

CRITICAL THINKING FOR STRATEGIC INTELLIGENCE

2ND EDITION



Katherine Hibbs Pherson • Randolph H. Pherson
Foreword by Charles E. Allen



Critical Thinking For Strategic Intelligence Second Edition

Joshua Yaphe



Critical Thinking For Strategic Intelligence Second Edition:

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

Critical Thinking for Strategic Intelligence Katherine Hibbs Pherson, Randolph H. Pherson, 2016-10-14 The Second Edition of Critical Thinking for Strategic Intelligence provides a basic introduction to the critical thinking skills employed within the intelligence community This easy to use handbook is framed around twenty key questions that all analysts must ask themselves as they prepare to conduct research generate hypotheses evaluate sources of information draft papers and ultimately present analysis Drawing upon their decades of teaching and analytic experience Katherine Hibbs Pherson and Randolph H Pherson have updated the book with useful graphics that diagram and display the processes and structured analytic techniques used to arrive at the best possible analytical product

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

Routledge Handbook of Disinformation and National Security Rubén Arcos, Irena Chiru, Cristina Ivan, 2023-11-17 This interdisciplinary Handbook provides an in depth analysis of the complex security phenomenon of disinformation and

offers a toolkit to counter such tactics Disinformation used to propagate false inexact or out of context information is today a frequently used tool of political manipulation and information warfare both online and offline This Handbook evidences a historical thread of continuing practices and modus operandi in overt state propaganda and covert information operations Further it attempts to unveil current methods used by propaganda actors the inherent vulnerabilities they exploit in the fabric of democratic societies and last but not least to highlight current practices in countering disinformation and building resilient audiences The Handbook is divided into six thematic sections The first part provides a set of theoretical approaches to hostile influencing disinformation and covert information operations The second part looks at disinformation and propaganda in historical perspective offering case study analysis of disinformation and the third focuses on providing understanding of the contemporary challenges posed by disinformation and hostile influencing The fourth part examines information and communication practices used for countering disinformation and building resilience The fifth part analyses specific regional experiences in countering and deterring disinformation as well as international policy responses from transnational institutions and security practitioners Finally the sixth part offers a practical toolkit for practitioners to counter disinformation and hostile influencing This handbook will be of much interest to students of national security propaganda studies media and communications studies intelligence studies and International Relations in general

Homeland Security and Intelligence Keith Gregory Logan, 2017-11-16 Now updated and expanded for its second edition this book investigates the role intelligence plays in maintaining homeland security and emphasizes that effective intelligence collection and analysis are central to reliable homeland security The first edition of *Homeland Security and Intelligence* was the go to text for a comprehensive and clear introduction to U S intelligence and homeland security issues covering all major aspects including analysis military intelligence terrorism emergency response oversight and domestic intelligence This fully revised and updated edition adds eight new chapters to expand the coverage to topics such as recent developments in cyber security drones lone wolf radicalization whistleblowers the U S Coast Guard border security private security firms and the role of first responders in homeland security This volume offers contributions from a range of scholars and professionals from organizations such as the Department of Homeland Security the Center for Homeland Defense and Security at the Naval Postgraduate School the National Intelligence University the Air Force Academy and the Counterterrorism Division at the Federal Law Enforcement Training Center This breadth of unique and informed perspectives brings a broad range of experience to the topic enabling readers to gain a critical understanding of the intelligence process as a whole and to grasp what needs to happen to strengthen these various systems The book presents a brief history of intelligence in the United States that addresses past and current structures of the intelligence community Recent efforts to improve information sharing among the federal state local and private sectors are considered and the critical concern regarding whether the intelligence community is working as intended and whether there is an effective system of checks and balance to govern it is

raised The book concludes by identifying the issues that should be addressed in order to better safeguard our nation in the future

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

Clear Thinking Randolph H. Pherson, Ole Donner, Oliver Gnad, 2024-02-28 This book enables analysts in government and the private sector as well as policy advisors and decision makers to assess global risks and opportunities systematically make well founded and informed decisions and anticipate the unanticipated The authors illuminate the basics of intuitive and analytical thinking and how structured techniques can mitigate the impact of cognitive biases misapplied heuristics and intuitive traps Three case studies illustrate how to apply over 30 Structured Analytic Techniques SATs with step by step instructions The final chapter focuses on how to optimize the impact of your analytic product be it a paper briefing or digital display

Time and Narrative in Intelligence Analysis Joshua Yaphe, 2025-07-11 This book offers a new framework and set of standards for intelligence analysis drawing from a variety of academic disciplines such as philosophy historiography literary theory and semiotics The US Intelligence Community is guided by a conviction that its practitioners are engaged in the scientific pursuit of fact based evidence and its institutions uphold a set of tradecraft skills based on objectivity timeliness and non politicization that serve to define professionalism That approach is counterintuitive to the way analysts actually seek to use language and rhetoric to convince and persuade readers and counterproductive to the future recruitment and retention of subject matter experts This book re examines the assumptions and biases that underlie the intelligence profession in America and its increasing turn toward Artificial Intelligence with case studies of declassified analytical products on Argentina China Iraq Italy and South Africa This book will be of much interest to students of intelligence national security philosophy US politics and foreign policy The Open Access

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Public Policy Michael E. Kraft, Scott R. Furlong, 2020-01-07 Kraft and Furlong provide students with a conceptual understanding of public issues and how the public policy process functions. This book also provides a forum for discussions of social economic and sustainable development issues, their characteristics and impacts on human beings, citizens as well as the environment. It will give students the needed tools to make informed economic and human development decisions that could lead to sustainable growth, human capacity building and better lives. Robert D. Ibie, Indiana University Kokomo. With the right information we can develop public policies that work better. All too often public policy textbooks offer a basic grounding in the policy process without the benefit of integrating the use of policy analysis. Kraft and Furlong take a different tack. *Public Policy: Politics, Analysis, and Alternatives*, Seventh Edition, helps students understand how and why policy analysis is used to assess policy alternatives. The text encourages them to not only question the assumptions of policy analysts but also recognize how these strategies are used in the support of political arguments. The authors introduce and fully integrate an evaluative approach to policy to encourage critical and creative thinking on issues ranging from health care to climate change. From a concise review of institutions, policy actors and major theoretical models to a discussion of the nature of policy analysis and its practice, Kraft and Furlong show students how to employ evaluative criteria in six substantive policy areas. Students come away with the analytic tools they need to understand that the motivations of policy actors both within and outside of government influence a complex yet comprehensible policy agenda. A Complete Teaching Learning Package (LMS Cartridge) formally known as SAGE Coursepacks. Import this title's instructor resources into your school's learning management system (LMS) and save time. Don't use an LMS. You can still access all of the same online resources for this title via the password-protected Instructor Resource Site.

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 case 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.

Intelligence Communication in the Digital Era: Transforming Security, Defence and Business R. Arcos, R. Pherson, 2015-06-02. This edited volume argues that producers of analysis need to shift from producing static narrative products to much more dynamic, digitally based platforms in order to remain competitive and relevant.

The Oxford Handbook of Expertise Paul Ward, Jan Maarten Schraagen, Julie Gore, Emilie M. Roth, 2020. The Oxford Handbook of Expertise provides a comprehensive picture of the field of Expertise Studies. It offers both traditional and contemporary perspectives and, importantly, a multidisciplinary, multimethod view of the

science and engineering research on expertise Critical Thinking for Strategic Intelligence Katherine H. Pherson, Randolph H. Pherson, 2025-12-30 A highly regarded easy to use handbook for developing core critical thinking skills and analytic techniques **Critical Thinking and Intelligence Analysis** David T. Moore, 2010-10 Contents 1 How Do People Reason 2 What is Critical Thinking 3 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 4 How Can Intelligence Analysts Employ Critical Thinking 5 How Can Intelligence Analysts be Taught to Think Critically 6 How Does Critical Thinking Transform 7 What Other Points of View Exist 8 What Does the Future Hold 9 NSA's Critical Thinking and Structured Analysis Class Syllabus Charts and tables *US Intelligence and Al Qaeda* de Werd Peter de Werd, 2020-09-21 This book sets out a new analytic methodology analysis by contrasting narratives ACN which states that defining an enemy and attempting to counter threats can contribute to the manifestation of that threat Peter de Werd applies ACN to the problem the US faced in understanding and responding to the phenomenon of Al Qaeda in the 1990s He demonstrates how this approach can fill a gap in intelligence studies by enhancing the understanding of complex intelligence problems and strengthening the practice of intelligence analysis Adopting a reflexivist theoretical stance the book underlines the importance of an integrated approach to interpretation and action and of a continuous dialogue between intelligence and policy **Strategic Analysis in Support of International Policy Making** Thomas Juneau, 2017-02-02 The book aims to improve our understanding of what it means to create high quality analytical products by focusing on the concept of relevance for policy makers Despite variations in context strategic analysts in different sectors in both intelligence and non intelligence government organizations private consultancies think tanks and academia face similar problems in identifying the needs of their clients and setting up organizations with the mandates structures and personnel necessary to address those needs The objective is therefore to identify these common challenges compare solutions and share lessons learned To do so broader thematic reflections on strategic analysis are combined with innovative case studies of how organizations have worked to successfully produce relevant analysis The first section explores challenges to achieving relevance at the level of the analyst while the remainder of the book analyses cases at the level of organizations **Intelligence and Intelligence Analysis** Patrick Walsh, 2011-05-31 This book tracks post 9 11 developments in national security and policing intelligence and their relevance to new emerging areas of intelligence practice such as corrections biosecurity private industry and regulatory environments Developments are explored thematically across three broad sections applying intelligence understanding structures developing a discipline Issues explored include understanding intelligence models the strategic management challenges of intelligence intelligence capacity building and the ethical dimensions of intelligence practice Using case studies collected from wide ranging interviews with leaders managers and intelligence practitioners from a range

of practice areas in Australia Canada New Zealand the UK and US the book identifies examples of good practice across countries and agencies that may be relevant to other settings Uniquely bringing together significant theoretical and practical developments in a sample of traditional and emerging areas of intelligence this book provides readers with a more holistic and inter disciplinary perspective on the evolving intelligence field across several different practice contexts Intelligence and Intelligence Analysis will be relevant to a broad audience including intelligence practitioners and managers working across all fields of intelligence national security policing private industry and emerging areas as well as students taking courses in policing and intelligence analysis **Sustaining America's Strategic Advantage** Joel R. Hillison, Jerad I.

Harper, Christopher J. Bolan, 2023-02-14 Written for foreign policy practitioners scholars and students this book offers critical insights into the modern landscape of international politics and warfare and explains how the United States can sustain its strategic advantages in the 21st century and beyond From the level of grand strategy to more intricate security issues this book explores how the United States can sustain its strategic military and political advantages around the world Developing and implementing effective national policies fostering strong diplomatic and geopolitical ties with allies in Europe the Indo Pacific and the Middle East and managing an effective defense enterprise are key according to the authors to competing on a shifting international security landscape Advancing the literature on grand strategy and outlining emerging critical issues in security this book offers an overarching framework for strategy an analysis of crucial security related topics such as cyber warfare and informed opinions on components of competitive success such as irregular warfare and partner building Written by well respected scholars security professionals and foreign policy practitioners this book goes beyond focusing on hard power to consider how the U S can leverage its education institutions and a worldwide network of allies and partners to sustain its strategic advantage now and in the future **Introduction to Intelligence** Jonathan M. Acuff, Lamesha

Craft, Christopher J. Ferrero, Joseph Fitsanakis, Richard J. Kilroy, Jr., Jonathan Smith, 2021-02-01 Introduction to Intelligence Institutions Operations and Analysis offers a strategic international and comparative approach to covering intelligence organizations and domestic security issues Written by multiple authors each chapter draws on the author's professional and scholarly expertise in the subject matter As a core text for an introductory survey course in intelligence this text provides readers with a comprehensive introduction to intelligence including institutions and processes collection communications and common analytic methods 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

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