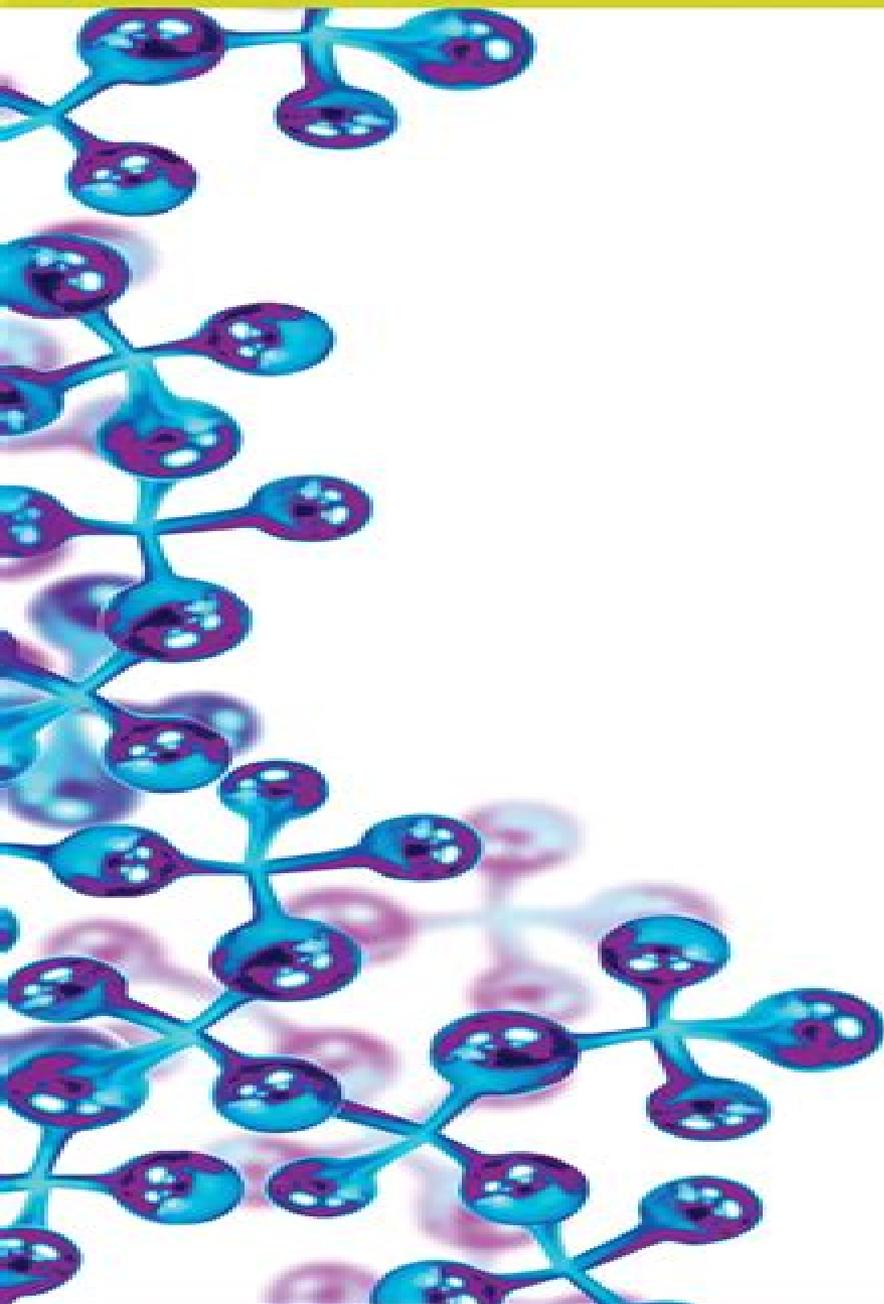


T H I R D   E D I T I O N



# STRUCTURED ANALYTIC TECHNIQUES

FOR INTELLIGENCE ANALYSIS

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RANDOLPH H. PHERSON  
RICHARDS J. HEUER JR.

FOREWORD BY JOHN McLAUGHLIN



# Structured Analytic Techniques For Intelligence Analysis

**Liyong Dong**



## **Structured Analytic Techniques For Intelligence Analysis:**

**Structured Analytic Techniques for Intelligence Analysis** Richards J. Heuer, Randolph H. Pherson, 2011 This book takes the relatively new concept of structured analytic techniques and defines its place in a taxonomy of analytic methods It describes 50 techniques divided into eight categories each corresponding to a book chapter These techniques are especially needed in the field of intelligence analysis where analysts typically deal with incomplete ambiguous and sometimes deceptive information

**Structured Analytic Techniques for Intelligence Analysis** Randolph H. Pherson, Richards J. Heuer Jr., 2019-12-05 Excellent publication for the study of intelligence analysis structured analytical techniques and their application in this increasingly dangerous environment A must read for anyone entering the intelligence community as an analyst practitioner stakeholder and leader Charles E Wilson University of Detroit Mercy The Third Edition of Structured Analytic Techniques for Intelligence Analysis showcases sixty six structured analytic techniques nine new to this edition that represent the most current best practices in intelligence law enforcement homeland security and business analysis With more depth detail and utility than existing handbooks each technique is clearly and systematically explained Logically organized and richly illustrated and with spiral binding and tabs that separate techniques into categories this book is an easy to use comprehensive reference

**Structured Analytic Techniques for Intelligence Analysis** Richards J. Heuer Jr., 2014-05-28 In this Second Edition of Structured Analytic Techniques for Intelligence Analysis authors Richards J Heuer Jr and Randolph H Pherson showcase fifty five structured analytic techniques five new to this edition that represent the most current best practices in intelligence law enforcement homeland security and business analysis

**Cases in Intelligence Analysis** Sarah Miller Beebe, Randolph H. Pherson, 2014-04-28 In their Second Edition of Cases in Intelligence Analysis Structured Analytic Techniques in Action accomplished instructors and intelligence practitioners Sarah Miller Beebe and Randolph H Pherson offer robust class tested cases studies of events in foreign intelligence counterintelligence terrorism homeland security law enforcement and decision making support Designed to give analysts in training an opportunity to apply structured analytic techniques and tackle real life problems each turnkey case delivers a captivating narrative discussion questions recommended readings and a series of engaging analytic exercises

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**A Tradecraft Primer** , 2009 This primer highlights structured analytic technique some widely used in the private sector

and academia some unique to the intelligence profession It is not a comprehensive overview of how intelligence officers conduct analysis Rather the primer highlights how structured analytic techniques can help one challenge judgments identify mental mindsets stimulate creativity and manage uncertainty In short incorporating regular use of techniques such as these can enable one to structure thinking for wrestling with difficult questions

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Structured Analytic Techniques for Intelligence Analysis + Cases in Intelligence Analysis, 2nd Ed, 2020

**A Tradecraft Primer: Structured Analytic Techniques for Improving Intelligence Analysis** United Government, 2012-08-01 This primer highlights structured analytic techniques some widely used in the private sector and academia some unique to the intelligence profession It is not a comprehensive overview of how intelligence officers conduct analysis Rather the primer highlights how structured analytic techniques can help one challenge judgments identify mental mindsets stimulate creativity and manage uncertainty In short incorporating regular use of techniques such as these can enable one to structure thinking for wrestling with difficult questions

A Tradecraft Primer U. S. Government, 2009-03-02 Using the analytic techniques contained in this primer will assist analysts in dealing with the perennial problems of intelligence the complexity of international developments incomplete and ambiguous information and the inherent limitations of the human mind Understanding the intentions and capabilities of adversaries and other foreign actors is challenging especially when either or both are concealed Moreover transnational threats today pose even greater complexity in that they involve multiple actors including nonstate entities that can adapt and transform themselves faster than those who seek to monitor and contain them Finally globalization has increased the diversity of outcomes when complex interactive systems such as financial flows regional economies or the international system as a whole are in flux The first hurdle for analysts is identifying the relevant and diagnostic information from the increasing volume of ambiguous and contradictory data that is acquired through open source and clandestine means Analysts must also pierce the shroud of secrecy and sometimes deception that state and nonstate actors use to mislead A systematic approach that considers a range of alternative explanations and outcomes offers one way to ensure that analysts do not dismiss potentially relevant hypotheses and supporting information resulting in missed opportunities to warn

Cognitive and perceptual biases in human perception and judgment are another important reason for analysts to consider alternatives. As Richards Heuer and others have argued, all individuals assimilate and evaluate information through the medium of mental models, sometimes also called frames or mind sets. These are experience-based constructs of assumptions and expectations, both about the world in general and more specific domains. These constructs strongly influence what information analysts will accept; that is, data that are in accordance with analysts' unconscious mental models are more likely to be perceived and remembered than information that is at odds with them. Mental models are critical to allowing individuals to process what otherwise would be an incomprehensible volume of information. Yet they can cause analysts to overlook, reject, or forget important incoming or missing information that is not in accord with their assumptions and expectations. Seasoned analysts may be more susceptible to these mind set problems as a result of their expertise and past success in using time-tested mental models. The key risks of mind sets are that analysts perceive what they expect to perceive; once formed, they are resistant to change. New information is assimilated, sometimes erroneously, into existing mental models, and conflicting information is often dismissed or ignored.

**A Tradecraft Primer** Central Intelligence Agency, 2009-03-15. This primer highlights structured analytic techniques, some widely used in the private sector and academia, some unique to the intelligence profession. It is not a comprehensive overview of how intelligence officers conduct analysis. Rather, the primer highlights how structured analytic techniques can help one challenge judgments, identify mental mindsets, stimulate creativity, and manage uncertainty. In short, incorporating regular use of techniques such as these can enable one to structure thinking for wrestling with difficult questions. Originally published by the CIA in color. Previously available online only as an e file.

[A Tradecraft Primer: Structured Analytic Techniques for Improving Intelligence Analysis - Cognitive and Perceptual Biases, Reasoning Processes](#) Central Intelligence Agency (CIA), 2016-12-11. This primer highlights structured analytic techniques, some widely used in the private sector and academia, some unique to the intelligence profession. It is not a comprehensive overview of how intelligence officers conduct analysis. Rather, the primer highlights how structured analytic techniques can help one challenge judgments, identify mental mindsets, stimulate creativity, and manage uncertainty. In short, incorporating regular use of techniques such as these can enable one to structure thinking for wrestling with difficult questions. Using the analytic techniques contained in this primer will assist analysts in dealing with the perennial problems of intelligence: the complexity of international developments, incomplete and ambiguous information, and the inherent limitations of the human mind. Understanding the intentions and capabilities of adversaries and other foreign actors is challenging, especially when either or both are concealed. Moreover, transnational threats today pose even greater complexity in that they involve multiple actors, including nonstate entities that can adapt and transform themselves faster than those who seek to monitor and contain them. Finally, globalization has increased the diversity of outcomes when complex interactive systems, such as financial flows, regional economies, or the international system as a whole, are in flux. The first hurdle for analysts is

identifying the relevant and diagnostic information from the increasing volume of ambiguous and contradictory data that is acquired through open source and clandestine means Analysts must also pierce the shroud of secrecy and sometimes deception that state and nonstate actors use to mislead A systematic approach that considers a range of alternative explanations and outcomes offers one way to ensure that analysts do not dismiss potentially relevant hypotheses and supporting information resulting in missed opportunities to warn Cognitive and perceptual biases in human perception and judgment are another important reason for analysts to consider alternatives As Richards Heuer and others have argued all individuals assimilate and evaluate information through the medium of mental models sometimes also called frames or mind sets These are experience based constructs of assumptions and expectations both about the world in general and more specific domains These constructs strongly influence what information analysts will accept that is data that are in accordance with analysts unconscious mental models are more likely to be perceived and remembered than information that is at odds with them Mental models are critical to allowing individuals to process what otherwise would be an incomprehensible volume of information Yet they can cause analysts to overlook reject or forget important incoming or missing information that is not in accord with their assumptions and expectations Seasoned analysts may be more susceptible to these mind set problems as a result of their expertise and past success in using time tested mental models The key risks of mindsets are that analysts perceive what they expect to perceive once formed they are resistant to change new information is assimilated sometimes erroneously into existing mental models and conflicting information is often dismissed or ignored Intelligence analysts should be self conscious about their reasoning processes They should think about how they make judgments and reach conclusions not just about the judgments and conclusions themselves

### **Reasoning for Intelligence Analysts** Noel

Hendrickson,2018-03-29 The goal of Reasoning for Intelligence Analysts is to address the three distinct dimensions of an analyst s thinking the person of the analyst their traits the processes they use their techniques and the problems they face their targets Based on a decade of academic research and university teaching in a program for aspiring intelligence analysts this multidimensional approach will help the reader move beyond the traditional boundaries of accumulating knowledge or critical thinking with techniques to assess the unique targets of reasoning in the information age This approach is not just a set of techniques but covers all elements of reasoning by discussing the personal procedural and problem specific aspects It also addresses key challenges such as uncertain data irrelevant or misleading information indeterminate outcomes and significance for clients through an extensive examination of hypothesis development causal analysis futures exploration and strategy assessment Both critical and creative thinking which are essential to reasoning in intelligence are integrated throughout Structured around independently readable chapters this text offers a systematic approach to reasoning a long with an extensive toolkit that will serve the needs of both students and intelligence professionals

### **Intelligence Analysis**

**Fundamentals** Godfrey Garner,Patrick McGlynn,2018-08-06 There are a limited number of intelligence analysis books

available on the market Intelligence Analysis Fundamentals is an introductory accessible text for college level undergraduate and graduate level courses While the principles outlined in the book largely follow military intelligence terminology and practice concepts are presented to correlate with intelligence gathering and analysis performed in law enforcement homeland security and corporate and business security roles Most of the existing texts on intelligence gathering and analysis focus on specific types of intelligence such as target centric intelligence and many of these detail information from a position of prior knowledge In other words they are most valuable to the consumer who has a working level knowledge of the subject The book is general enough in nature that a lay student interested in pursuing a career in intelligence Homeland Security or other related areas of law enforcement will benefit from it No prior knowledge of intelligence analysis functions or operations is assumed Chapters illustrate methods and techniques that over the years have consistently demonstrate results superior to those achieved with other means Chapters describe such analytical methods that are most widely used in the intelligence community and serve as recognized standards and benchmarks in the practice of intelligence analysis All techniques have been selected for inclusion for their specific application to homeland security criminal investigations and intelligence operations Uses numerous hands on activities that can easily be modified by instructors to be more or less challenging depending on the course level to reinforce concepts As current and active members of the intelligence community the authors draw on their decades of experience in intelligence to offer real world examples to illustrate concepts All methodologies reflect the latest trends in the intelligence communities assessment analysis and reporting processes with all presented being open source non classified information As such the non sensitive information presented is appropriate and methods applicable for use for education and training overseas and internationally Military style collection and analysis methods are the primary ones presented but all are directly correlated intelligence to current concepts functions and practices within Homeland Security and the law communities Covers the counterterrorism environment where joint operations and investigative efforts combine military private sector and law enforcement action and information sharing The book will be a welcome addition to the body of literature available and a widely used reference for professionals and students alike

**Structured Analytic Techniques for Intelligence Analysis, 2nd Ed. + Cases in Intelligence Analysis, 2nd Ed.** Richards J. Heuer, Jr., Randolph H. Pherson, Sarah Miller Beebe, 2014-05-15 [Analyzing Intelligence, Second Edition](#) Roger Z. George, James B. Bruce, 2014-02-26 Analyzing Intelligence now in a revised and extensively updated second edition assesses the state of the profession of intelligence analysis from the practitioners point of view The contributors most of whom have held senior positions in the US intelligence community review the evolution of the field the rise of new challenges pitfalls in analysis and the lessons from new training and techniques designed to deal with 21st century national security problems This second edition updates this indispensable book with new chapters that highlight advances in applying more analytic rigor to analysis along with expertise building training and professional development New chapters by practitioners

broaden the original volume's discussion of the analyst policymaker relationship by addressing analytic support to the military customer as well as by demonstrating how structured analysis can benefit military commanders on the battlefield. Analyzing Intelligence is written for national security practitioners such as producers and users of intelligence as well as for scholars and students seeking to understand the nature and role of intelligence analysis, its strengths and weaknesses, and steps that can improve it and lead it to a more recognizable profession. The most comprehensive and up-to-date volume on professional intelligence analysis as practiced in the US Government. Analyzing Intelligence is essential reading for practitioners and users of intelligence analysis as well as for students and scholars in security studies and related fields.

**Cases in Intelligence Analysis** Sarah Miller Beebe, Randolph H. Pherson, 2011-12-15. This book of cases will contain 12 cases of approx 24pp each. It is part of a larger case archive of initially about 20 cases. 12 cases will be in the book, all 20 will be online. See related project Cases in Intelligence Online Case Archive.

**Restructuring Structured Analytic Techniques in Intelligence**, 2017. Structured analytic techniques (SATs) are intended to improve intelligence analysis by checking the two canonical sources of error: systematic biases and random noise. Although both goals are achievable, no one knows how close the current generation of SATs comes to achieving either of them. We identify two root problems: 1. SATs treat bipolar biases as unipolar. As a result, we lack metrics for gauging possible over-shooting and have no way of knowing when SATs that focus on suppressing one bias (e.g., overconfidence) are triggering the opposing bias (e.g., underconfidence). 2. SATs tacitly assume that problem decomposition (e.g., breaking reasoning into rows and columns of matrices corresponding to hypotheses and evidence) is a sound means of reducing noise in assessments. But no one has ever actually tested whether decomposition is adding or subtracting noise from the analytic process, and there are good reasons for suspecting that decomposition will, on balance, degrade the reliability of analytic judgment. The central shortcoming is that SATs have not been subject to sustained scientific scrutiny of the sort that could reveal when they are helping or harming the cause of delivering accurate assessments of the world to the policy community.

*Structured Analytical Techniques for Intelligence Analysis* Richards J. Heuer, 2015.

**Intelligence Leadership and Governance** Patrick F. Walsh, 2020-11-22. This book explores the challenges leaders in intelligence communities face in an increasingly complex security environment and how to develop future leaders to deal with these issues. As the security and policy-making environment becomes increasingly complicated for decision makers, the focus on intelligence agencies to deliver more value will increase. This book is the first extensive exploration of contemporary leadership in the context of intelligence agencies, principally in the Five Eyes nations (i.e., Australia, United States, United Kingdom, Canada, and New Zealand). It provides a grounded theoretical approach to building practitioner and researcher understanding of what individual and organisational factors result in better leadership. Using interviews from former senior intelligence leaders and a survey of 208 current and former intelligence leaders, the work explores the key challenges that leaders will likely face in the twenty-first century and how to address these. It also explores

what principles are most likely to be important in developing future leaders of intelligence agencies in the future This book will be of much interest to students of intelligence studies strategic studies leadership studies security studies and international relations

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