



NATIONAL DEFENSE INTELLIGENCE COLLEGE PAPER

Critical Thinking and and Intelligence Analysis

**Sherman Kent, NSA, JFK, Cuban
Missile Crisis, Inductive, Deductive,
Abductive Reasoning**

Progressive Management

National Defense Intelligence College Paper Critical
Thinking And Intelligence Analysis Sherman Kent Nsa
Jfk Cuban Missile Crisis Inductive Deductive Abductive
Reasoning

Roger Z. George, James B. Bruce



National Defense Intelligence College Paper Critical Thinking And Intelligence Analysis Sherman Kent Nsa Jfk Cuban Missile Crisis Inductive Deductive Abductive Reasoning:

National Defense Intelligence College Paper Department of Defense, National Defense Intelligence College, National Intelligence University, Center for Strategic Intelligence Research, U. S. Government, 2017-06-06 This unique and informative paper was produced by the National Intelligence University National Defense Intelligence College Analysts and analysts alone create intelligence Although technological marvels assist analysts by cataloguing and presenting data information and evidence in new ways they do not do analysis To be most effective analysts need an overarching reflective framework to add structured reasoning to sound intuitive thinking Critical thinking provides such a framework and goes further positively influencing the entire intelligence analysis process Analysts who adopt critical thinking stand to improve their analyses This paper defines critical thinking in the context of intelligence analysis explains how it influences the entire intelligence process explores how it toughens the art of intelligence analysis suggests how it may be taught and deduces how analysts can be persuaded to adopt this habit Topics and subjects include Inductive deductive and abductive reasoning noosphere Cuban missile crisis Cassandrian approach Penkosky Sherman Kent Fidel Castro John F Kennedy Nikita Khrushchev Evidentiary assessment NSA Contents Introduction How Do People Reason What Is Critical Thinking Defining Critical Thinking Standards for Critical Thinking Skill Based Definitions A Disposition to Think Critically The Role of Questions Pseudo Critical Thinking What Can Be Learned from the Past Thinking Critically about Cuba Deploying the Missiles Assessing the Implications Between Dogmatism and Refutation Lacking Disconfirmation The Roles of Critical Thinking in the Cuban Crisis Winners and Losers The Crisis in Context Ten Years Later They Meet Again Judgment Critical Thinking Would Have Made a Difference How Can Intelligence Analysts Employ Critical Thinking The Poor Record Assessing Evidence Facilitating Evidentiary Assessment Embracing a Methodology Creating Better Inferences Producing Intelligence How can Analysts be Taught to Think Critically Critical Thinking Education Outside the Intelligence Community Critical Thinking Education Inside the Intelligence Community Implications of Teaching Critical Thinking Evaluating Teaching Models Encouraging Analysts to Think Critically Persuading to Improve Analysis How Does Critical Thinking Transform Transforming Intelligence Corporations Learning from Early Adopters The Costs and Benefits of Thinking Critically Validation What Other Points of View Exist What Does the Future Hold Conclusion The world in which intelligence analysts work has changed dramatically over the 67 years since the beginning of the Second World War Adversaries have shifted from large armies arrayed on battlefields to individuals lurking in the shadows or in plain sight Further plagues and pandemics as well as floods and famines pose threats not only to national stability but even to human existence To paraphrase a Chinese curse we certainly live in interesting times Our times demand fresh critical reasoning on the part of those tasked to assess and warn about threats as well as those tasked to act on those threats Education in the bases and practices of intelligence foraging and

sensemaking often called intelligence collection and analysis is a means by which this can be accomplished Indeed the Intelligence Reform and Terrorism Prevention Act of 2004 legislates improved education for intelligence analysis But that education is not specifically defined This volume provides a framework for one area of the act s educational requirement improving how analysts think and by extension how policymakers act It asserts that people who are skilled critical thinkers are better able to cope with interesting times than those who are not **Critical Thinking and Intelligence Analysis**

David T. Moore,2010-01-15 Author David Moore makes a powerful argument that analysts who possess critical thinking skills are better able to cope with the complexities of a post Cold War world than those who are not Although technology can assist analysts by cataloguing and presenting data information and evidence in new ways it cannot do the analysis for them To be most effective analysts need an overarching reflective framework to add structured reasoning to sound intuitive thinking Critical thinking provides such a framework and goes further positively influencing the entire intelligence analysis process This paper defines critical thinking in the context of intelligence analysis explains how it influences the entire intelligence process explores how it toughens the art of intelligence analysis suggests how it may be taught and deduces how analysts can be persuaded to adopt this habit *Critical Thinking and Intelligence Analysis* David T. Moore,2006 *Sherman Kent*

and the Board of National Estimates Sherman Kent,1994 A selection of Kent s recently declassified writings on the occasion of the Conference on Estimating Soviet Military Power 1950 1984 which Harvard University s Charles Warren Center for Studies in American History and the CIA s Center for the Study of Intelligence are co sponsoring in Cambridge in December 1994 *Critical Thinking For Strategic Intelligence* Katherine Hibbs Pherson,Randolph H. Pherson,2012-10-23

Accomplished instructors and intelligence practitioners Beebe and Pherson have created a set of twelve robust class tested cases on events in foreign intelligence counterintelligence terrorism homeland security law enforcement and decision making support The case studies are designed to give analysts intraining a hands on opportunity to apply structured analytic techniques to tackle real life problems Each case delivers a compelling narrative and a set of step by step instructions that make teaching and learning as effective and efficient as possible Key Features Questions at the start of each case challenge the student to think critically and help the students bring the case into focus Carefully crafted narratives provide the right amount of detail to give a realistic sense of the complexity and challenges of the case Recommended readings at the end of each narrative allow room for further research Sections entitled Structured Analytic Techniques in Action frame the analytic tasks and provide step by step instructions for applying three to five analytic techniques in a series of exercises for each case study Two hundred photos maps figures tables boxes and technique templates support analysis and instruction and A matrix of the cases and techniques used in each cases augment the annotated table of contents and provide students and instructors an all in one view of the contents *Intelligence and the National Security Strategist* Roger Z. George,Robert D. Kline,2005-11-11 *Intelligence and the National Security Strategist* Enduring Issues and Challenges presents students with a

useful anthology of published articles from diverse sources as well as original contributions to the study of intelligence The collection includes classic perspectives from the history of warfare views on the evolution of U S intelligence and studies on the delicate balance between the need for information gathering and the values of democratic societies It also includes succinct discussions of complex issues facing the Intelligence Community such as the challenges of technical and clandestine collection the proliferation of open sources the problems of deception and denial operations and the interaction between the Intelligence Community and the military Several timely chapters examine the role of the intelligence analyst in support of the national security policymaker Rounding out the volume are appendices on the legislative underpinnings of our national intelligence apparatus Sensemaking David T. Moore, 2011

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OVERSTOCK SALE Significantly reduced list price Diagnoses the ills of the intelligence community Describes the potential that sensemaking offers as a means precisely for helping policymakers to improve how they think about policy Other related items Critical Thinking and Intelligence Analysis is available here <https://bookstore.gpo.gov/products/sku/008020015890>
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National Defense Intelligence College Paper Department of Defense, National Defense Intelligence College, National Intelligence University, Center for Strategic Intelligence Research, U. S. Government, 2017-03-05 This unique and informative paper was produced by the National Intelligence University National Defense Intelligence College This updated and revised edition of an earlier classified publication is an excellent primer for both intelligence analysts and policymakers Events have shown that accurate and timely warning has most often been produced by a minority viewpoint brought to the attention of decisionmakers in some way it is not the product of a majority consensus In an era of asymmetric warfare in which our national security and wellbeing can be seriously threatened by hostile groups as well as nations it is imperative that lessons from the past not be forgotten but be brought up to date and the discipline of warning reinvigorated Warning intelligence differs significantly from current intelligence and the preparation of long range estimates It accepts the presumption of surprise and incomplete intelligence and requires exhaustive research upon which to build the case for specific warning Relationships among events or involving the players may not be readily evident at first and initial signs often consist of fragmentary evidence conflicting reports or an absence of something It is not merely a compilation of facts It is an abstraction an intangible a perception or a belief While a specific methodology for developing warning may have been

tailored to the needs of the Cold War the same principles apply even to asymmetric conflict In the rush to build new intelligence mechanisms to combat terrorist attacks and to provide warning for the homeland as well as for forces deployed the nation and the Intelligence Community would be well served by reviewing this book to gain an understanding of what constitutes warning and how it is arrived at As the author points out warning does not exist until it has been conveyed to the policymaker and he must know that he has been warned All intelligence professionals and key policymakers must understand the principles outlined in this very relevant publication Topics and subjects Factors influencing Warning warning intelligence analytical method political and military factors for warning surprise and timing deception inference induction deduction strategic versus tactical indicator lists long term warning files logistical preparations DEFCON status Soviet invasion of Czechoslovakia 1968 Cuban Missile Crisis 1962 Korean War World War II Six day war Vietnam War cover plans or cover stories Chapter 1 The Role of Warning Intelligence General Nature of the Problem What Is Warning Intentions versus Capabilities Chapter 2 Introduction to the Analytical Method Indicator Lists Compiling Indications Fundamentals of Indications Analysis Specifics of the Analytical Method Chapter 3 Military Indications and Warning The Nature of Military Indicators Order of Battle Analysis in Crisis Situations Logistics is the Queen of Battles Other Factors In Combat Preparations Chapter 4 Political Factors for Warning Ambiguity of Political Indicators A Problem of Perception Considerations in Political Warning Chapter 5 Warning from the Totality of Evidence The Relative Weight of Political and Military Factors Isolating the Critical Facts and Indications Some Guidelines for Assessing the Meaning of Evidence Reconstructing the Adversary s Decisionmaking Process Chapter 6 Surprise and Timing Principal Factors in Timing and Surprise Examples of Assessing Timing Warning is Not a Forecast of Imminence Chapter 7 The Problem of Deception Infrequency and Neglect of Deception Principles Techniques and Effectiveness of Deception Types of Deception What Can We Do About It Chapter 8 Judgments and Policy Facts Don t Speak For Themselves What Do Top Consumers Need and Want to Know Intelligence in Support of Policy Assessing Probabilities National Defense Intelligence College Paper Department of Defense, National Defense Intelligence College, National Intelligence University, Center for Strategic Intelligence Research, U. S. Government, 2017-06-04 This unique and informative paper was produced by the National Intelligence University National Defense Intelligence College Topics and subjects include spying as depicted in movies and novels spy fiction vs spy reality history of intelligence John LeCarre Tom Clancy Robert Ludlum Principles of Intelligence accuracy objectivity usability relevance readiness timeliness Cuban missile crisis John F Kennedy Robert F Kennedy San Cristobal Trapezoid aerial reconnaissance Israeli recon satellite program 1973 Yom Kippur war Case Method Rwanda Tutsi and Hutu NIMA applications of intelligence health and national security intelligence support to refugee operations religion and war in the 21st century bioterror narcotrafficking If intelligence was first formally declared an instrument of U S national security in the National Security Act of 1947 it did not enter the mainstream of American thinking and discourse until the terrorist

attacks of 2001 and their aftermath Now with the benefit of commission studies and recommendations and executive and legislative actions culminating in the passage of the Intelligence Reform and Terrorism Prevention Act of 2004 good timely relevant intelligence is recognized as the air the nation breathes Soccer moms discuss intelligence College students interest in intelligence extends beyond the work of the classroom to the prospect of intelligence as a career The Joint Military Intelligence College has the privilege and the trust of serving as the Federal Government s center of excellence for intelligence education and research With teaching and research at both the classified and unclassified levels the College awards the Master of Science of Strategic Intelligence degree and the Bachelor of Science in Intelligence degree The College s degrees are authorized by the Congress The College is accredited by the Middle States Commission on Higher Education and is a member of the Consortium of Universities of the Washington Metropolitan Area The research and publications of the College s students faculty and research fellows are contributing to the work of intelligence and the security of the nation They are creating the literature of intelligence This book of readings taken from such research and writings offers a window on the incredible history and evolving work of intelligence and the contributions it is making in the early 21st century The different chapters underscore the importance of the emergence of intelligence as a sought after academic discipline The Work of Intelligence Meeting the Intelligence Community s Continuing Need for an Intelligence Literature The Basic Tools of Writing with Intelligence Intelligence Essentials for Everyone Prologue Part 1 Part 2 On Becoming an Intelligence Analyst Getting Intelligence Right The Power of Logical Procedure Opening Windows of Opportunity The Need for Opportunities Based Warning Teaching Vision Spy Fiction Spy Reality Evidence Marshaling and Argument Construction Failures of Imagination Thoughts on the 9 11 Commission Report Homeland Security and Intelligence Can Oil Mix with Water in an Open Society The History of Intelligence The San Cristobal Trapezoid Israel s Quest for Satellite Intelligence Experiences to Go Teaching with Intelligence Case Studies The Creation of the National Imagery and Mapping Agency Congress s Role as Overseer The Applications of Intelligence Health and National Security Intelligence Support to Refugee Operations Who s the Expert Religion and War in the 21st Century Intelligence Support to the Life Science Community Mitigating Threats from Bioterrorism SALSA for Cyber Sonics Education and Research at the Joint Military Intelligence College Knowledge based Tools A Solution for Optimizing Collection Requirements Management Narco Mercantilism and the War on Drugs

National Defense Intelligence College Paper: Intelligence Analysis in Theater Joint Intelligence Centers: an Experiment in Applying Structured Methods Involving Various Scenarios and Two-Tailed Tests Department of Defense, National Defense Intelligence College, National Intelligence University, Center for Strategic Intelligence Research, U. S. Government, 2018-01-15 This unique and informative paper was produced by the National Intelligence University National Defense Intelligence College In clear articulate unmistakable language Master Sergeant Folker s learned thesis sets forth the key opposing arguments in the long standing controversy over the role of structuring in intelligence analysis The controversy is largely one

sided because proponents of intuitive analysis see no purpose in debating the issue as they are completely satisfied with the status quo. It is only the structuring enthusiasts who see a need for drastic change in the way analysis is conducted. Because as Folker points out, supporters of the status quo include not only most analysts but most commanders as well, the structuring enthusiasts have never made progress in reforming the other side. And they won't make any progress until the superiority of structured analysis over intuitive analysis is proved, which Folker has taken a first giant step in doing. And it is precisely on this point that Folker challenges the Intelligence Community, indeed the entire U.S. government and the private sector as well, to design and conduct reliable tests to demonstrate which analytic approach is superior: structured or intuitive. Given the wide range of available structuring techniques, each one should be tested in competition with intuition. There are many myths prevalent in the analytic community, public and private, concerning structured analysis. It is time-consuming and overly complicated; it eliminates the indispensable role of intuition; it involves numbers and arcane formulae that render analysis mechanical and devoid of creative solutions; and so on. Tests like Folker's will surely dispose of these myths and demonstrate the immense value and power of structuring. His thesis moreover should encourage students to undertake research experiments that challenge long-held beliefs and test new theories of military interest. JMIC students are especially well placed to conduct thoughtful creative research because they bring to this scholarly environment a rich mixture of background and viewpoints, and because they remain vitally involved in the business of wringing meaning from a great variety of intelligence information. Topics and subjects include qualitative analysis, structured methodologies, case studies, scenarios, two-tailed tests.

Strategic Intelligence for American National Security Bruce D. Berkowitz, Allan E. Goodman, 1991-06-10. Bruce Berkowitz and Allan Goodman draw on historical analysis, interviews, and their own professional experience in the intelligence community to provide an evaluation of U.S. strategic intelligence.

Anticipating Surprise: Analysis for Strategic Warning Cynthia M. Grabo, 2012-08-12. Assigned to the National Indications Center, Cynthia Grabo served as a senior researcher and writer for the U.S. Watch Committee throughout its existence, 1950 to 1975, and in its successor, the Strategic Warning Staff. During this time, she saw the need to capture the institutional memory associated with strategic warning. With three decades of experience in the Intelligence Community, she saw intelligence and warning failures in Korea, Czechoslovakia, Hungary, and Cuba. In the summer of 1972, the DIA published her *Handbook of Warning Intelligence* as a classified document, followed by two additional classified volumes, one in the fall of 1972 and the last in 1974. These declassified books have now been condensed from the original three volumes into this one. Ms. Grabo's authoritative interpretation of an appropriate analytic strategy for intelligence-based warning is here presented in a commercial reprint of this classic study. Originally published by the Joint Military Intelligence College.

Sherman Kent and the Board of National Estimates Sherman Kent, Donald P. Steury, 2008-01-25. These collected essays by Sherman Kent were edited by Donald P. Steury and published in 1994 by the History Staff of the Center for the Study of Intelligence, Central Intelligence Agency.

Washington D C Kent was chairman of the Board of National Estimates from 1952 1967 and these declassified essays represent the essence of his thinking on estimate preparation as well as important historical background on the methodology used before and during his tenure The foreword is by J Kenneth McDonald then 1994 chief of the CIA History Staff and the text includes some security related redactions This book long out of print is a foundational text in the study of intelligence analysis For the general non fiction reading public Kent s illustrative anecdotes about De Gaulle Bedell Smith Dean Acheson etc offer color and interest as does his lessons learned essay on analysis failure in predicting Soviet missile deliveries to Cuba

Analyzing Intelligence 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 practitioner s 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

National Defense Intelligence College Paper Department of Defense, National Defense Intelligence College, National Intelligence University, Center for Strategic Intelligence Research, U. S. Government, 2017-05-09 This unique and informative paper was produced by the National Intelligence University National Defense Intelligence College Topics and subjects include CIA analysis internet and electronic media analytical tradecraft process management U S Coast Guard DIA DODIIS COLISEUM JWICS SIPRNET OSIS DITDS HUGIN expert ESRI induction deduction and abduction The title chosen for this book carries two meanings The more straightforward interpretation of *Bringing Intelligence About* and the principal one refers to the book s coverage of wide ranging sources and methods employed to add value to national security related information to create intelligence A second meaning not unrelated to the first refers to the responsible agility expected of U S intelligence professionals to think and act in such a way as to navigate information collection and interpretation duties with a fix on society s shifting but consensual interpretation of the U S Constitution A prominent individual and ideal intelligence professional who lived both meanings of *Bringing Intelligence About* was the late Lieutenant

General Vernon A Walters As an intelligence officer defense attache ambassador at large and ambassador to Germany his combination of skills notably his language skills made him the epitome of a professional Beyond intelligence service in the Departments of Defense and of State General Walters presided as Deputy Director of Central Intelligence during the Watergate episode where he stood on principle and at odds with political figures in the Nixon administration His mastery of intelligence collection analysis and politically attuned synthesis the full story of which has not yet been told make him a near mythic figure for aspiring intelligence professionals Although the talents and assignments of General Walters were extraordinary his demonstration that intelligence aptitudes and skills are fungible across Departments and Agencies is a powerful suggestion that those separate institutions can also operate together as a professional community This volume helps us move down the long and difficult road of helping identify how to produce good or better intelligence by which I mean intelligence that is of use to policymakers and is better than other intelligence by being so used The authors have across a range of areas of interest identified some of the practices that work best to produce or more aptly to bring about good intelligence Note that the preceding sentence said some of the practices Few books could expect to identify all of the practices that work and as the authors of each chapter would undoubtedly concede there will always be some variables and intangibles at work in intelligence vagaries of time to perform collection and analysis the quality of sources the quality of the analysts the nature and personality of the policymakers Still it is possible to identify the practices that work and the practices that have to be altered over time as conditions change

CIA Sherman Kent Center for Intelligence Analysis Papers - Practice of Analytic Tradecraft in the Directorate of Intelligence, Transnational Threats, Profession of Intelligence Analysis

Central Intelligence Agency (CIA), U. S. Government, 2017-05-05 This publication of the Central Intelligence Agency CIA is intended to help the Kent Center fulfill its mission of promoting the practice of analytic tradecraft in the Directorate of Intelligence and of furthering a greater understanding of intelligence analysis in the wider communities in which it is practiced studied or taught These unclassified Occasional Papers are disseminated externally as appropriate in addition to being used in courses at the Sherman Kent School CIA University and elsewhere in the Intelligence Community The Kent Center is confident that intelligence analysts now and in the future will benefit from the lessons and insights that contributors to Occasional Papers provide It is hoped that they will prove to be a valuable addition to the practical literature on intelligence analysis

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Publications Combined: Over 20 National Intelligence University Studies Focusing On Domestic Intelligence , Over 3 300 total pages Introduction The National Intelligence University is the Intelligence Community's sole accredited federal degree granting institution The main campus is located in Bethesda MD and it also has Academic Centers located around the world The faculty of NIU are subject matter experts from around the intelligence community who bring a wealth of knowledge and practical experience as well as academic qualifications to the classroom Included titles BRINGING INTELLIGENCE ABOUT Practitioners Reflect on Best Practices ANTICIPATING SURPRISE Analysis for Strategic Warning Learning With Professionals Selected Works from the Joint Military Intelligence College THE CREATION OF THE NATIONAL IMAGERY AND MAPPING AGENCY CONGRESS'S ROLE AS OVERSEER The Coast Guard Intelligence Program Enters the Intelligence Community A Case Study of Congressional Influence on Intelligence Community Evolution THE BLUE PLANET INFORMAL INTERNATIONAL POLICE NETWORKS AND NATIONAL INTELLIGENCE TEACHING INTELLIGENCE AT COLLEGES AND UNIVERSITIES SHAKESPEARE FOR ANALYSTS LITERATURE AND INTELLIGENCE Out of Bounds Innovation and Change in Law Enforcement Intelligence Analysis Managing the Private Spies Use of Commercial Augmentation for Intelligence Operations Intelligence Professionalism in the Americas Y The Sources of Islamic Revolutionary Conduct GLOBAL WAR ON TERRORISM ANALYZING THE STRATEGIC THREAT SENSEMAKING A STRUCTURE FOR AN INTELLIGENCE REVOLUTION Finding Leaders Preparing the Intelligence Community for Succession Management EXPERIENCES TO GO TEACHING WITH INTELLIGENCE CASE STUDIES Democratization of Intelligence Crime Scene Intelligence An Experiment in Forensic Entomology BENEATH THE SURFACE INTELLIGENCE PREPARATION OF THE BATTLESPACE for COUNTERTERRORISM A FLOURISHING CRAFT TEACHING INTELLIGENCE STUDIES INTELLIGENCE ANALYSIS IN THEATER JOINT INTELLIGENCE CENTERS AN EXPERIMENT IN APPLYING STRUCTURED METHODS The Common Competencies for State Local and Tribal Intelligence Analysts *Intelligence and the National Security Strategist* Roger Z. George, Robert D. Kline, 2005-11-11 Intelligence and the National Security Strategist Enduring Issues and Challenges presents students with a useful anthology of published articles from diverse sources as well as original

contributions to the study of intelligence The collection includes classic perspectives from the history of warfare views on the evolution of U S intelligence and studies on the delicate balance between the need for information gathering and the values of democratic societies It also includes succinct discussions of complex issues facing the Intelligence Community such as the challenges of technical and clandestine collection the proliferation of open sources the problems of deception and denial operations and the interaction between the Intelligence Community and the military Several timely chapters examine the role of the intelligence analyst in support of the national security policymaker Rounding out the volume are appendices on the legislative underpinnings of our national intelligence apparatus National Defense Intelligence College Paper Department of Defense, National Defense Intelligence College, National Intelligence University, Center for Strategic Intelligence Research, U. S. Government, 2017-03-07 This unique and informative paper was produced by the National Intelligence University National Defense Intelligence College Sensemaking whereby intelligence professionals would work with executive decisionmakers to explain data that are sparse noisy and uncertain requires an interpreter and experienced champion to bring about a practicable understanding and acceptance of the concept among intelligence practitioners Topics and subjects covered include Wicked problems intuition pandemics tame problems macrocognitive analytic pathologies macrocognition microcognition metacognition flexecutive planning state and non state actors mindfulness synthesis meliorists multimethodological neuroscience Sensemaking is a tall order but there is no better sherpa for the unfamiliar terrain of this new paradigm than David Moore He almost uniquely embodies both practice and academic scholarship Indeed one of the tantalizing aspects of his academic work is that as a careful intelligence professional and one from NSA to boot he is very careful about classification That means the visible trails of his practice in his scholarship are sparse and his cases are mostly familiar ones albeit ones often spun in new directions His approach to sensemaking takes us from information foraging harvesting and marshalling into understanding He looks at various forms of tacit knowledge and he and the contributors report on some intriguing tests of sensemaking Several of us who looked around the Intelligence Community in the years after September 11th noted how little use it made of formal methods or machines other than computers for sorting Worse in some sense the Cold War practice of analysis sought to turn humans into machines by rooting out judgment bias hunch stereotyping all the things humans do best Preface On Being Mindful What is Mindlessness Attaining Mindfulness Acknowledgments Definitions Chapter 1 Introduction Where We Are A Roadmap Kent s Imperative Chapter 2 The Failure of Normal Intelligence Intelligence Challenges Errors and Failures Considering Standard Models Types of Problems A Wicked Look at Wicked Problems in Intelligence An Intelligence Example Pandemics as Wicked Problems Complexity Chapter 3 From Normal to Revolutionary Intelligence Evidence Based Intelligence Creation Considering the Normal Paradigm Shift Chapter 4 The Shape of Intelligence Sensemaking Planning for Tame and Wicked Intelligence Problems Foraging Marshaling Understanding Communicating Chapter 5 A Practice of Understanding Intuition Types of Judgment Thinking About

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Assessment and Policymaking Raymond L. Garthoff, 1984

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