



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.

This paper explores how some of the intelligence agencies have been and are performing succession management. What has been the method by which individuals were readied and chosen for positions of great authority and responsibility-how were and are leaders being selected? And how should they be prepared and selected in the future? The author, an Intelligence Community employee at the NSA for 20 years, suggests implementation of succession management across the Intelligence Community. Results from surveys and questionnaires across agencies are included. (Originally published by the National Defense Intelligence College as Occasional Paper No. 17.)

Mind-sets and Missiles

Review of the National Defense Intelligence College's Master's Degree in Science and Technology Intelligence

Information for Decisionmakers : Selected Papers from a Conference Sponsored by the Defense Intelligence College at the National Defense University, 15-17 September 1982

2007 Ordinary Session (Third Part) 25-29 June 2007

Quantitative Intelligence Analysis

Sensemaking - A Structure for an Intelligence Revolution, Mindfulness, Macrocognition, Tame and Wicked Problems, Melliorists, Neuroscience

Defense Intelligence College ... Catalog

This unique and informative paper was produced by the National Intelligence University / National Defense Intelligence College. Topics and subjects include: the NSA, 9/11 Commission, DNI, CIA, NRO, DIA, conceptual and behavioral complexity models, qualitative analysis, stratified systems theory, employment interviews, agency culture, Likert scale, GEMSTONE program, self-assessment tools.

This paper highlights and explains the stance of various agencies within the U.S. Intelligence Community toward the adoption of succession management principles, which in turn aim to foster a more systematic approach to the development of future agency and Community leaders. This work thereby offers Community managers an inter-agency perspective from a neutral but well-informed point of

view. Contents: CHAPTER 1 - OVERTURE - The motivation behind and the question driving this investigation of succession management in the Intelligence Community; CHAPTER 2 - THE PROCESS - A brief examination of literature on leaders and succession management; CHAPTER 3 - THE COMMUNITY - Making succession management relevant to the Intelligence Community through a review of statutes,

regulations, and insiders' assessments of ongoing succession planning. CHAPTER 4 - WHAT TOMORROW HOLDS - Considering the environmental factors surrounding the implementation of succession management, CHAPTER 5 - CLOSING REMARKS - Thoughts on gaining support for succession management and additional areas for further investigation. History offers many examples of ways to choose leaders. It

has been the last man standing after a duel, the eloquent visionary able to incite throngs of followers to action, or the person with the most votes after a popular election. Although sometimes difficult or resulting in unpalatable leaders, these selection methods are instantly recognizable. With senior IC officials unlikely to use duels, public oratory, or popular voting to select their

replacements and other Community leaders, this paper explores how some of the IC agencies have been and are performing that task. What has been the method by which individuals were readied and chosen for positions of great authority and responsibility-how were and are our IC leaders being selected? And how should they be prepared and selected in the future? This paper suggests a plan for

the implementation of succession management across the Community.

This is a compilation presenting papers by 13 experts on the subject of interrogation. While not a textbook on interrogation, this is a review of the present state of the practice with an analysis of what works and fails and with recommendations for new directions. It was developed for and presented to the National Defense Intelligence College whose Press published it in 2006. The

National Defense Intelligence College Press has made it available to the general public as a free electronic download.

Corporate Security Intelligence and Strategic Decision Making

Applied Analytic Models, Simulations, and Games

Improving Intelligence Analysis

Out of Bounds

National Defense Intelligence College Paper