



Doing Research ESSENTIALs from Intelligence Studies

Irena Chiru

National Intelligence Academy

[Florence], [14-20/03/2018]



To do...

- Re(search) RESEARCH
- What can we learn from intelligence analysis?
- Applying intelligence analysis tool(s) to ESSENTIAL

ESSENTIAL research: where are we now?

- Research in/ for security
- Interdisciplinary approach
- The need for interconnectivity (*the bricks are not the house*)
 - Marco Polo describes a bridge, stone by stone...
 - Kublai Khan: "But which is the stone that supports the bridge?"
 - Marco Polo: "The bridge is not supported by one stone or another, but by the line of the arch that they form."
 - Kublai Khan: "Why do you speak to me of the stones? It is only the arch that matters to me."
 - Marco Polo: "Without stones there is no arch." Italo Calvino, *Le città invisibili* (1972)
- The demand to bridge the GAP: knowledge producers and knowledge users

Producing knowledge: research + intelligence analysis

- ◆ **UNDERSTANDING** - intelligence and security studies
conceptual frameworks
- ◆ **APPLYING** - the tradecraft (research tools)
- ◆ **CONNECTING** - similarities research - analysis

Research and Intelligence: the basics

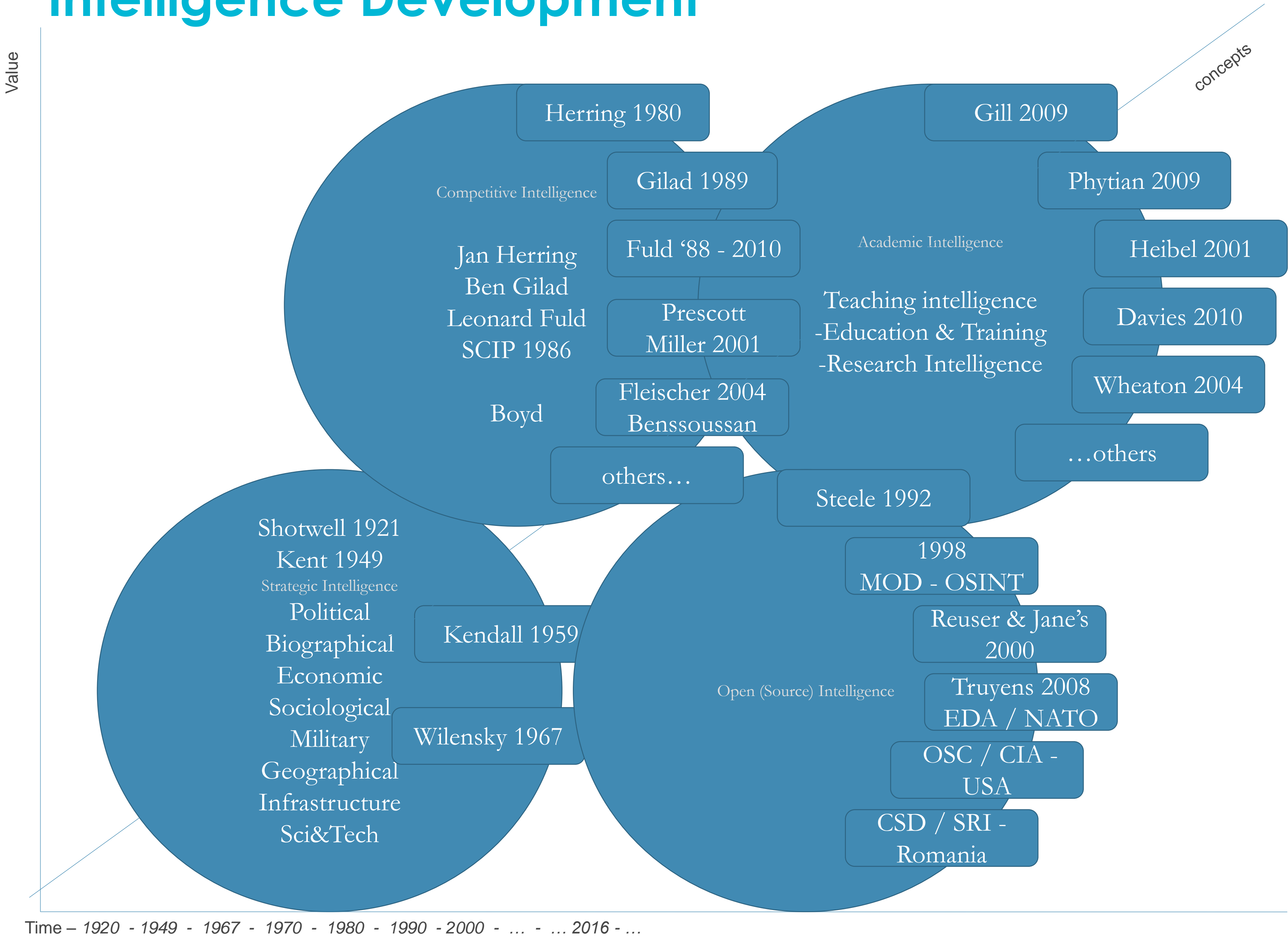
- ◆ Intelligence mission is to gather information and then analyse information
- ◆ Closed sources
- ◆ Open sources
- ◆ Intelligence findings = product
- ◆ Product obtained via methods + tradecraft



Intelligence

- A closed state security concern?
- A way to define problems, structure data, formulate and test explanations, and manage uncertainty in a social context where decisions have to be made and actions taken?

Intelligence Development



Speaking the intelligence language

Terms Used in Other Disciplines	Terms Used in Intelligence Analysis
Case study methodology	Situational logic (analytical technique for analyzing one country)
CIA, FBI, NSA, DHS, etc. Intelligence community (IC)	IC in the US includes 16 government agencies Strategic national intelligence culture
Information collected by technical signals	SIGINT (classified)
Interviewing	Debriefing, interrogation
Judgment of intelligence community	National Intelligence Estimate (NIE)/ other formula
Pretending to be the bad guy (methodology)	Red cell (analytical technique for pretending that the analyst is the bad guy)
Spying	HUMINT (classified)
Timeline	Event template (chronological depiction of the maneuver)
Unclassified information (e.g., newspaper article, press release)	OSINT
Ways that intelligence analysts conduct their work	Analytical Tradecraft

Looking back into the future - INTELLIGENCE N.0.

Type	INTELLIGENCE 1.0	INTELLIGENCE 2.0	INTELLIGENCE 3.0
	The Cold War	1990 - 2010	2010 – beyond
Data & Information	Collection emphasis	Analysis emphasis	Semantic analysis emphasis
	Monolingual focus and filter	Multilingual focus and filter	Multilingual focus and filter, predictive semantic algorithms
Process/ Action	Need to Know	Mostly Need to Share	Need to Share
	Mostly secret	Mostly public/ open	Open/ collaborative
	Requirements/ tasking	Tasks/ initiatives	Networking/ scanning
	Hard targets	Transnational issues	Global issues/ Adaptive objectives
	Analysis	Synthesis	Systemic approach
	Episodic	Mostly continuous	Continuous
	Unilateral/ Bilateral	Mostly multilateral	Multilateral/ Holistic
Product	Customer focus	Emerging perspectives	Multiple perspectives
	Facts	Possibilities	Opportunities
	Current	Mostly strategic	Strategic/ Anticipatory
Organization	Intelligence driven by policy/ (Intelligence as product)	Policy driven by Intelligence	Intelligence as a service
	Short-term thinking	Medium-term thinking	Long-term thinking
	Technical emphasis	Human & technical emphasis	Human emphasis (H Touch – H Tech)
	Closed systems	Closed/Open systems	Collaborative systems
	Mistakes hidden	Mistakes acknowledged	
	Government experts	Government and non-governmental experts	Non-governmental experts Government

Sherman Kent, Strategic Intelligence for American World Politics, 1949

- ◆ *“The main difference between professional scholars or intelligence officers on the one hand, and all other people on the other hand, is that the former are supposed to have had more training in the techniques of guarding against their own intellectual frailties”*
- ◆ The need for an intelligence literature (the purpose of intelligence, provide definitions of the terminology) - an “elevated” debate
 - “intelligence would not be able to establish a permanent institutional memory and never reach full maturity in comparison with academic disciplines”

Researchers and intelligence analysts

- ◆ similar **problems**, similar **methodologies**, (sometimes) similar **materials**
- ◆ collect-research
 - in some instances, collection is not only analysis driven but represents an element in an integral process in which collection becomes analysis and separate roles cease to have any meaning
 - an intelligence analyst probably more often than the average researcher had to choose between hypotheses on the basis of incomplete data
- ◆ subjectivity and bias
- ◆ incompatible values, professional ethos, and perception of their roles in society

Research on Intelligence, or Intelligence as Research?

- ◆ Nils Petter Gleditsch and Owen Wilkes, *Intelligence Installations in Norway: Their Number, Location, Function, and Legality* (Oslo: Peace Research Institute of Oslo, 1979)
- ◆ scientific standard, described sources and methods
- ◆ main source: the Norwegian telephone directory
 - extract defense installations
 - subtract the installations with an assigned designation
 - undeclared facilities



Let's take a(n) (analytical) journey...



Formulating the problem

If one wants to solve a problem, one must generally know what the problem is. It can be said that a large part of the problem lies in knowing what one is trying to do.

(Kerlinger, 1986, 17)



Steps to success

CONFUSION IS OFTEN THE BEST STEP TOWARDS CLARITY

- ◆ IDENTIFY the topic - DONE
- ◆ DISSECT – phenomenon, procedures, effects
- ◆ SELECT – Effects of.../ needs of...
- ◆ RAISE questions
- ◆ DOUBLE-CHECK – resources, technical expertise
- ◆ MAKE SURE – time, expertise, work involved
- ◆ FORMULATE OBJECTIVES – to assess the impact of new technological development on national security actors



Applied Concept Mapping (1)

WHAT

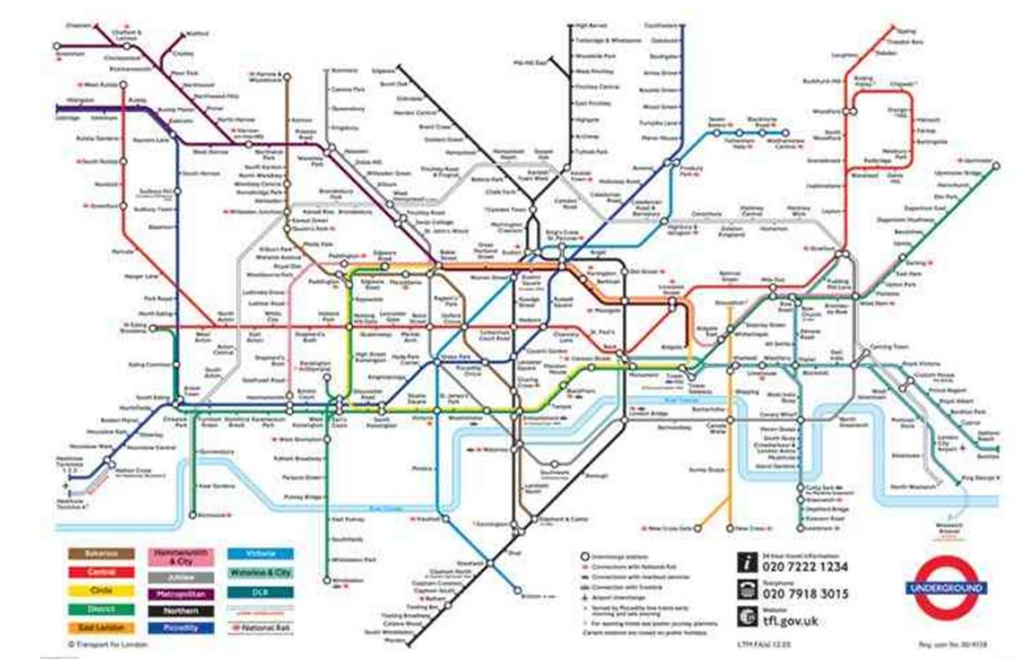
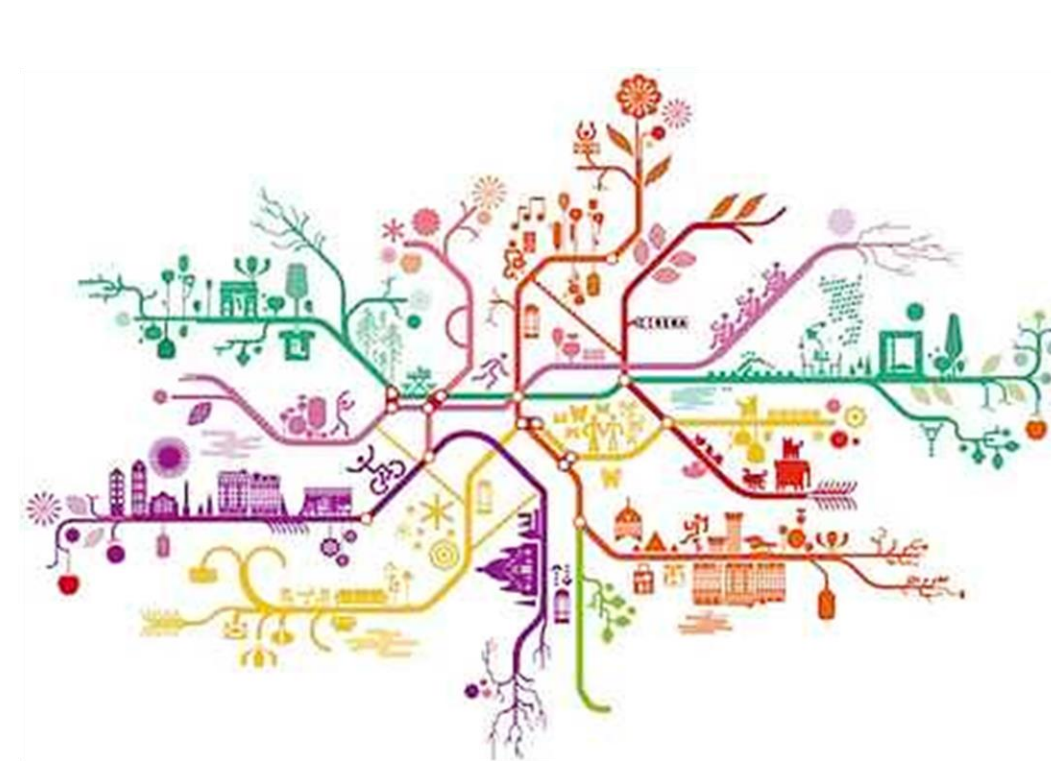
Visual mechanism of structuring information that reduces cognitive load and aids recall

• WHY

Focuses on a topic, collection planning aid, memory retention

• HOW

- Method of Loci
- Semantic networks
- Topic maps
- Pattern maps
- Spider diagrams
- Mind maps
- Concept maps



Applied Concept Mapping (2)

- ◆ externalize thinking
- ◆ decompose a problem into its core conceptual elements
- ◆ establish relationships among those elements by forming propositions
- ◆ promotes synthesis through the requirement that the entire map provide a comprehensive answer to the focus question

Applied Concept Mapping (3)

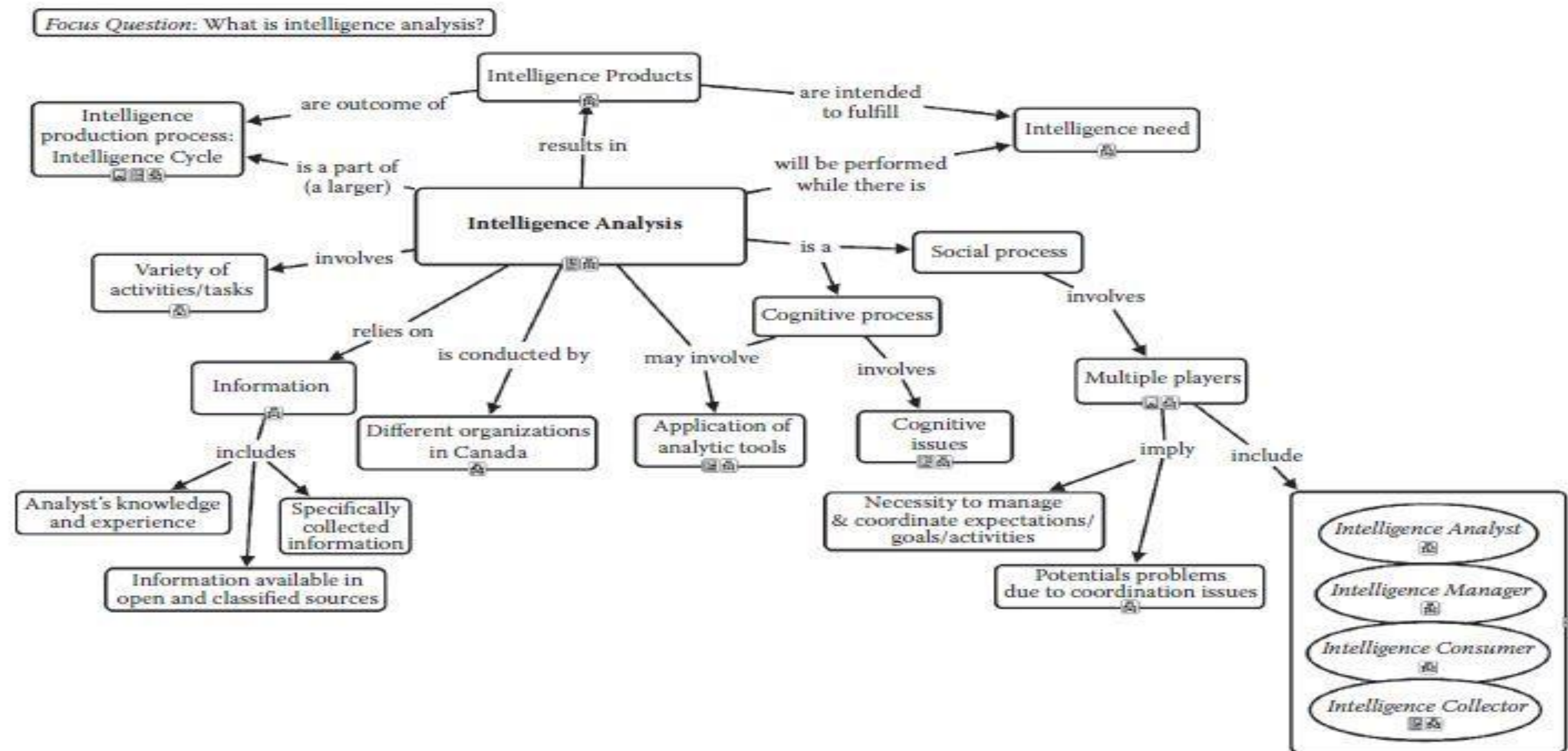
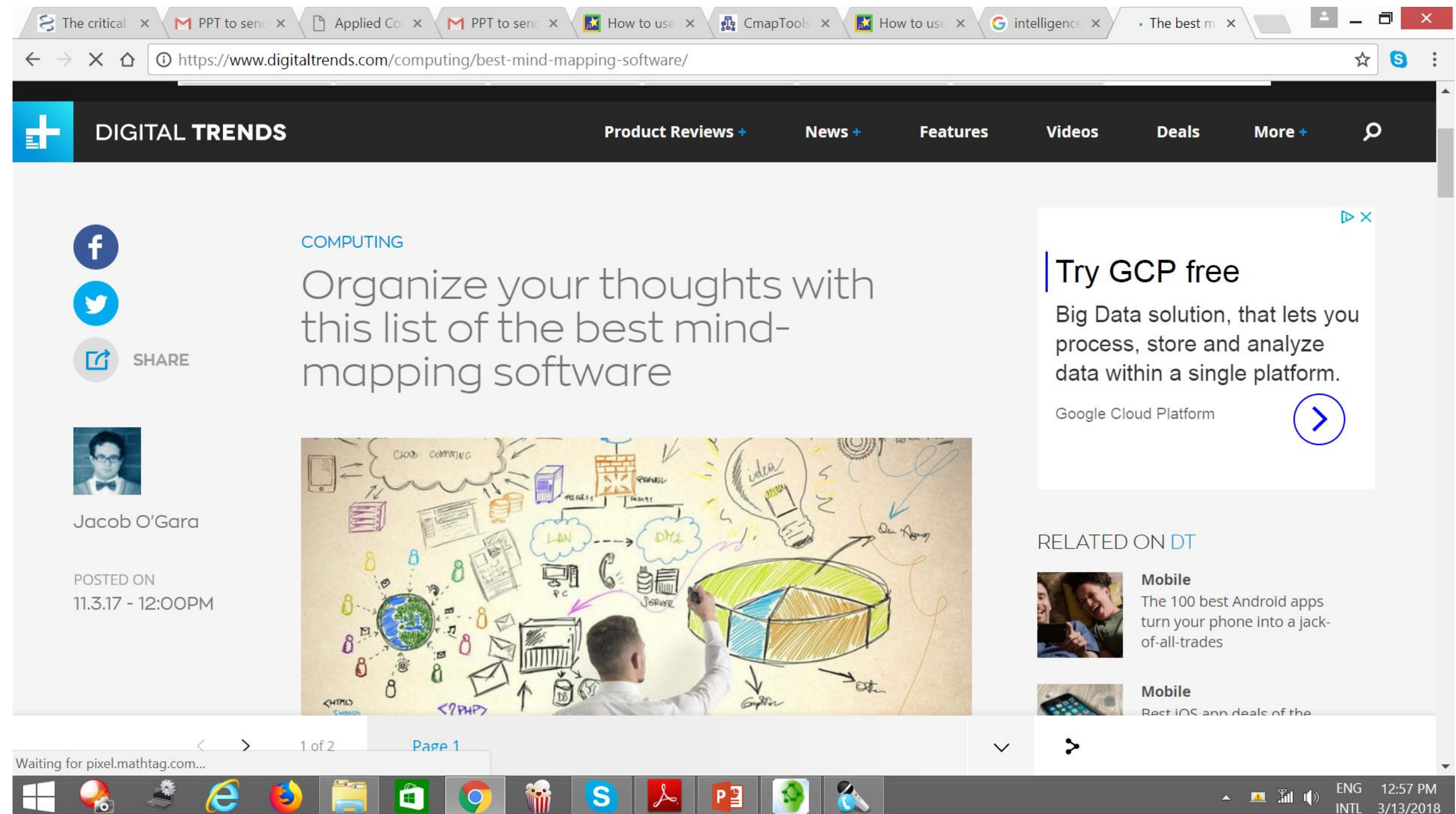


FIGURE 6.1
The top map of the Concept Map knowledge model of intelligence analysis.

<https://www.digitaltrends.com/computing/best-mind-mapping-software/>



The screenshot displays the Digital Trends website with the URL <https://www.digitaltrends.com/computing/best-mind-mapping-software/>. The page is categorized under 'COMPUTING' and features the article 'Organize your thoughts with this list of the best mind-mapping software' by Jacob O'Gara, posted on 11.3.17 at 12:00PM. The article includes a hand-drawn mind map diagram. The website's navigation bar includes links for Product Reviews, News, Features, Videos, Deals, and More. A sidebar on the right contains a 'Try GCP free' advertisement for Google Cloud Platform and a 'RELATED ON DT' section with links to 'Mobile' articles about the best Android and iOS apps. The Windows taskbar at the bottom shows various application icons and the system clock indicating 12:57 PM on 3/13/2018.

“As we know there are known knowns. There are things we know. We also know that there are known unknowns. That is to say things that are things we know we do not know. But there are also unknown unknowns, the one's we don't know we don't know”

D H Rumsfeld (1932 -)

Thank you for your attention

Irena.chiru@animv.ro