

Week 6: Analysis

A. Types of analysis: a. basic/factual b. current/reportorial c. analytic/estimative d. warning

-analyst categories: political,/leadership, economic, military, scientific/technical/weapons

-types of products: data bases, daily pubs, periodic reports, in-depth assessments, estimates, memos, briefings.

B Major Analytic Agencies

-CIA/DI Still only non-department agency. Prides itself on objectivity and traditional closeness to DCI and key policymakers. Non-hierarchical but arrogant. Expertise highly valued. Much review of products. Regional and functional analysis. DI/DO relations. Formation of joint Centers (CTC, CIC, CNC, WINPAC) with pluses and minuses.

-DIA. Military-civilian mix. More highly structured. Potential bias on military threats. New focus on SMO and support to commands since Desert Storm. New Director is operator.

-State/INR. Always small. Focus on support to Sec State. Problems with regional policy offices. Generalists with long careers. Can get bias. Good on dissent.

-National Intelligence Council (NIC). NIEs and other IC products. Long history in CIA. Senior officers, diplomats, academics. Outreach. close to senior policymakers.

-Others: FBI, NSA, NGA, DOE, military centers. etc. specialized roles. Mostly military/technical.

C How Analysis is Done

-Puzzles vs mysteries, Facts vs judgments, capabilities vs intentions. Technical vs political analysis. Inductive vs deductive. Tactical vs strategic. Science vs art.

-Is political analysis science or art? Use of analytical models and precise odds to predict outcomes. Use of words like unlikely, possible, probable, almost certainly. Analysis can't always be right. Weather, stock market. Key is expertise and consenses/differences.

-Good analysis. a. timely b. relevant c. clear and concise d. objective e. credible
Distinguish sources-facts and analysis-judgments. According to, we believe, we judge, we conclude. Consider alternatives.

-Difference with academia. Sensitive and credible sources, timely, relevant, objective. Judgments not opinions.

-Bad analysis. A. Mindsets (conclusions become assumptions, party line) B. Mirror imaging C. Failure to admit/convey gaps, convey uncertainty, verify sources.. D. Intel to please

D. Analytic tools (tradecraft)

-a. lynchpins/key variables b. check/state assumptions c. devil's advocate/red cell
d. team A/B e. alternative scenarios/outcomes ie best case/worse case
f. what if/ consequences ie low probability/high impact.

E Typical day

-Morning meeting. Review reporting. Decide production

-Draft item, check sources, review and edit for sourcing, judgments, clarity.

-Consult and coordinate. Final review and edit. Footnotes.

-Analysts learn, learn, learn. Establish expertise, judgments/analysis, writing/briefing skills, objectivity, networking. Know and listen to others.