Conversation with

Fulton T. Armstrong

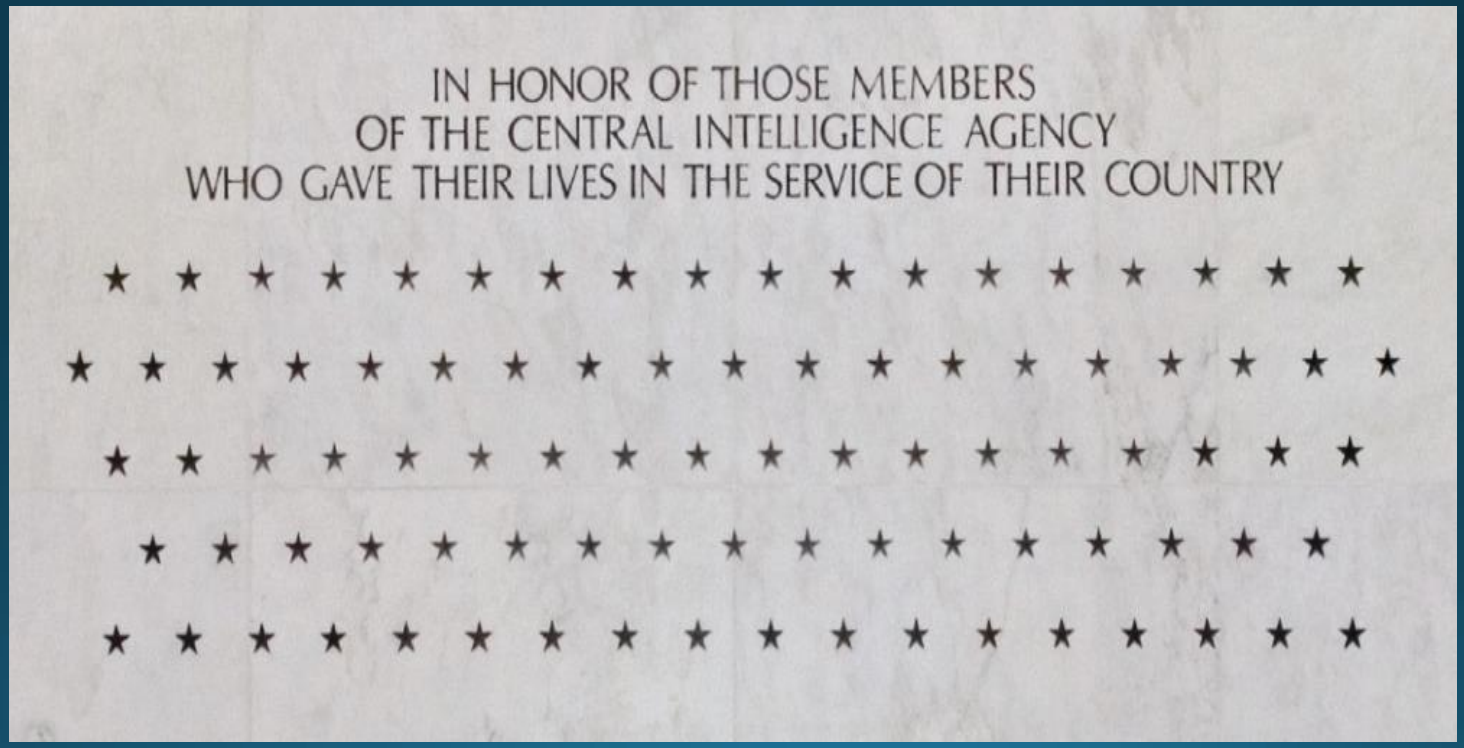
How Good an Intelligence Analyst are you?

Spy Wars

An intelligence analyst is …

ultimately … an idealist.

Across from this …



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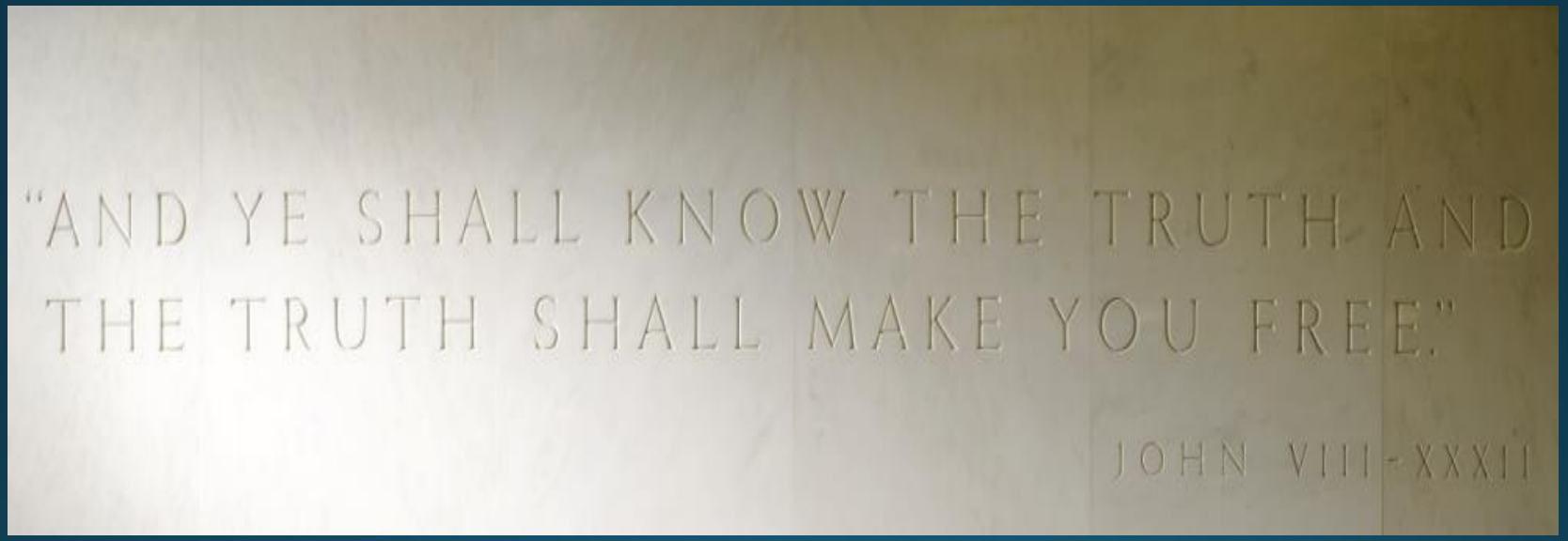


John 8:32

The CIA Motto

How good an intelligence analyst are you?

BLUF: You may not be an *intelligence* analyst, but you're certainly an analyst!

And our techniques might be useful to you.

You seek, validate, and make information into intelligence you need daily.

You make judgments and decisions requiring intelligence.

- about society, country, world
- about current events
- about institutions, people
- about purchases, investments
- about activities

The differences with an intelligence analyst are …

- scope of analysis
- sources of information
- formality, institutionality of product
- thoroughness of "tradecraft"

and CONSCIOUSNESS

What is analysis?

It is
CONSCIOUS, DELIBERATE,
FLEXIBLE, TRANSPARENT

It all about
AWARENESS of
HOW WE OBSERVE, THINK

First Step of “Consciousness”

Being aware of how you “know” what you “know”

Three fun exercises to increase awareness >>>>>>>>>>

How good an observer are you?

Exercise #1: Follow the Ball

The question put to us:

How many times does the team in white pass the ball?

AWARENESS: Are we looking only for what we're told to find?

Are we in control???

AWARENESS: Are we looking only for what we're told to find?

WHAT does the following video tell you about the weather?

TRACKING
FLORENCE
HURRIC
FLOR
ADVISORY: 3:00 P
75 mph
Wind
Pressure 970 m
Moving W at 6 m
Location
34.0°N 78.
NEXT ADVISORY: 5 PM
3 Hour Satellite
12:00 PM ET
Wilmington
00:00
00:31

WHAT does the following video tell you about the POLICE?

FAKE

What is analysis?

Real or Fake

Exercise #2: Determine What's Real and What's Not

Is this orchid blossom real or fake?

Real

Is this catfish real or fake?

Real

Is this house cat real or fake?

FAKE

Is this shark attack real or fake?

FAKE

Is this tsunami in Miyako, Japan, real or fake?

Real

Is this tsunami in New York City real or fake?

FAKE

Is this goliath birdeater tarantula real or fake?

Real

Is this wall spider in a beach town real or fake?

FAKE

Is this coconut crab real or fake?

Real

Is this mermaid skeleton found near the Black Sea real or fake?

FAKE

Is this flying panda real or fake?

FAKE

Is this public toilet with one-way glass walls real or fake?

Real

Is this frozen Niagara Falls (in the early 1900s) real or fake?

Real

Niagara Falls - Jan. 9, 2014

Is this 9/11 tourist snapshot real or fake?

FAKE

How did you determine “real” or “fake”?

By what you really *know*?

By your ability to spot Photoshopped pictures?

By logic?

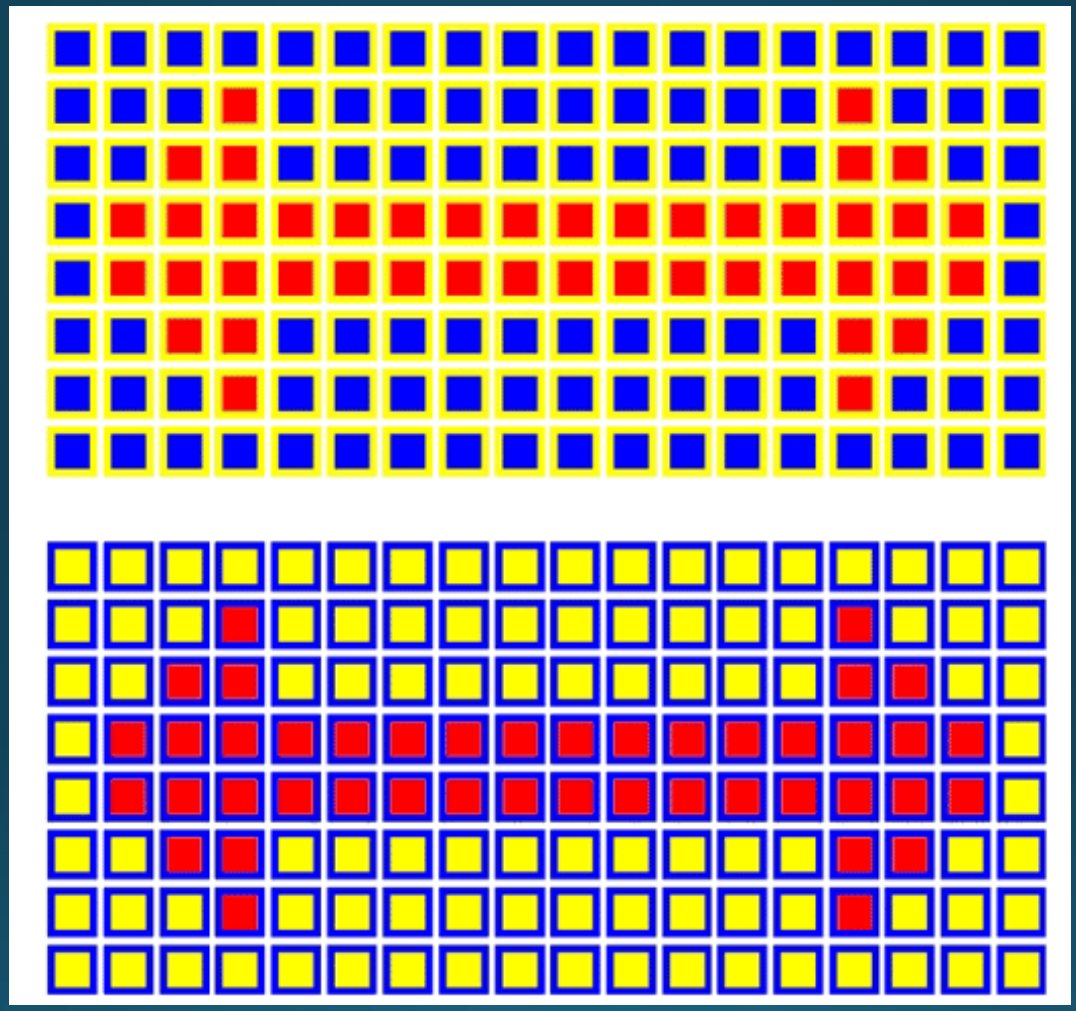
By precedent?

How do you process information??

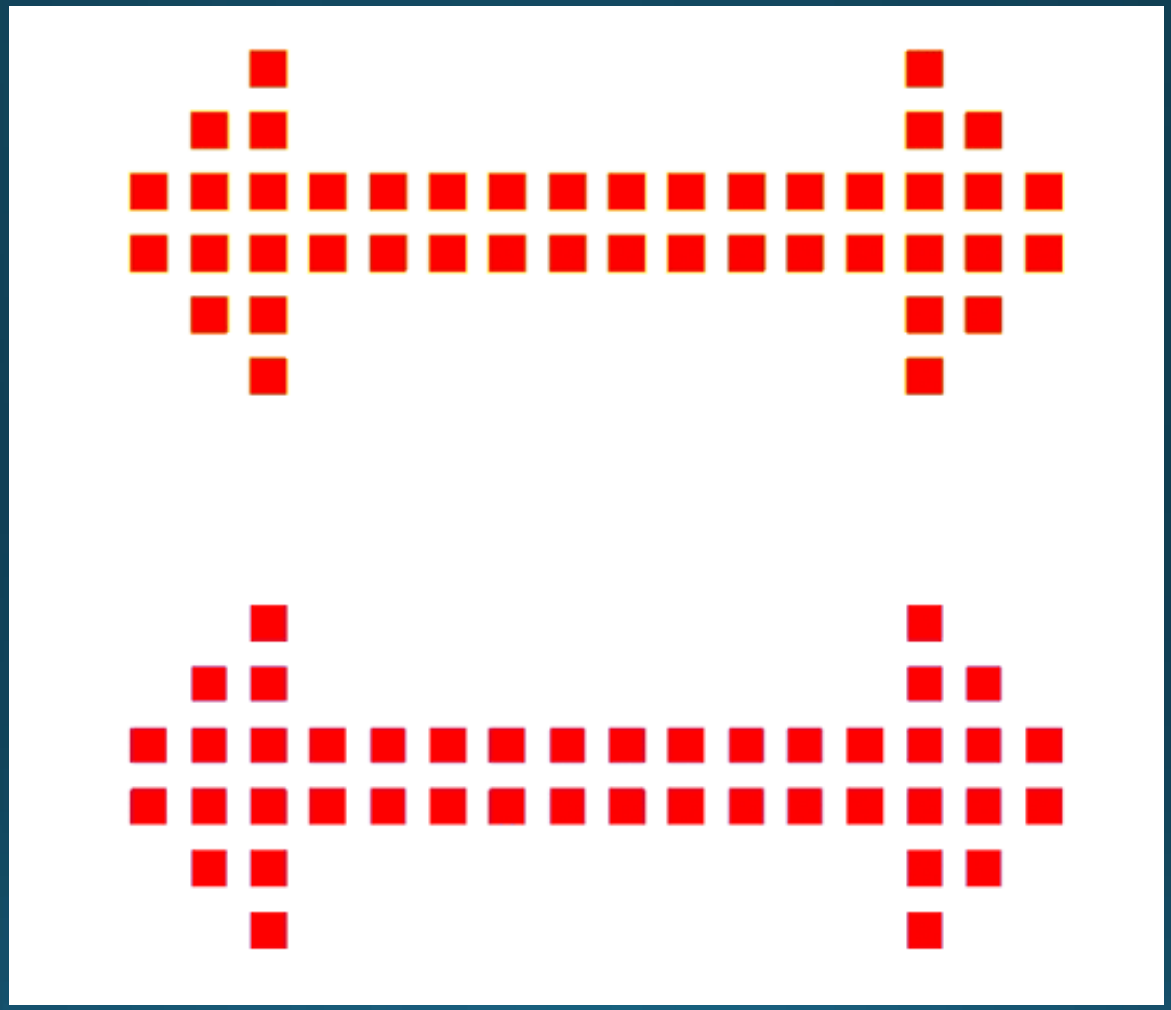
What is analysis?

Trusting Our Senses

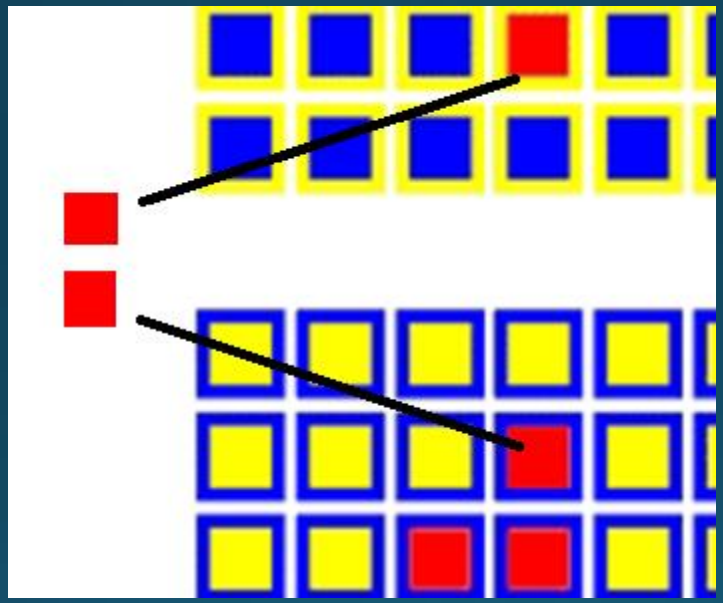
Exercise #3: What do you see?

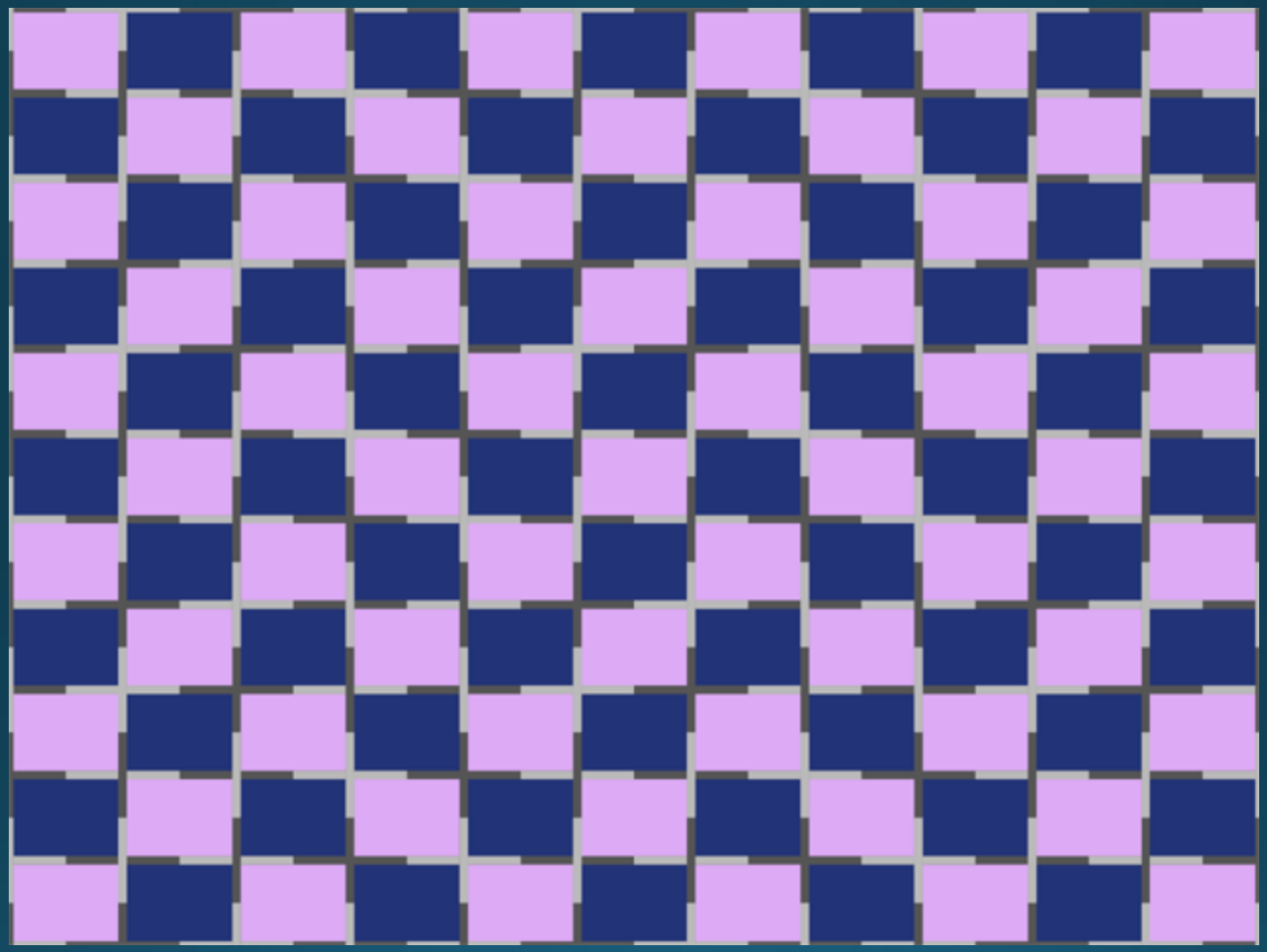


Are the arrows the same color red?

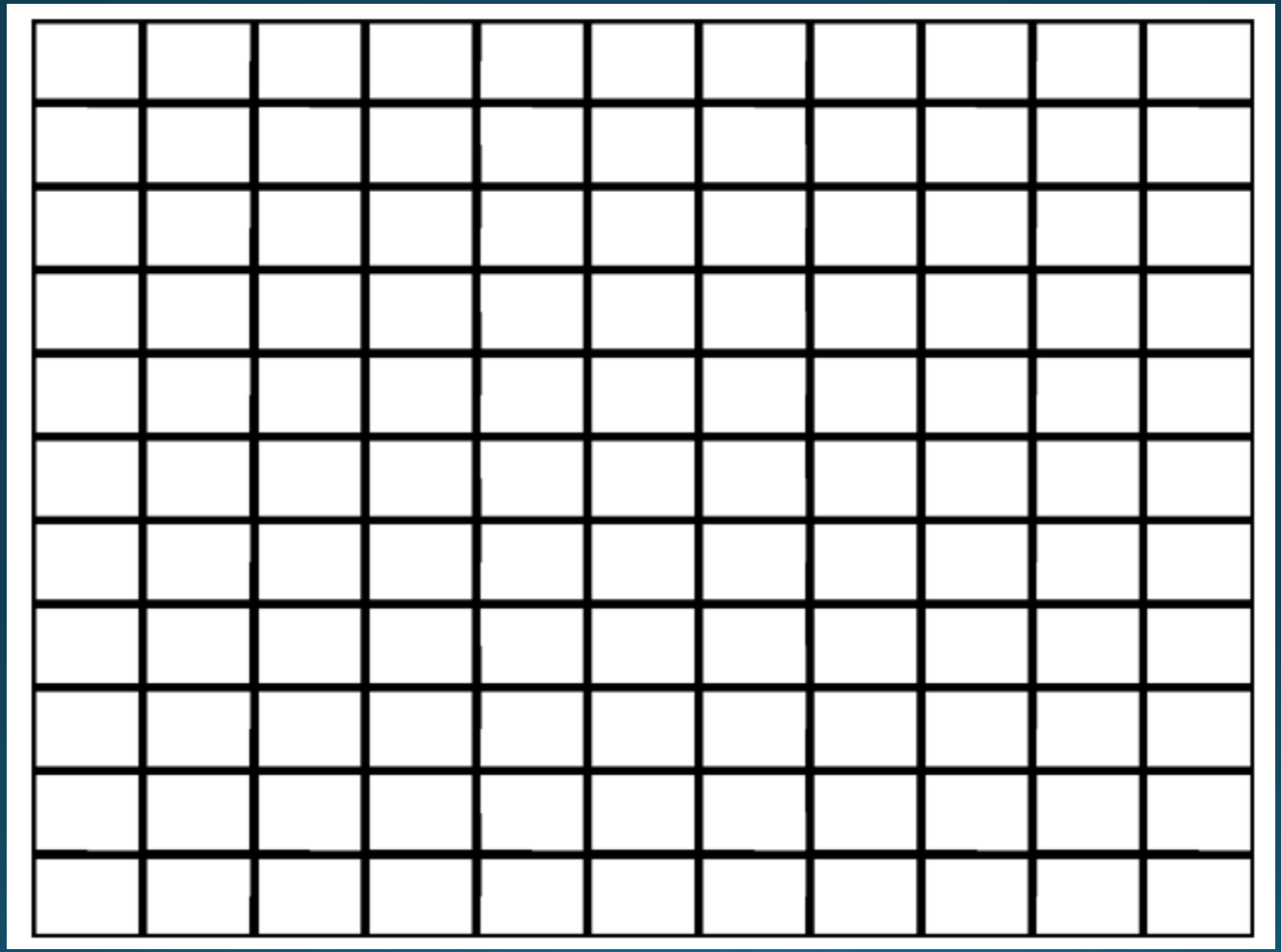


brainbashers.com

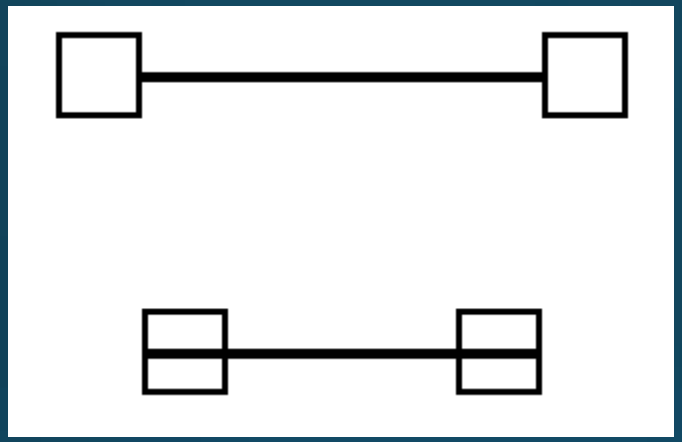


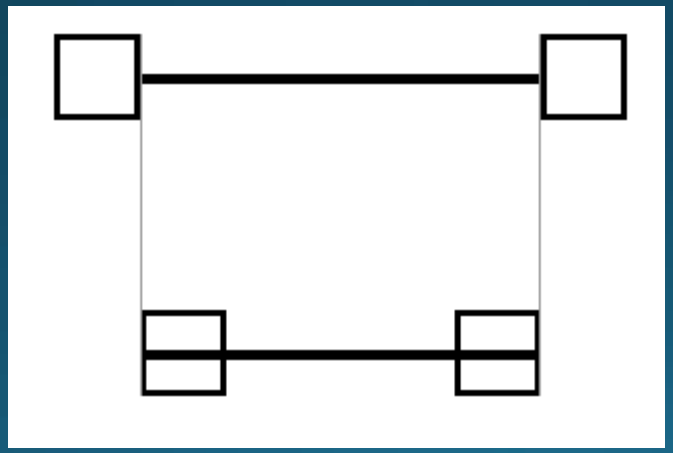


Are the lines straight?



Are the two lines the same length?





Yes

What happens after we take on the info is also important

Build and test the analysis

Analysis

Analysis is what makes information ***intelligence***.

Validation of information

Context for understanding

Grasp of implications

"Tradecraft" for ensuring balance

Transparency and flexibility to adjust as warranted

Making information *intelligence*

Validation - How good is info?

Context - Has happened before, and why?

Implications - What mean for target and me?

Tradecraft - Have examined *drivers*?

Transparency - Honest with my consumer?

Flexibility - Integrate new info?

Making information *intelligence*

Get to the root of an issue.

Don't confuse causes and symptoms.

Chase the question upstream.

It's all about DRIVERS

EXAMPLE

Q: Why did the ___ vote for ____?
A: Because people wanted change.
Q: Why did people want change?
A: Because they were unhappy.
Q: Why were they unhappy?
A: Because they felt left behind.
Q: Why did they feel left behind?
A: Because they *were* left behind.
Q: Why were they left behind?
A: Because the economy (or the world) changed.
Q: Why did the economy (or the world) change?
etc., etc., etc.

WE CAN DO THE SAME THING WITH OTHER STRATEGIC ISSUES:

- Defense policy
- Migration policy
- Economic policy
- Etc, etc.

The closer to root causes you take your question …

the more strategic – and "actionable" – your answer.

What are drivers?

Borrowing from the "3-i framework" …

Interests

Ideas

Institutions

In our PERSONAL lives …

drivers

Interests	Ideas	Institutions
Work	Education	Parents
Food	Religion or values	Boy/Girlfriend
Love - Sex	Political thought	Husband/Wife
Family	Ideology	Colleagues
Home	Imposed expectations	Friends
Transportation		Political party
Entertainment Recreation		Employer
Challenges		

What are drivers?

Borrowing from the "3-i framework" …

Interests

Ideas

Institutions

In our NATIONAL lives …

	Interests	**Ideas**	**Institutions**
drivers	Power/influence	Self-definition	Leadership
	Needs	Nationalism	Abilities/constraints
	Desires/ambitions	History	Economic structures
	Wealth	Concepts/logic	Intermediation
	Economic performance	Values	Inclusion
		Ideology	Topography/geography
			Climate

WHY SO MUCH FOCUS ON DRIVERS?

DRIVERS
help policymakers identify policy options

Leader's vulnerabilities

Demographic

Economy

Education

Poverty

Crime and Violence

Health crisis

Historic Grudge

Corruption

Misunderstanding of *other's* intentions

A current example for U.S. policy

Q: Why so much migration from "Northern Triangle" of Central America?

The PUSH factors:

A: Poverty

Q: WHY?

A: Geography

Q: WHY?

A: Aloof elites

Q: WHY?

A: Demographics

Q: WHY?

A: Drug cartels

Q: WHY?

A: Low cooperation

Q: WHY?

A: Corruption

Q: WHY?

A: U.S. guns

Q: WHY?

A: Poor education system

Q: WHY?

A: Cultural attributes

Q: WHY?

A: Weak institutions

Q: WHY?

A: Gang deportees

Q: WHY?

If we know what's DRIVING events,

we have a better chance of CHANGING events.

So what is analysis?

It is something that everyone can do
… and does.

What do we need to make GOOD decisions?

A clear understanding of

- our needs and desires (objectives)
- the *causes* or *drivers* of the problem
- the *trends* of the causes of the problem
- the *likely outcomes* and *alternative outcomes* of those trends
- the *implications* of addressing (or not) the problem

What is Analytical Tradecraft?

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)

Necessary
(and not always bad)
evils

What is Analytical Tradecraft?

Tradecraft

It allows us to look the policymaker 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.

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

Good analytical tradecraft …

Exciting

Relevant

Alive

and

ACTIONABLE product

Makes

Information

into

INTELLIGENCE

Common sense, as a system, WE ALL EMPLOY

Good analytical tradecraft …

Is

Common Sense

As a System

WE ALL EMPLOY

(and that we have a right
to demand of our governments)