & Trends	Drivers	Trends
Driver 1	Pull factor: people think they can safely arrive in U.S., get jobs, and make a better living than they can at home.	Obama and Trump policies – including mass deportations – have sent a clear signal. This driver has become less strong.
Driver 2	Corruption undermines everything in “sending” countries – undermining even positive programs in security, economy, education, medical, etc.	Despite internationally sponsored efforts, corruption remains extremely corrosive. Governments are tied up in scandals, undermining vigilance and clearing way for any corruption.
Driver 3	Violence, extortion, rape, and insecurity have persecuted families with an existential challenge. People feel unsafe in own communities.	While violence ebbs and flows, over years it has become much worse – because of gang power struggles, lack of police, and people's sense of isolation.
Driver 4	Gangs are invading families – stealing away youth – because families have been weakened by economic decline and inability to adapt to role of women. Youth are desperate and vulnerable.	Worsening economic conditions – including lack of opportunity – favors gang influence. Gangs are increasingly filling the void left by weak government presence – even providing social services.
Scenarios	The “push factors” continue to produce growing number of people desperate enough to leave their countries – despite risks. Trafficking will increase, and ever-more creative means will be attempted to move migrants northward. “Northern Triangle” governments show little ability or desire to stop the flow; corruption is too deep.	

U.S.A.C. – September 2019

Scenario 2:	Although less likely, stories of tragic consequences for migrants trying to reach enter the U.S. could deter their departure – leaving them in place with ever-increasing levels of dissatisfaction. Popular suffering creates unlikely to shake up governments, to make them begin caring, and humanitarian crisis will be increasingly likely.
Wild Cards	
Wild card 1:	Another hurricane or earthquake could further devastate vulnerable communities, driving even more desperation and attempts to lead.
Wild card 2:	Political tensions could spark such violence that popular movements convince governments to get serious about rooting out corruption and ensuring that international and national aid reaches the most needy – thereby reducing suffering and “push factors.”
Implications	
Implication 1:	Based on the more likely scenario, would expect more migration – in quantity and in desperation – as people give up all hope and turn their fate over to alien-murders. Elites apparently feel little/no incentive to improve governance and pay for the institutions – and anticorruption efforts – necessary to address the underlying drivers.
Implication 2:	Surging “push factors” are likely to fuel internal tensions – between people and government, among political parties, etc. – and between countries. Central Americans passing through Mexico, for ex., have already caused stresses there. The same will happen between Honduras, El Salvador, and Guatemala.
Implication 3:	Youths in affected societies are growing up with education deficits and, in many cases, psychological issues that will further complicate solutions and progress in the future. Militarization condemns many children to a life with poor health, without necessary skills, and little chance of becoming contributing members of society.
Other Points	Mexico has played an enforcing role – stopping many migrants – but has not provided leadership in long-term problems, such as growing the economies.  Class and racial divisions have long contributed to inequality and, often, neglectful attitudes toward expanses of affected countries.  Anti-immigrant sentiment among some sectors in the United States apparently does not deter new arrivals.  Migrants from Central America generally become good, contributing members of U.S. society. Insofar as parents' own education permits, they encourage children to study hard.  Although U.S. political debate does not reflect it, most studies show that the U.S. benefits greatly from the low-cost, effective labor of Central American migrants.

## 2. The format and style of the presentation

# The content

**DRAFT - EXAMPLE**

Name: Good Student

**Building Analysis**

**Thesis** Efforts to discourage Central American migrants from trying to enter the United States have failed to reduce the flow and, by ignoring the reasons behind people's displacement, are actually fueling pressures for them to leave their home countries.

**Framing** Estimated 1 million people apprehended in U.S. since 2008. Dramatic change in composition. In 2008, 90 percent were Guatemalans, Hondurans, and Salvadorans representing two-thirds composed of families or unaccompanied minors. Increasing arrests, returns, refusals – hoping to enter U.S. going down, but departures from home countries continue.

**Drivers & Trends**

**Driver 1:** Pull factor: people think they can safely arrive in U.S., get jobs, and make a better living than they can at home.

**Driver 2:** Corruption undermines everything in "sending" countries – undermining even positive programs in security, economy, education, medical, etc.

**Driver 3:** Violence, extortion, rape, and insecurity have presented families with an existential challenge. People feel unsafe in own communities.

**Driver 4:** Gangs are invading families – stealing away youth – because families have been weakened by economic decline and inability to adapt to role of women. Youth are desperate and vulnerable.

**Scenarios**

**Scenario 1:** The "push factors" continue to produce growing number of people desperate enough to leave their countries – despite risks. Trafficking will increase, and ever-more creative means will be attempted to move migrants northward. "Northern Triangle" governments show little/no ability or desire to stop the flow; corruption is too deep.

URJC – Septiembre 2019

**Scenario 2:** Although less likely, stories of tragic consequences for migrants trying to reach/enter the U.S. could deter their departure – leaving them in place with ever-increasing levels of dissatisfaction. Popular suffering seems unlikely to shake up governments, to make them begin caring, and humanitarian crisis will be increasingly likely.

**Wild Cards**

**Wild card 1:** Another hurricane or earthquake could further devastate vulnerable communities, driving even more desperation and attempts to lead.

**Other Points**

Mexico has played an enforcing role in recent years, but its leadership in long-term problems, such as growing the economies.

Class and racial divisions have long contributed to inequality and, often, neglectful attitudes toward expanses of affected countries.

Anti-immigrant sentiment among some sectors in the United States apparently does not deter new arrivals.

Migrants from Central America generally become good, contributing members of U.S. society. Insofar as parents' own education permits, they encourage children to study hard.

Although U.S. political debate does not reflect it, most studies show that the U.S. benefits greatly from the low-cost, effective labor of Central American migrants.

More than enough.  
Which elements will you use?  
Which not?

# Message

Know what you want to say

## MAKE YOUR MESSAGE CLEAR

Decide your main message.  
Know what information is necessary.  
Know what information is MOST necessary.  
Eliminate information that is not important.

*The first question you ask yourself:*

“What is the purpose of my briefing?”

Your main message should be so clear that  
you can say it in just one sentence.



k.i.s.s.

**K**ep  
**I**t  
**S**imple,  
**S**tupid

**B**ottom  
**L**ine  
**U**p  
**F**ront

# Message

Know what you want to say

B  
L  
U  
F

The President does not  
understand blah, blah, blah

The president did blah, blah, blah,  
blah, blah. Blah, blah, blah, blah, blah.  
Blah, blah, blah, blah, blah. Blah, blah,  
blah, blah, blah. Blah, blah, blah, blah,  
blah. Blah, blah, blah, blah, blah.

Then the president blah, blah, blah,  
blah, blah. Blah, blah, blah, blah, blah.  
Blah, blah, blah, blah, blah. Blah, blah,  
blah, blah, blah. Blah, blah, blah, blah,  
blah. Blah, blah, blah, blah, blah.

This indicates that the president does  
not understand blah, blah, blah, blah,  
blah. Blah, blah, blah, blah, blah. Blah,  
blah, blah, blah, blah. Blah, blah, blah,  
blah, blah. Blah, blah, blah, blah, blah.

# Message

Know what you want to say

“If you don’t know where you’re going, you probably won’t get there.”



# Message

Know what you want to say

**SHOW. DON'T JUST TELL.**

Two important points:

1. As always, **SHOWING** your point – with examples – is more efficient than saying it.
2. Some decisionmakers will respect your domain over details, but **NONE** wants to hear them.



# Style

Know how to present

## BE AWARE OF YOUR BODY LANGUAGE AND RHYTHM

Sit up straight but natural.

Look at the client – in the eye – without being weird.

Use your hands and body as part of the message.

Speak with a natural rhythm, confirming the listener follows.

Be quick ... but without hurry. Be agile.

Welcome interruptions.

¿Queda todo claro?

# DISCUSSION: ANALYSTS' CHALLENGES

# Other issues ...

Politicization

The analyst's value-added

Institutional cultures and values

Dealing with clients

Maintaining morale

# Politicization

What is it, and why is it bad?

Why and how does it happen?

What forms does it take?

What is the role of feedback?

# Politicization

How about “reverse” politicization – when we do it?

What is it, and why is it bad?

Why and how does it happen?

What forms does it take?

# 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

# TRADECRAFT: Vaccination against Politicization

## What is Analytical Tradecraft?

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

1. It is the CONSCIOUS and DELIBERATE process of evaluating and transforming raw data into descriptions, explanations, and conclusions for our readers –
  - reduce bias (ours or theirs)
  - reduce manipulation (the reporting agency's, source's or sub-source's)
  - reduce intellectual limitations (linear thinking)
2. Tradecraft is what enables us to look our reader in the eye and say:  
  
I have examined the information and evidence, and I believe that \_\_\_ is occurring; \_\_\_, \_\_\_, and \_\_\_ are driving it; trends indicate \_\_\_; it appears likely to \_\_\_; and it has \_\_\_ implications. 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 ever) is good enough
  - our speculation is “informed” by our expertise, but we admit the gaps in our information
  - if our “probable” scenario doesn't materialize, we also offer alternative scenarios

# Institutional cultures

All are different, and all tend to stifle over time.

Find your space. Get out of it from time to time.

Remember you're not the boss.

# Dealing with clients

Understand their equities, culture, language.

But stay out of their space, and keep them out of yours.

Beware manipulation (e.g., access). Beware feedback.

Professionalism – not friendship.

# Our value-added

What's our unique contribution?

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

Are we basically an internal news outlet competing with external news outlets?

# Our customers

Who are our customers?

- Executive branch only?
- Our operational colleagues?
- Private-sector contacts?
- Press (via backgrounders)?
- “The people” (e.g., white papers)

While you're in "ANALYSIS MODE"...

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

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

*NEVER* ... NEVER ...

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

# Our Morale

How do we analysts keep up our morale?

Our work can be fun but is often difficult.

We don't get the same "ego candy" as many of our operational colleagues and policymakers.

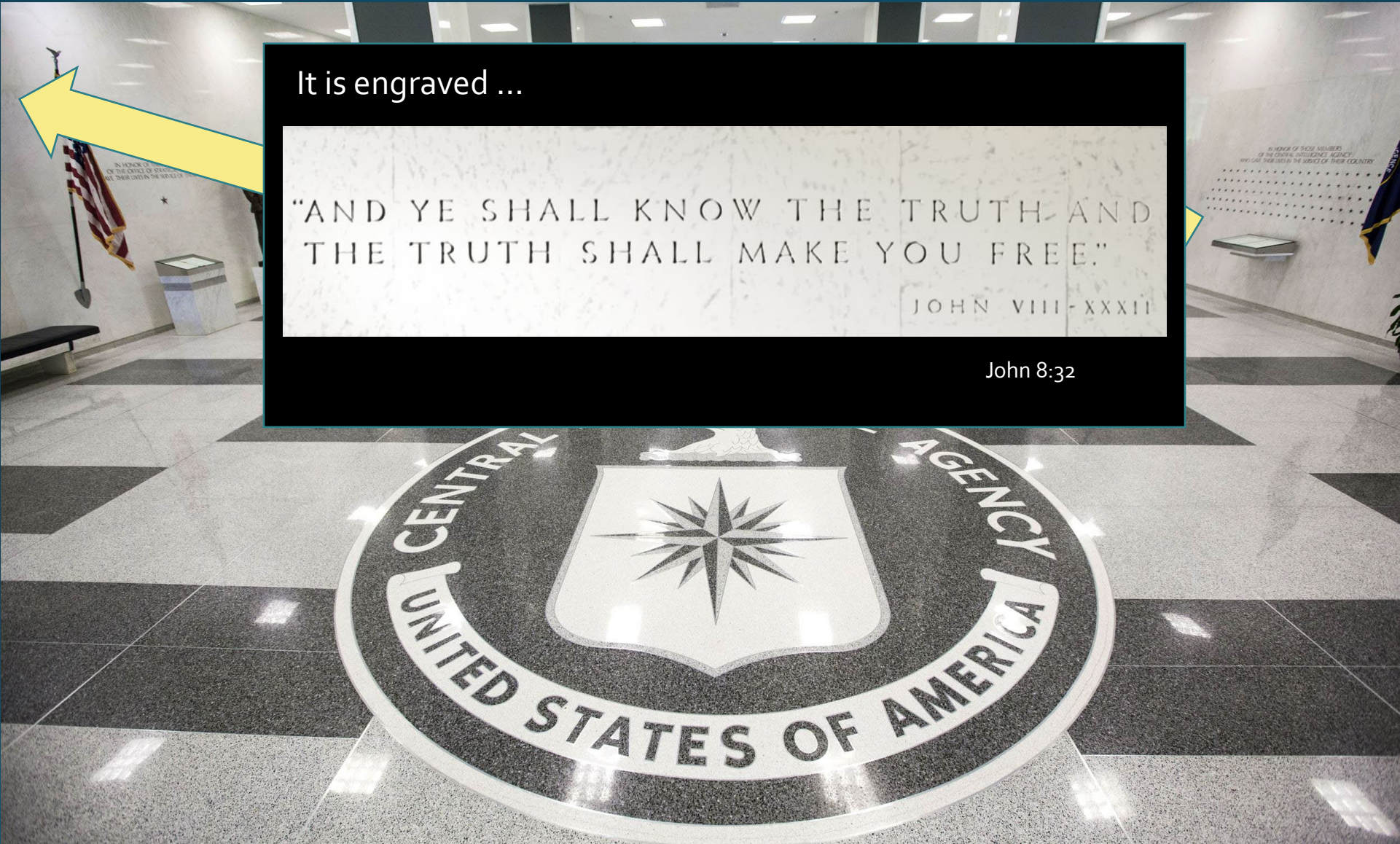
So ...

- How do we remain motivated?
- How do we charge our batteries?
- How do we feel good about ourselves?
- How do I know if I'm doing a good job?

The answer depends on the individual, but for most people ...

- Remember the mission
- Think of your broader impact
- Embrace your special skills
- Honestly evaluate yourself
- Nurture your curiosity
- Be proud of your exclusivity





It is engraved ...

"AND YE SHALL KNOW THE TRUTH AND  
THE TRUTH SHALL MAKE YOU FREE."

JOHN VIII - XXXII

John 8:32

Questions? Comments? Concerns?

## FINAL ASSIGNMENT

- Either      Final, clear, clean, legible analytical worksheet
- All elements
  - Actionable and useful
- or            A two-page analytical paper in clear prose  
walking a reader through your analysis

DEADLINE: 21h on Saturday, 18 Jan

Also welcome ... your comments.

# Challenges and Institutions in Global Security

Master in Global and International Studies



VNiVERSiDAD  
D SALAMANCA

**Fulton T. Armstrong**

American University  
Syracuse University

Washington, DC