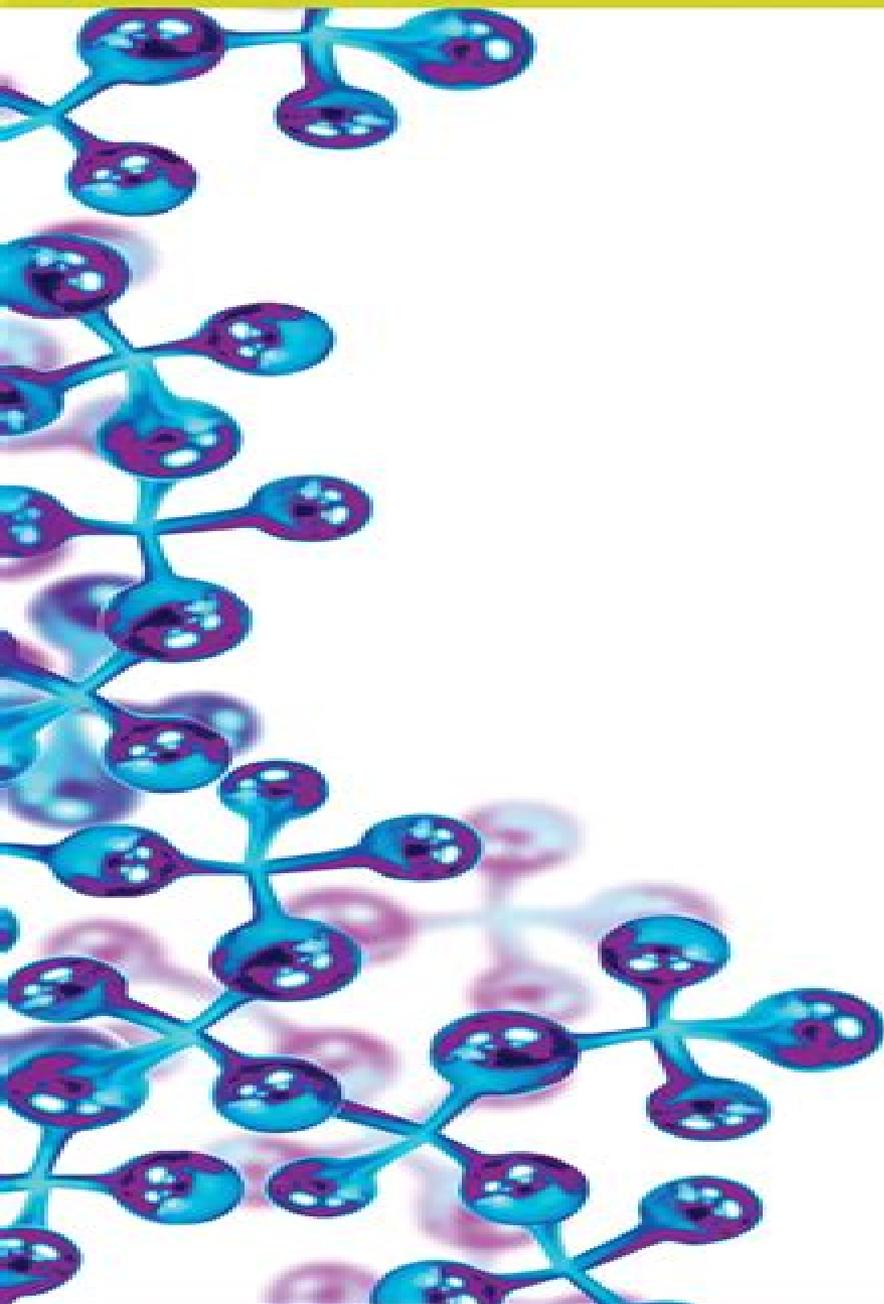


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# STRUCTURED ANALYTIC TECHNIQUES

FOR INTELLIGENCE ANALYSIS

RANDOLPH H. PHERSON  
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FOREWORD BY JOHN McLAUGHLIN



# Structured Analytic Techniques For Intelligence Analysis

**Richards J. Heuer, Jr., Randolph H.  
Pherson, Sarah Miller Beebe**



## **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

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**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 *A Tradecraft Primer: Structured Analytic Techniques for Improving Intelligence Analysis* Center for the Study of Intelligence, 2012-05-28 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

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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

**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 + 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

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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 **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 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

**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

**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

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 overshooting 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 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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web 1 symbol and metaphor 2 visual distortion 3 irony in words and images 4 stereotype and caricature 5 an argument not a slogan 6 the uses and misuses of political cartoons teacher preparation 1 make copies of three political cartoons taken from recent newspapers and magazines

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web oct 10 2020 reviewing big civics ideas through political cartoons summary in this lesson students will analyze political cartoons drawn by clifford k berryman between 1898 and 1948 to learn about the constitution and constitutional institutions of government and

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web lesson 5 analyzing political cartoons create a political cartoon tips for students experiment with your figures exaggerate enlarge or stretch an image or part of the image to draw attention to it let your lines do the talking straight severe lines can express anger while squiggly lines can be playful and

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web explain ways that people can become informed before developing views about issues and institutions identify artistic and persuasive techniques used in political cartoons analyze issues addressed in political cartoons use research evidence to formulate an opinion on an issue expressed in a political cartoon

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web jul 17 2023 draw a political cartoon for an issue or a cause have students draw editorial cartoons about a school

community or national issue post the cartoons on the walls around the classroom and host a gallery walk ask the class to evaluate the accuracy and truthfulness of each cartoon analyze a political cartoon as a primary source

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web this political cartoon by lisa benson demonstrates the effects of symbolism analogy and exaggeration in satirical illustrations there are two women sitting on a sofa one appearing more put together and mature as she reads the newspaper the other is holding a heart shaped box with obama written on the outside

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web compare two political cartoons that are on the same side of an issue identify the different methods like symbols allusions or exaggeration that the two cartoons use to persuade their audience advanced select a political cartoon think about the point of view of the cartoonist describe or draw how the cartoon might be different if

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web jan 16 2023 1 scan the cartoon for recognizable symbols or figures when you first look at a political cartoon quickly identify the main visual elements can you recognize any people like politicians or celebrities what kinds of expressions are they making how about any major symbols or places like the capital or a country

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web uncle sam u s government american people sphinx a great king with absolute power tortoise someone who moves slowly a winner hare someone who moves quickly a loser capitol building dome congress white house the president scales a balance supreme court justice fairness eagle american government the constitution laurel wreath

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web working with primary sources like cartoons drawings paintings and photographs can sometimes prove to be challenging particularly if you have little experience analyzing images political cartoons for example appear in newspapers across the country everyday but they cannot be read in the same way as editorials and other articles

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web introduction to lessons political cartoons or satires as they were referred to in the eighteenth century have provided a visual means by which individuals could express their opinions they have been used throughout history to engage viewers in a discussion about an event issue or individual

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web at this time explain to students that there are two areas to look at when evaluating political cartoons the subject and the artistic techniques these two areas help us to understand the meaning or message the artist is trying to convey 1 begin this session by asking students the purpose of political cartoons

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web analyzing a political cartoon can lead to a deeper understanding of the issues addressed by the cartoon as well as the historical context from which the issues arose however it can also raise interesting questions about the point of view of the cartoonist and shed light on the methods different cartoonists use to persuade their audience

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web in this activity students will closely examine political cartoons about the stamp act make inferences about the political social and economic situations depicted therein and offer informed speculations concerning each creator s point of view

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web feb 28 2022 the political cartoon definition is a cartoon created to make a statement about current events politicians and issues in politics readers find political cartoons in a variety of places intended

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web understanding what a historical political cartoon means can be difficult for us because we did not live through the political events the cartoons talk about however all political cartoons rely heavily upon a very simple visual code rather than relying solely on words to convey their message

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many employers fire poor performers hastily while others wait too long before taking strong action one reason for unnecessary delays in firing bad performers is the employer fears being

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section 188a of the labour relations act 66 of 1995 as amended and items 8 and 9 to the code of good practice dismissal ccma info sheet 3 5e info sheet ccma poor work

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lets look at exactly what poor performance is and the remedy for it poor performance does not look at the behavior of the employee at work problems of behavior are addressed under

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sep 29 2021 in the matter of eskom v mokoena 1997 8 bllr 965 lac the labour appeal court held that whilst a dismissal for poor work performance should be preceded by a fair

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effective facilitation can make a huge difference in assisting groups to work effectively together facilitation as a method has been incorporated by many organisations and groups as a

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the main issue that lands employers at the ccma is that they mistakenly believe that hiring an employee under a probationary contract or having a probationary clause in the employment

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apr 22 2022 if the business retrenches them poor work performance is a form of incapacity which is the second option in other words when an employee fails to perform their duties and

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inform the employee that his her work performance does not meet the required standards discuss possible causes of the poor performance and rectify any workplace based causes

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mar 2 2015 one key reason for unnecessary delays in firing bad performers is the employer s fear of being taken to the ccma and being forced to reinstate the employee and or to pay big

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a disciplinary hearing is basically an enquiry held by the employer to determine whether an employee is guilty of an offence or not a poor work performance hearing is similar but the

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performance it is suggested that employers exploinform the employee that his her work performance does not meet the required standards such as discuss possible causes of the

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mar 25 2022 the required standard of work performance in the workplace the employee s duties why the employee is not meeting these standards according to the employer the

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poor work performance falls under the broad heading of incapacity poor work performance or failure by the employee to reach and maintain the employer s work performance standards