

Online Library
National Defense
Intelligence
National
College Paper
Defense
Professionalism In
Intelligence
The Americas
College
Argentina
Brazil Peru Chile
Paper
Uruguay Colombia
Intelligence
Bolivia
Professiona
Submersibles
lism In The

Online Library

National Defense

Americas

Mexico

Argentina

Brazil Peru

Chile

Uruguay

Colombia

Bolivia Farc

Bolivia Farc

Online Library

National Defense

Russian Mafia Subm ersibles

LT Albert Cruz's
forensic entomolo
gy/explosive (E2)
scientific project
proved to be
cutting edge and
groundbreaking

Page 3/442

Bolivia Farc

Online Library
National Defense
Intelligence
College Paper
Intelligence
Professionalism In
The Americas
research and
original analysis
included a newly
found forensic/int
elligence
analytical tool
which could help
bring justice, fight
the war on

Online Library
National Defense
Intelligence
terrorism, and
College Paper
find "ground
truth" in cases
Intelligence
which involve
Professionalism In
The Americas
domestic and
international
terrorism, war
crimes, torture,
Colombia
drug trafficking,
Bolivia
and chemical
Russian Mafia
explosive
Submersibles
identification by
utilizing the

Online Library
National Defense
Intelligence

common carrion fly. In addition, the project may be effective in counter-denial and deception operations which are known to be highly relevant and valuable to the Intelligence Community (IC) in cases of

Online Library
National Defense
Intelligence

deceptive mass
grave movement
and genocide.

More importantly,
this unique
forensic

experimental
project revealed
that explosive
compounds such

as TNT could be
detected

biologically-in this

Online Library
National Defense
Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

case by blowfly
larvae which have
fed on body
tissue exposed to
explosive
residues-when
toxicological
analysis was no
longer
procurable. The
results of the
unique E2
forensic

Online Library
National Defense
Intelligence
experiment
College Paper
provided
Intelligence
empirical
evidence that
Professionalism In
The Americas
forensic
entomology is
unbiased and has
a high degree of
applicability to
the IC. The
science here is
very helpful and
when applied

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Peru Chile
Uruguay Colombia
Bolivia
Such information
gained would also
enable analysts
to identify a

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
TNT, and relate it
to a terrorist
crime or cell.

A growing
number of JMIC
students have
began to
incorporate
replicable

Online Library
National Defense
Intelligence
research design
College Paper
Intelligence
Professionalism In
The Americas
Minority
Brazil
Columbia
Bolivia
Russian Mafia
Submersibles

into their theses.
This distillation of
Master Sergeant
Folker's theses
shows how fruitful
this approach can
be. By taking
advantage of on-
site research
funds available
from the College,
he managed, in

Online Library
National Defense
Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Paraguay
Russian Mafia
Submersibles

brief visits to four
Unified Command
Joint Intelligence
Centers, to carry
out a controlled
experiment to
measure the
impact of analyst
familiarity with
and use of one
structured
analytic
technique

Online Library
National Defense
Intelligence

hypothesis

College Paper
testing. His

Intelligence
findings, if

Professionalism In
corroborated by

The Americas
follow-on studies,

Mexico Argentina
could have a

substantial Chile

Uruguay Colombia
impact on

Intelligence

Community

Russian Mafia
analytical

Submersibles
practices, and

even some

Online Library
National Defense
Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Managers of
analytical Chile
personnel might
also note that
structured
methods would
appear, from this
study of non-

Online Library
National Defense
Intelligence
specialized joint
College Paper
intelligence
Intelligence
center analysts,
Professionalism In
to be useful to
The Americas
specialized
analysts who may
Brazil, Argentina
be required to
Chile
move beyond
Uruguay, Colombia
their areas of
Bolivia, Paraguay
deep expertise to
Russian Mafia
cover new or
Submersibles
unfamiliar
assignments.

Online Library
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Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Occasional Paper
Number Nine, The
Creation of the
National Imagery
and Mapping
Agency:
Congress's Role
as Overseer, by

Online Library
National Defense
Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Paraguay
Russian Mafia
Submersibles

Anne Daugherty
Miles. The author
of the present
paper has
examined how
the Coast Guard
became a
member of the
Intelligence
Community, how
Congress was
involved, and how
Congress will

Online Library
National Defense
Intelligence

likely be
increasingly
involved in the
organization of
the Community.

Although the
United States
Coast Guard has
utilized
intelligence
capabilities since
the service's
inception in 1790,

Online Library
National Defense
Intelligence

the Coast Guard
College Paper
was not included
Intelligence
as a formal
Professionalism In
member of the
The Americas
Intelligence
Community until
December 2002.

Mr. Wirth
Uruguay Colombia
describes the
Bolivia Parc
story behind the
Russian Mafia
short but
Submersibles
significant
amendment to

Online Library
National Defense
Intelligence
the National
College Paper
Security Act of
Intelligence
1947 which
Professionalism In
resulted in the
The Americas
Coast Guard's
Brazil Argentina
formal entry into
Brazilian Chile
the Intelligence
Colombia
Community.
Bolivia Peru
Researched
Russian Mafia
within eighteen
Submersibles
months of
passage, this
case study

Online Library
National Defense
Intelligence
exhaustively
College Paper
documents
Intelligence
extensive
Professionalism In
congressional and
The Americas staff
Coast Guard work. Interviews
at the action
Brazil Chile
officer level
Uruguay Colombia
clearly reveal the
Bolivia Fare
view from the
Russian Mafia
bureaucratic
Submersibles
trenches, and
additional

Online Library
National Defense
Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Argentina
Chile
Colombia
Bolivia
Russian Mafia
Submersibles

attention to
talking points,
meeting minutes,
and email
summaries add
immediacy as
they further
clarify positions
from within
departments,
staffs and
agencies. A brief
examination of

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
the surrounding
political and
geopolitical
events, such as
the bombing of
the USS Cole,
political changes
in Congress,
internal Coast
Guard actions,
and the tragic
attacks of
September 11th,

Online Library
National Defense

Intelligence
College Paper
Intelligence
provide context
to the passage of
this provision.

Professionalism In
The Americas
Mexico Argentina
Paper Illustrates
the importance of
gathering
electronic data
immediately,
since much of the
reference

Online Library
National Defense
Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Documents stored
on computers.
Much of it likely
would have been
erased had the
research started
even a year later.
This unique and

Online Library
National Defense
Intelligence
informative paper
College Paper
was produced by
Intelligence
the National
Professionalism In
Intelligence
University /
National Defense
Intelligence
College. Topics
and subjects
include: the NSA,
9/11 Commission,
DNI, CIA, NRO,
DIA, conceptual

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Intelligence
and behavioral
College Paper
complexity
Intelligence
models,
Professionalism In
qualitative
The Americas
analysis,
stratified systems
theory, Peru Chile
employment
Uruguay Colombia
interviews,
Bolivia Parc
agency culture,
Russian Mafia
Likert scale,
Submersibles
GEMSTONE
program, self-

Online Library
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Intelligence
assessment tools.
College Paper
Intelligence
Professionalism In
The Americas
Mendoza
Peru Chile
Intelligence Colombia
Community
Bolivia Para
Russian Mafia
Submersibles
toward the
adoption of
succession
management

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Intelligence

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

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In

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

Online Library
National Defense
Intelligence
Community;
College Paper
CHAPTER 2 - THE
Intelligence
PROCESS - A brief
Professionalism In
examination of
Literature on
Argentina
leaders and
Chile
succession
management;
Colombia
CHAPTER 3 - THE
Bolivia Parc
COMMUNITY -
Russian Mafia
Making
Submersibles
succession
management

Online Library
National Defense
Intelligence
relevant to the
College Paper
Intelligence
Community
through a review
of statutes,
regulations, and
insiders'
assessments of
ongoing
succession
planning.

CHAPTER 4 -
WHAT

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National Defense

TOMORROW
HOLDS -

Considering the
environmental
factors

surrounding the
implementation
of succession
management,

CHAPTER 5 -
CLOSING
REMARKS -

Thoughts on

Online Library
National Defense
Intelligence
gaining support
College Paper
for succession
Intelligence
management and
Professionalism In
additional areas
The Americas
for further investi
gation. History
Argentina
offers many Chile
examples of ways
Uruguay Colombia
to choose
Bolivia Parc
leaders. It has
Russian Mafia
been the last man
Submersibles
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

Online Library
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Intelligence

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

Online Library
National Defense
Intelligence

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

Online Library
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Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Machete
Brazil
Paraguay
Columbia
Bolivia
Fare
Russian
Mafia
Submersibles

authority and res
ponsibility--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

Online Library
National Defense
Intelligence
management
College Paper
across the
Intelligence
Community.
Finding Leaders--In
Preparing the
Intelligence
Community for
Succession Mana
gement--NSA,
9/11 Commission,
CIA, NRO, DNI,
Agency Culture
Terrorism

Online Library
National Defense
Intelligence
Forecasting
College Paper
Who Watches the
Intelligence
Watchmen? The
Professionalism In
Conflict Between
The Americas
National Security
and Freedom of
Media Argentina
the Press - Chile
Brazil
Wikileaks, Colombia
Uruguay
Assange, CIA, Bay
Bolivia
of Pigs, Pentagon
Russian Mafia
Papers
Submersibles
Imperialism With
Chinese

Online Library
National Defense
Intelligence
Characteristics?
College Paper
Intelligence
Analysis in
Theater Joint
Professionalism In
The Americas
Intelligence
Centers Argentina
The Coast Guard
Intelligence Colombia
Program Enters
the Intelligence
Community
This book on

Online Library
National Defense

Intelligence
intelligence

College Paper
analysis

Intelligence
written by

Professionalism In
intelligence

The Americas
expert Dr.

Mexico Argentina
Stephen Marrin

Brazil Peru Chile
argues that

Uruguay Colombia
scholarship

Bolivia Farc
can play a

Russian Mafia
valuable role

Submersibles
in improving

intelligence

Online Library
National Defense

Intelligence
analysis.

College Paper
Improving

Intelligence
intelligence

Professionalism In
analysis

The Americas
requires

Mexico Argentina
bridging the

Brazil Peru Chile
gap between

Uruguay Colombia
scholarship

Bolivia Farc
and practice.

Russian Mafia
Compared to

Submersibles
the more

established

Online Library
National Defense

Intelligence
academic
College Paper
disciplines of
Intelligence
political
Professionalism In
science and
The Americas
international
Mexico Argentina
relations,
Brazil Peru Chile
intelligence
Uruguay Colombia
studies
Bolivia Farc
scholarship is
Russian Mafia
generally
Submersibles
quite relevant
to practice.

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National Defense
Intelligence

Yet a
substantial
gap exists
nonetheless.

Even though
there are many
intelligence
analysts, very
few of them
are aware of
the various
writings on

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

intelligence
analysis which
could help
them improve
their own
processes and
products. If
the gap
between
scholarship
and practice
were to be

Online Library
National Defense

bridged,
practitioners
would be able
to access and
exploit the
literature in
order to
acquire new
ways to think
about, frame,
conceptualize,
and improve

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

the analytic
process and
the resulting
product. This
volume
contributes to
the broader
discussion
regarding
mechanisms and
methods for
improving

Online Library
National Defense
Intelligence
College Paper
intelligence
analysis
Intelligence
processes and
Professionalism In
products. It
The Americas
synthesizes
Mexico Argentina
these articles
Brazil Peru Chile
into a
Uruguay Colombia
coherent
Bolivia Farc
whole, linking
Russian Mafia
them together
Submersibles
through common
themes, and

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Fare
Russian Mafia
Submersibles

emphasizes the
broader vision
of
intelligence
analysis in
the
introduction
and conclusion
chapters. The
book will be
of great
interest to

Online Library
National Defense

Intelligence
students of
College Paper
intelligence
Intelligence
studies,
Professionalism In
strategic
The Americas
studies, US
Mexico, Argentina
national
Brazil, Peru, Chile
security, US
Uruguay, Colombia
foreign
Bolivia, Farc
policy,
Russian Mafia
security
Submersibles
studies and
political

Online Library
National Defense

Intelligence
College Paper
Intelligence
science in
general, as
well as

Professionalism In
The Americas
Mexico, Argentina
Brazil, Peru, Chile
managers.

Uruguay, Colombia
Bolivia, Farc
Russian Mafia
Submersibles
This unique
and
informative
paper was
produced by

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National Defense

Intelligence
the National
College Paper
Intelligence
University /
Professionalism In
National
The Americas
Defense
Mexico Argentina
Intelligence
Brazil Peru Chile
College. The
Uruguay Colombia
[Chinese]
Bolivia Earc
White Papers
Russian Mafia
Submersibles
foreign
readers a

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National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles
glimpse into
China's
general mood
concerning its
current
situation as
well as a
general
portrait of
China's
policies that
are designed

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National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

to protect and
further
China's
interests. It
does appear
that, with
development
becoming the
core
strategic, and
therefore
defensive,

Online Library
National Defense
Intelligence

concern,
College Paper
China's
Intelligence
security
Professionalism In
concern
The Americas
overseas is
Mexico, Argentina
becoming
Brazil, Peru, Chile
inseparable
Uruguay, Colombia
from its
Bolivia, Farc
concern with
Russian Mafia
Submersibles
security. Does
this not also

Online Library
National Defense
Intelligence

raise the
prospect that
certain
military
activities

overseas might
be initiated
by China that
China might
characterize
as purely
"defensive"

Online Library
National Defense

because an
overseas event

was having a
unsettling

effect on

China's

domestic

stability and

security?

Might not

China consider

and portray

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National Defense
Intelligence

such
initiatives as
Just and
Legal? Topics
and subjects
include the
expansion of
the Chinese
military and
Maoist policy.

The paper
argues that

Online Library
National Defense

China's 2006
Defense White
Paper not only
explains the
importance of
China's
continuing
military
buildup but
also lays the
theoretical
foundation of

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National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

a new defense
policy that
seems to
amount to
nothing less
than
imperialism.
It further
argues that
this change in
policy has
been brought

Online Library
National Defense
Intelligence

about

primarily by

real changes

in China's

"state

interests."

These changes

have been

brought about

by China's

having entered

a new

Online Library
National Defense

Intelligence
era/stage of
College Paper
development
Intelligence
that entails a
Professionalism In
new
The Americas
relationship
Mexico Argentina
to the outside
Brazil Peru Chile
world. This
Uruguay Colombia
explanation
Bolivia Farc
will resolve
Russian Mafia
the seeming
Submersibles
paradox that
as China's

Online Library
National Defense

Intelligence
comprehensive
College Paper
national
Intelligence
strength
Professionalism In
continues to
The Americas
increase and
Mexico Argentina
as the
Brazil Peru Chile
military
Uruguay Colombia
threat to
Bolivia Farc
China
Russian Mafia
continues to
Submersibles
decrease China
feels such a

Online Library
National Defense

powerful need

not only to

continue but

to accelerate

the world's

largest and

most

comprehensive

military

modernization.

This paradox

is occurring

Online Library
National Defense
Intelligence

as the

international

system

accelerates

toward real

multipolarity,

as the recent

financial

crisis in the

United States

has ordained

an eventual

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

decrease in
its military
budget and
lessening of
its global
influence, and
as China seems
to skate
through the
recent
international
financial

Online Library
National Defense
Intelligence
crisis.

College Paper
Imperialism

Intelligence
with Chinese C
Professionalism In
haracteristics

The Americas
? Reading and
Mexico Argentina
Re-reading

Brazil Peru Chile
China's 2006

Uruguay Colombia
Defense *

Bolivia Farc
Editor's Note

Russian Mafia
* Preface *

Submersibles
THE FOUR

CHANGES * An

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National Defense

Intelligence
College Paper
Analysis of
Defensive
National
Intelligence
Professionalism In
Defense Policy
The Americas
of China for
Mexico Argentina
Safeguarding
Brazil Peru Chile
Peace and
Uruguay Colombia
Development *
Bolivia Farc
On Development
Russian Mafia
of China's
Submersibles
Defensive
National

Online Library
National Defense

Intelligence
Defense Policy
College Paper
Under New
Intelligence
Situation *

Professionalism In
2013 U.S.

The Americas
Intelligence
Mexico Argentina
Community

Brazil Peru Chile
Worldwide

Uruguay Colombia
Threat

Bolivia Farc
Assessment -

Russian Mafia
Cyber Threat

Submersibles
to Critical In

frastructure,

Online Library
National Defense

Iran, Nuclear
Weapons,
Terrorism, al-
Qaida, Jihad,
WMD, North
Korea, Syria,
Afghanistan
Mike Metcalf's
discussion
paper,
Imperialism
with Chinese C

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National Defense

Intelligence
Characteristics

College Paper
, argues that

Intelligence
China's 2006

Professionalism In
Defense White

The Americas
Paper not only

Mexico Argentina
explains the

Brazil Peru Chile
importance of

Uruguay Colombia
China's

Bolivia Farc
continuing

Russian Mafia
military

Submersibles
buildup but

also lays the

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National Defense

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Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

theoretical
foundation of
a new defense
policy that
seems to
amount to
nothing less
than
imperialism.

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reduced list
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Metcalf's
discussion
paper,
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with Chinese C
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Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

haracteristics

, argues that
China's 2006

Defense White
Paper not only

explains the
importance of

China's
continuing

military

buildup but

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National Defense

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also lays the
theoretical
foundation of
a new defense
policy that
seems to
amount to
nothing less
than
imperialism.

National
Defense

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Intelligence
- Y

Professionalism In
Improving
The Americas
Intelligence

Mexico Argentina
Analysis
Brazil Peru Chile

A Status
Uruguay Colombia
Report from
Bolivia Farc

Hurricane
Russian Mafia
Mitch

Submersibles
Can't We All
Just Get

Online Library
National Defense
Intelligence
Along?
College Paper
Improving the
Intelligence
Law Enforcement
Professionalism In
t-Intelligence
The Americas
Community
Mexico Argentina
Relationship,
Brazil Peru Chile
FBI and CIA
Uruguay Colombia
Turf Battles,
Bolivia Farc
Gangs and
Russian Mafia
Mafia
Submersibles
National
Defense

Online Library
National Defense

Intelligence
College Paper:
Intelligence

Professionalism In
Analysis in

Theater Joint
Mexico Argentina
Intelligence

Brazil Peru Chile
Uruguay Colombia
Experiment in

Bolivia Farc
Russian Mafia
Applying
Structured

Submersibles
Methods
Involving

Online Library
National Defense
Intelligence
Various
College Paper
Scenarios and
Intelligence
Two-Tailed
Professionalism In
Tests
The Americas
Bridging the
Mexico Argentina
Gap between
Brazil Peru Chile
Scholarship
Uruguay Colombia
and Practice
Bolivia Earc
Quantitative
Russian Mafia
Intelligence Analysis
Subversibles
describes the model-
based method of

Online Library
National Defense
Intelligence

intelligence analysis
College Paper
Intelligence
that represents the
analyst 's mental
models of a subject, In
as well as the
The Americas
analyst 's reasoning
Mexico Argentina
process exposing
Brazil Peru Chile
what the analyst
Uruguay Colombia
believes about the
Bolivia Form
subject, and how they
Russia Mafia
arrived at those
Submersibles
beliefs and converged
on analytic
judgments. It

Online Library
National Defense
Intelligence

includes: Specific
College Paper
Intelligence
methods of explicitly
representing the
Professionalism In
analyst's mental
The Americas
models as
Mexico Argentina
computational
Brazil Peru Chile
models; dynamic
Uruguay Colombia
simulations and
Bolivia Far
interactive analytic
Russia Mafia
games; the structure
Submersibles
of an analyst's mental
model and the
theoretical basis for
capturing and

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National Defense
Intelligence
College Paper
Intelligence
Professionals in
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Far
Russian Mafia
Submersibles

representing the tacit
knowledge of these
models explicitly as
computational models
detailed description of
the use of these
models in rigorous,
structured analysis of
difficult targets; model
illustrations and
simulation
descriptions; the role
of models in support
of collection and

Online Library
National Defense
Intelligence

operations; case studies that illustrate a wide range of intelligence problems; And a recommended curriculum for technical analysts.

Since 9/11, the profession of intelligence has come under increased scrutiny. Written products have been criticized for lack of

Online Library
National Defense
Intelligence

clarity or for
unconvincing
arguments. Nations
have gone to war
based on what was
considered the best
available intelligence,
only to learn later that
it had been flawed. A
lack of standards for
written products
across the
Intelligence

Community has

Online Library
National Defense
Intelligence

adversely impacted
those products and
those who depend
upon them. Writing
Classified and
Unclassified Papers
for National Security
is designed to serve
as a style guide for
those in the
intelligence profession
and for those aspiring
to that career and
pursuing studies in

Online Library
National Defense
Intelligence
intelligence, national
College Paper
security, homeland
Intelligence
security, or homeland
defense. It provides
Essays In
essential information
The Americas
and guidelines
Mexico Argentina
regarding the
Brazil Peru Chile
preparation of written
Uruguay Colombia
products to satisfy the
Bolivia Euro
intended consumers.
Russia Mafia
This desktop
Subscribers
reference is essential
for career intelligence
professionals and as

Online Library
National Defense
Intelligence
College Paper
a reference book for
students.

This unique and
informative paper was
produced by the
National Intelligence
University / National
Defense Intelligence
College. Topics and
subjects include:
HUMINT (human
intelligence), FBI-CIA
turf battles, anti-gang
techniques, telephone

Online Library
National Defense
Intelligence

record analysis, link
analysis, DEA, 9/11
attacks, home-grown
Islamic extremists,
prison gangs, Aryan
brotherhood, Black
Guerrilla family,
Brazil, Peru, Chile
Mexican mafia,
Neustra Familia,
Bolivia, Farc
street gangs,
predictive intelligence,
information sharing,
national security and
intelligence, Irish War

Online Library
National Defense
Intelligence
of Independence
(1919-1921),
intelligence
technology, Operation
Hound Dog, Haiti,
Bosnia, Somalia,
analytical tools,
interrogation,
counterterrorism,
Gilmore commission,
state Homeland
Security advisors,
FIGs (Field
Intelligence Groups).I

Online Library
National Defense
Intelligence

Intelligence--vital
information about
persons and
phenomena that
would do us
harm--has been used
to great effect by the
Law Enforcement
community for many
years to support
operations and
ensure public safety.
Human source
development

Online Library
National Defense
Intelligence

tradecraft, technical
collection techniques,
analytic

methodologies and
tools, and information
sharing policies and
systems have been a
mainstay of law
enforcement

operations for many
years. Globalization
and the decline of the
nation state have
given rise to new

adversaries, many of
which resemble
shadowy criminal-like
networks that use
technology to operate
across national
boundaries and
threaten both national
security and public
safety. Can't We All
Just Get Along?
Improving the Law En
forcement-Intelligence
Community

Online Library
National Defense
Intelligence

Relationship is a
powerful and
thoughtful

compendium that
explores law
enforcement
intelligence
techniques and their
utility for the National
Intelligence

Community, as well
as proven Intelligence
Community
methodologies and

Online Library National Defense

Intelligence
their potential

College Paper
application for law

Intelligence
enforcement

intelligence
Professionalism In

The Americas
operations. Most

Mexico Argentina
importantly, the
compendium

Brazil Peru Chile
eloquently reminds us
Uruguay Colombia
that it is the "soft

Bolivia Paraguay
stuff"--culture,

Russian Mafia
training, trust--that

subscriptions
presents the greatest

challenge to achieving

a partnership between

Online Library
National Defense
Intelligence
Law Enforcement and
College Paper
Intelligence
Community that the
threat demands and
In
our citizens
The Americas
deserve. Much has
Mexico Argentina
been said about Law
Brazil Peru Chile
Enforcement not
Uruguay Colombia
"getting" intelligence
Bolivia Euro
and about the
Intelligence Mafia
Community not
Submersibles
"getting" law
enforcement

Online Library
National Defense
Intelligence

operations. Those of us who have had the privilege of serving in both communities know from experience that neither assertion is true and have urged a thoughtful analysis of facts to tamp down the emotion that surrounds this debate. This work succeeds in moving us beyond

Online Library
National Defense
Intelligence

surface judgments
and emotions,

exploring law

enforcement

intelligence tools and

techniques in some

depth and pointing to

their utility in fighting

and prevailing over

today's adversaries.

Just as importantly, it

points to extant

Intelligence

Community practices

Online Library
National Defense
Intelligence

that if applied broadly
will help Law

Enforcement make
the transition from
prosecution to
prevention.

Crime and
Intelligence Analysis:
An Integrated Real-

Time Approach, 2nd
Edition, covers

everything crime
analysts and tactical
analysts need to know

Online Library
National Defense
Intelligence

to be successful.

Providing an overview

of the criminal justice

system as well as the

more fundamental

areas of crime

analysis, the book

enables students and

law enforcement

personnel to gain a

better understanding

of criminal behavior,

learn the basics of

conducting temporal

Online Library
National Defense
Intelligence

analysis of crime
College Paper
patterns, use spatial
Intelligence
analysis to better
Understand crime, In
apply research
The Americas
methods to crime
Mexico Argentina
analysis, and more
Brazil Peru Chile
successfully evaluate
Uruguay Colombia
data and information
Bolivia Faro
to help predict
Russian Marine
criminal offending and
Submersibles
solve criminal cases.
A new chapter
provides expert

Online Library
National Defense
Intelligence

College Paper
Intelligence
advice about terrorist threats and threat assessment. Criminal justice and police academy students, as well as civilians, sworn officers, and administrators, can build the skills to be credible crime analysts who play a critical role in the daily operations of law enforcement.

Online Library
National Defense
Intelligence
Bringing Intelligence
College Paper
About - Practitioners
Reflect on Best
Practices - CIA
Analysis, Analytical
Tradecraft, Process
Management
Mexico Argentina
Brazil Peru Chile
National Defense
Uruguay Colombia
Intelligence College
Paper
Bolivia Farc
Critical Thinking and
Intelligence Analysis
Submersibles
A Web-based
Methodology

Online Library
National Defense
Intelligence
Review of the
College Paper
National Defense
Intelligence College's
Master's Degree in
Science and
Technology
Mexico Argentina
Intelligence
Brazil Peru Chile
Uruguay Colombia
Bolivia Faro
Russian Mafia
Submersibles
Council (NRC)
was asked by

Online Library
National Defense

Intelligence
the National
College Paper
Defense
Intelligence
Professionalism In
College (NDIC)
The Americas
to convene a
Mexico Argentina
committee to
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles
master of
science degree

Online Library
National Defense
Intelligence
in science and
College Paper
technology
Intelligence
intelligence.
Professionalism In
The NRC was
The Americas
asked to
Mexico Argentina
review the
Brazil Peru Chile
material
Uruguay Colombia
provided by
Bolivia Farc
the NDIC and
Russian Mafia
offer advice
Submersibles
and recommenda
tions

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Master of
Mexico Argentina
Brazil Peru Chile
Technology
Uruguay Colombia
Intelligence
Bolivia Farc
Russian Mafia
Submersibles

regarding the
program's
structure and
goals of the
Master of
Science and
Technology
Intelligence
(MS&TI)
program. The
Committee for
the Review of

Online Library
National Defense

Intelligence
College Paper
Degree Program
Intelligence
for Science
Professionalism In
The Americas
Professionals
Mexico Argentina
convened in
Brazil Peru Chile
Uruguay Colombia
received
Bolivia Farc
extensive
Russian Mafia
briefings and
Submersibles
material from
the NDIC

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

faculty and administrators,
and commenced
a detailed
review of the
material. This
letter report
contains the
findings and recommendations
of the
committee.

Online Library
National Defense

Intelligence
Review of the
College Paper
National

Intelligence
Defense
Professionalism In
Intelligence

The Americas
College's
Mexico Argentina
Master's

Brazil Peru Chile
Degree in
Uruguay Colombia
Science and

Bolivia Farc
Technology
Russian Mafia
Intelligence

Submersibles
centers on two
general areas.

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles
First, the
committee
found that the
biological
sciences and
systems
engineering
were underrepr
esented in the
existing
program
structure.

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

*Secondly, the
committee
recommends
that the NDIC
faculty
restructure
the program
and course
learning
objectives to
focus more
specifically*

Online Library
National Defense
Intelligence
on science and
College Paper
technology,
Intelligence
with
Professionalism In
particular
The Americas
emphasis on
Mexico Argentina
the empirical
Brazil Peru Chile
measurement of
Uruguay Colombia
student
Bolivia Farc
achievement.
Russian Mafia
Given the
Submersibles
dynamic and
ever-changing

Online Library
National Defense

Intelligence
nature of
College Paper
science and
Intelligence
technology,
Professionalism In
the syllabi
The Americas
should
Mexico Argentina
continue to
Brazil Peru Chile
evolve as
Uruguay Colombia
change occurs.

Bolivia Farc
This unique
Russian Mafia
and
Submersibles
informative

paper was

Online Library
National Defense

Intelligence
produced by
College Paper
the National
Intelligence
Professionalism In
University /
The Americas
National
Mexico Argentina
Defense
Brazil Peru Chile
Intelligence
Uruguay Colombia
College.
Bolivia Farc
Sensemaking,
Russian Mafia
whereby
Submersibles
intelligence
professionals

Online Library
National Defense

Intelligence
would work
College Paper
with executive
Intelligence
decisionmakers
Professionalism In
to explain
The Americas
data that are
Mexico Argentina
"sparse,
Brazil Peru Chile
noisy, and
Uruguay Colombia
uncertain,"
Bolivia Farc
requires an
Russian Mafia
interpreter
Submersibles
and

experienced

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

*champion to
bring about a
practicable
understanding
and acceptance
of the concept
among
intelligence
practitioners.
Topics and
subjects
covered*

Online Library
National Defense

Intelligence

include:

College Paper

Wicked

Intelligence

problems,

Professionalism In

intuition,

The Americas

pandemics,

Mexico Argentina

tame problems,

Brazil Peru Chile

macrocognitive

Uruguay Colombia

, analytic

Bolivia Farc

pathologies, m

Russian Mafia

acrocognition,

Submersibles

microcognition

,

Online Library
National Defense

Intelligence
metacognition,
College Paper
flexexecutive
Intelligence
planning,
Professionalism In
state and non-
The Americas
state actors,
Mexico Argentina
mindfulness,
Brazil Peru Chile
synthesis,
Uruguay Colombia
meliorists, mu
Bolivia Farc
Itimethodologi
Russian Mafia
cal,
Submersibles
neuroscience.

Sensemaking is

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

*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*

Online Library
National Defense

Intelligence
College Paper
Intelligence
practice and
academic
scholarship.
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles
Indeed, one of
the
tantalizing
aspects of his
academic work
is that, as a
careful
intelligence
professional

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

(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,

Online Library
National Defense
Intelligence

and his cases

are mostly

familiar ones,

albeit ones

often spun in

new

directions.

His approach

to sensemaking

takes us from

information

foraging,

Online Library
National Defense

Intelligence
College Paper
Intelligence
harvesting and
marshalling
into
Professionalism In
understanding.
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles
He looks at
various forms
of tacit
knowledge, and
he and the
contributors
report on some
intriguing

Online Library
National Defense

Intelligence

tests of
College Paper
sensemaking.

Intelligence

Several of us

Professionalism In

who looked

The Americas

around the

Mexico Argentina

Intelligence

Brazil Peru Chile

Community in

Uruguay Colombia

the years

Bolivia Farc

after

Russian Mafia

September 11th

Submersibles

noted how

little use it

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

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

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farç
Russian Mafia
Submersibles

rooting out
judgment,
bias, hunch, s
tereotyping-
all the things
humans do
best. Preface:
On Being
Mindful * What
is
Mindlessness?

* Attaining

Online Library
National Defense

Intelligence

*Mindfulness **

College Paper

Acknowledgment

Intelligence

*s **

Professionalism In

*Definitions **

The Americas

Chapter 1:

Mexico Argentina

*Introduction **

Brazil Peru Chile

*Where We Are **

Uruguay Colombia

*A Roadmap **

Bolivia Farc

Kent's

Russian Mafia

*Imperative **

Submersibles

Chapter 2: The

Failure of

Online Library
National Defense
Intelligence

"Normal
College Paper
Intelligence"
Intelligence

* Intelligence
Professionalism In
Challenges *

The Americas
Errors and
Mexico Argentina
Failures *

Brazil Peru Chile
Considering
Uruguay Colombia
Standard

Bolivia Farc
Models * Types
Russian Mafia
of Problems *

Submersibles
A Wicked Look
at Wicked

Online Library
National Defense

Intelligence
College Paper
*Problems in
Intelligence **

Intelligence
An
Professionalism In
*Intelligence
The Americas
Example:*

Mexico Argentina
Brazil Peru Chile
*Pandemics as
Wicked
Problems **

Bolivia Farc
Russian Mafia
Submersibles
*Complexity *
Chapter 3:
From Normal to
Revolutionary*

Online Library
National Defense

Intelligence *
College Paper
Evidence-Based
Intelligence
Professionalism In
Creation *
The Americas
Considering
Mexico Argentina
the Normal *
Brazil Peru Chile
Paradigm Shift
Uruguay Colombia
* Chapter 4:
Bolivia Farc
The Shape of
Russian Mafia
Intelligence
Submersibles
Sensemaking *
Planning for

Online Library
National Defense

Intelligence

Tame and

College Paper

Wicked

Intelligence

Intelligence

Professionalism In

*Problems **

The Americas

*Foraging **

Mexico Argentina

*Marshaling **

Brazil Peru Chile

Understanding

Uruguay Colombia

Bolivia Farc

Communicating

Russian Mafia

** Chapter 5: A*

Submersibles

Practice of

Understanding

Online Library
National Defense
Intelligence

* *Intuition* *

Types of

Judgment *

Thinking About

Anticipating *

The Roles of

Intuitive

Thinking in

Intelligence

Sensemaking *

Does More

Information

Online Library
National Defense
Intelligence

Improve

Anticipation?

** Future*

Vision: Red

Brains, Blue

*Brains? **

Looking Ahead

** Chapter 6:*

Considering

*Validation **

Analogies from

*Other Fields **

Online Library
National Defense

Intelligence
College Paper
Intelligence
Replication in
Intelligence *
Validation in
Professionalism In
Foresight and
Hindsight *
Mexico Argentina
Validating the
Brazil Peru Chile
Practice of
Uruguay Colombia
Intelligence
Bolivia Farc
Sensemaking *
Russian Mafia
Seeking
Submersibles.
Validation:
Toward

Online Library
National Defense

Multiple

College Paper
*Methods **

Intelligence
Chapter 7:

Professionalism In
Making Sense

of Non-State

Mexico Argentina
Actors: A

Brazil Peru Chile
Multimethod

Uruguay Colombia
Case Study of

Bolivia Farc
a Wicked

Russian Mafia
*Problem **

Submersibles
*Introduction **

Introducing

Online Library
National Defense

the Wicked

*Problem of Non-
State Actors **

Three

*Approaches to
Mexico Argentina*

of Non-State

*Actors **

*Approaches and
Methodologies*

** Critical*

Assessment :

Online Library
National Defense
Intelligence

Lessons

Learned from

the Study of

Non-State

*Actors **

Changes in the

Roles of Non-

State Actors:

An Alternative

*View * Moving*

Beyond a Proto-

*Revolution **

Online Library
National Defense

Intelligence

Chapter 8:

College Paper

Establishing

Intelligence

Metrics of

Professionalism In

*Rigor **

The Americas

Defining

Mexico Argentina

Intelligence

Brazil Peru Chile

*Rigor **

Uruguay Colombia

Assessing

Bolivia Farc

Sensemaking

Russian Mafia

Rigor in

Submersibles

Studies of Non-

*State Actors **

Online Library
National Defense

Intelligence
*Observations
College Paper
and Discussion*

Intelligence
* Chapter 9:
Professionalism In
*Implications,
The Americas
Limitations,
Mexico Argentina
and*

Brazil Peru Chile
*Conclusions **
Uruguay Colombia
Considering

Bolivia Farc
*Foresight **
Russian Mafia
*Implications **

Submersibles
Limitations

This unique

Online Library
National Defense
Intelligence

and

informative

paper was

produced by

the National

Intelligence

University /

National

Defense

Intelligence

College.

Topics and

Online Library
National Defense

Intelligence

subjects

College Paper

include:

Intelligence

interrogation

Professionalism In

of terrorists,

The Americas

the McCain

Mexico Argentina

Amendment,

Brazil Peru Chile

KUBARK counter

Uruguay Colombia

intelligence

Bolivia Farc

interrogation,

Russian Mafia

MKULTRA, CIA,

Submersibles

torture, pain

and physical

Online Library
National Defense
Intelligence

*discomfort,
sleeploss and*

deprivation,

sensory

deprivation,

subliminal

persuasion,

mechanical

detection of

deception,

polygraphy, ps

ychophysiological

Online Library
National Defense
Intelligence

cal

mechanisms, el

ectrogastrogra

m, eye blinks,

saccades, and

fixations,

voice stress

analysis,

thermal

imaging, truth

serums and

narcoanalysis,

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles
sodium amytal,
neurological
mechanisms,
transcranial
magnetic
stimulation, e
lectroencephal
ography (EEG),
functional
MRI, communist
interrogation
methods,

Online Library
National Defense
Intelligence

HUMINT,

College Paper

criminal

Intelligence

custodial inte

Professionalism In

The Americas

good cop / bad

Mexico Argentina

cop, FBI

Brazil Peru Chile

Uruguay Colombia

FLETC,

Bolivia Farc

detective case

Russian Mafia

Submersibles

loop

negotiations.

Online Library
National Defense

Intelligence

Educating

College Paper

Information is

Intelligence

a profoundly

Professionalism In

important book

The Americas

because it

Mexico Argentina

offers both

Brazil Peru Chile

professionals

Uruguay Colombia

and ordinary

Bolivia Farc

citizens a

Russian Mafia

primer on the

Submersibles

"science and

art" of both

Online Library
National Defense
Intelligence

interrogation

College Paper

and

Intelligence

intelligence

Professionalism In

gathering.

The Americas,

Because this

Mexico, Argentina

is a book

Brazil, Peru, Chile

written by and

Uruguay, Colombia

for

Bolivia, Farc

intelligence

Russian Mafia

professionals,

Submersibles

it starts

exactly where

Online Library
National Defense

Intelligence
one might
College Paper
expect it to
Intelligence
start - with a
Professionalism In
superb
The Americas
discussion of
Mexico Argentina
the costs and
Brazil Peru Chile
benefits of
Uruguay Colombia
various
Bolivia Farc
approaches to
Russian Mafia
interrogation.
Submersibles
For those who
are unschooled

Online Library
National Defense
Intelligence
*in the art and
College Paper
science of
Intelligence
Professionalism In
gathering,
The Americas
careful study
Mexico Argentina
of the table
Brazil Peru Chile
of contents is
Uruguay Colombia
perhaps the
Bolivia Farc
best way to
Russian Mafia
decide which
Submersibles
of the papers
would provide*

Online Library
National Defense

Intelligence
the most
College Paper
convenient
Intelligence
portal through
Professionalism In
which to enter
The Americas
a realm that
Mexico Argentina
is, by the
Brazil Peru Chile
admission of
Uruguay Colombia
the authors
Bolivia Farc
themselves,
Russian Mafia
both largely
Submersibles
unexplored and
enormously

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

*important to
our national
security. The
excellent
paper on the
"KUBARK Counte
rintelligence
Interrogation
Review"
provided just
the historical
and*

Online Library
National Defense

Intelligence
theoretical
College Paper
background
Intelligence
needed. Don't
Professionalism In
expect Educating
The Americas
Information to
Mexico Argentina
become
Brazil Peru Chile
required
Uruguay Colombia
reading among
Bolivia Farc
the Hollywood
Russian Mafia
screen writer
Submersibles
set anytime
soon, but it

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles,
"offensive"
program,

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

called MIS-Y,
designed to
obtain
intelligence
from captured
adversaries.
This "educing
information"
program
(though it was
not described
as such at the

Online Library
National Defense

Intelligence
time) was
College Paper
designed to
Intelligence
obtain
Professionalism In
intelligence
The Americas
from senior
Mexico Argentina
German
Brazil Peru Chile
officials,
Uruguay Colombia
officers, and
Bolivia Farc
scientists in
Russian Mafia
U.S. custody.
Submersibles
German

officers,

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

*scientists,
and officials
were monitored
on a 24-hour
basis;
information
was also
collected from
them while
they were in
formal
interrogation*

Online Library
National Defense

Intelligence
sessions,
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles
their
roommates and
"colleagues,"
and at other
times. The
information
was analyzed
on an ongoing
basis, with

Online Library
National Defense
Intelligence

*dossiers of
the internees
updated
regularly.*

*Intelligence
was developed
and*

*disseminated
to military
commands and
organizations.*

The MIS-Y

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

*program ended
with the
conclusion of
WWII. With the
attacks of 11
September
2001, and the
initiation of
the Global War
on Terrorism,
the*

Intelligence

Online Library
National Defense

Intelligence
Community
College Paper
plunged into
Intelligence
activities
Professionalism In
that, of
The Americas
necessity,
Mexico Argentina
involved
Brazil Peru Chile
efforts to
Uruguay Colombia
obtain
Bolivia Farc
information
Russian Mafia
from persons
Submersibles
in U.S.

custody who at

Online Library
National Defense
Intelligence

least

initially

appeared

uncooperative.

At holding

facilities in

Afghanistan,

Cuba, Iraq,

and perhaps

other sites,

active duty

military

Online Library
National Defense

Intelligence
personnel,
College Paper
reservists,
Intelligence
intelligence
Professionalism In
officers, law
The Americas
enforcement
Mexico Argentina
agents,
Brazil Peru Chile
contracted
Uruguay Colombia
interrogators,
Bolivia Farc
and others
Russian Mafia
worked to
Submersibles
glean
information

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

*and create
intelligence
that might
help prevent
terrorist
attacks and
contribute to
national
security.*

*Since there
had been*

little or no

Online Library
National Defense

Intelligence
development of
College Paper
sustained
Intelligence
capacity for
Professionalism In
interrogation
The Americas
practice,
Mexico Argentina
training, or
Brazil Peru Chile
research
Uruguay Colombia
within
Bolivia Farc
intelligence
Russian Mafia
Submersibles
or military
communities in
the post-

Online Library
National Defense

Intelligence
Soviet period,
College Paper
many

Intelligence
interrogators
Professionalism In
were forced to
The Americas
"make it up"
Mexico Argentina
on the fly.

Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
research-based
Russian Mafia
interrogation
Submersibles
methods at a
time of

Online Library
National Defense
Intelligence

intense

College Paper

pressure from

Intelligence

operational

Professionalism In

commanders to

The Americas

produce

Mexico Argentina

actionable

Brazil Peru Chile

intelligence

Uruguay Colombia

from high-

Bolivia Farc

value targets

Russian Mafia

may have

Submersibles

contributed

significantly

Online Library
National Defense
Intelligence

to the

unfortunate

cases of abuse

that have

recently come

to light.

This book

tracks post

9/11

developments

in national

security and

Online Library
National Defense

Intelligence
policing
College Paper
intelligence
Intelligence
and their
Professionalism In
relevance to
The Americas
new emerging
Mexico Argentina
areas of
Brazil Peru Chile
intelligence
Uruguay Colombia
practice such
Bolivia Farc
as:
Russian Mafia
corrections,
Submersibles
biosecurity,
private

Online Library
National Defense

Intelligence
industry and
College Paper
regulatory
Intelligence
environments.
Professionalism In
Developments
The Americas
are explored
Mexico Argentina
thematically
Brazil Peru Chile
Uruguay Colombia
broad
Bolivia Farc
sections:
Russian Mafia
applying
Submersibles
intelligence
understanding

Online Library
National Defense

Intelligence
structures
College Paper
developing a
Intelligence
discipline.
Professionalism In
Issues
The Americas
explored
Mexico Argentina
include:
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles
management
challenges of

Online Library
National Defense

Intelligence
intelligence;
College Paper
intelligence
Intelligence
capacity
Professionalism In
building; and
The Americas
the ethical
Mexico Argentina
dimensions of
Brazil Peru Chile
intelligence
Uruguay Colombia
practice.
Bolivia Farc
Using case
Russian Mafia
studies
Submersibles
collected from
wide-ranging

Online Library
National Defense
Intelligence

interviews

with leaders,

managers and

intelligence

professionals in

the Americas

from a range

of practice

areas in

Australia,

Canada, New

Zealand, the

UK and US, the

Online Library
National Defense
Intelligence

book

identifies

examples of

good practice

across

countries and

agencies that

may be

relevant to

other

settings.

Uniquely

Online Library
National Defense

Intelligence
bringing
College Paper
together
Intelligence
significant
Professionalism In
theoretical
The Americas
and practical
Mexico Argentina
developments
Brazil Peru Chile
in a sample of
Uruguay Colombia
traditional
Bolivia Farc
and emerging
Russian Mafia
areas of
Submersibles
intelligence,
this book

Online Library
National Defense

Intelligence
provides
College Paper
readers with a
Intelligence
more holistic
Professionalism In
and inter-
The Americas
disciplinary
Mexico Argentina
perspective on
Brazil Peru Chile
the evolving
Uruguay Colombia
intelligence
Bolivia Farc
field across
Russian Mafia
several
Submersibles
different
practice

Online Library
National Defense
Intelligence
contexts.

College Paper
Intelligence
Intelligence
and
Professionalism In
Intelligence
The Americas
Analysis will
Mexico Argentina
be relevant to
Brazil Peru Chile
a broad
Uruguay Colombia
audience
Bolivia Farc
including
Russian Mafia
intelligence
Submersibles
practitioners
and managers

Online Library
National Defense

Intelligence
working across
College Paper
all fields of
Intelligence
intelligence
Professionalism In
(national
The Americas
security,
Mexico Argentina
policing,
Brazil Peru Chile
private
Uruguay Colombia
industry and
Bolivia Farc
emerging
Russian Mafia
areas) as well
Submersibles
as students
taking courses

Online Library
National Defense

Intelligence
in policing
College Paper
and

Intelligence
intelligence
Professionalism In
analysis.

The Americas
Learning With
Mexico Argentina
Professionals
Brazil Peru Chile
- Selected

Uruguay Colombia
Works from the
Bolivia Farc
Joint Military

Russian Mafia
Intelligence
Submersibles
College -

Spying as

Online Library
National Defense

Intelligence
College Paper
*Depicted in
Movies, Spy
Intelligence
Fiction,
Professionalism In
Clancy,
The Americas
LeCarre
Mexico Argentina
Reading And Re-
Brazil Peru Chile
Reading
Uruguay Colombia
China's 2006
Bolivia Farc
Defense White
Russian Mafia
Paper
Submersibles
Mongolia's
Peacekeeping*

Online Library
National Defense

Intelligence
Commitment
College Paper
Bringing
Intelligence
Professionalism In
About:

The Americas
Practitioners
Mexico Argentina
Reflect on
Brazil Peru Chile
Best Practices
Uruguay Colombia
National
Bolivia Farc
Defense

Russian Mafia
Intelligence
Submersibles
College Paper:
Attache Extrao

Online Library
National Defense

Intelligence
rdinaire:

College Paper
Vernon A.

Intelligence
Walters and

Professionalism In
Brazil -

The Americas
Covering Henry

Mexico Argentina
Kissinger,

Brazil Peru Chile
Eisenhower,

Uruguay Colombia
Humberto de

Bolivia Farc
Alencar

Russian Mafia
Castello

Submersibles
Branco, and

Averell

Online Library
National Defense
Intelligence
Harriman

College Paper
A Case Study
Intelligence
of

Professionalism In
Congressional

The Americas
Influence on

Mexico Argentina
Intelligence

Brazil Peru Chile
Community

Uruguay Colombia
Evolution

Bolivia Farc
This unique and

Russian Mafia
informative

Submersibles
paper was

produced by the

Online Library
National Defense
Intelligence
**National
Intelligence
University /
National Defense
Intelligence
College. Vernon
Anthony Walters
was a military,
diplomatic and
intelligence
officer and
emissary for
several American
presidents.**

Online Library
National Defense
Intelligence

*Throughout a
College Paper
busy*

professional

career, he

witnessed and

*participated in
various*

important events

of the twentieth

century,

including the

Second World

War, the Korean

and Vietnam

Online Library
National Defense
Intelligence

*Wars, and the
fall of the*

Berlin Wall,

among others.

Walters'

*connections with
Brazil were*

always intense

and surrounded

by controversy.

Having worked as

a liaison

officer between

the U.S. Fifth

Online Library
National Defense
Intelligence

**Army and the
Brazilian**

Expeditionary

Force during

World War II,

**Walters became a
legend in Brazil
due to his**

participation in

the 1964 Revolut

ion. Vernon

**Walters was an
eternal optimist
whose exuberance**

Online Library
National Defense
Intelligence

and enthusiasm

lifted the

spirits of all

with whom he

came in contact.

Perhaps this is

why he

identified so

closely with

Brazil and its

sense of

destiny. Given

Walters'

unbounded faith

Online Library
National Defense
Intelligence

and close ties
with Brazil, it
is fitting that
a Brazilian has
written this
biography. Frank
Marcio de
Oliveira has
given us a very
readable and
well-documented
account of
Walters'

evolution from a

Online Library
National Defense
Intelligence
trusted and
College Paper
extraordinarily
Intelligence
talented
Professionalism In
interpreter in
World War II, to
The Americas
prescient
Mexico Argentina
diplomat and
Brazil Peru Chile
foreign policy
Uruguay Colombia
advisor to those
Bolivia Paraguay
at the highest
levels of the
Russian Navy
U. S. Government.
Submersibles
Bringing Henry
Kissinger into

Online Library
National Defense
Intelligence
the story,
College Paper
Oliveira offers
Intelligence
insight into
Professionalism In
early parallels
between these
The Americas
two iconic
Mexico Argentina
statesmen of the
Brazil Peru Chile
late Cold War
Uruguay Colombia
period, and
Bolivia Forc
shows the
Russian Mafia
different paths
Submersibles
leading the two
to the highest
levels of

Online Library
National Defense
Intelligence
national policy
College Paper
making. Both
Intelligence
were insightful
Professionalism In
thinkers and
The Americas
masters of the
Mexico Argentina
art of
Brazil Peru Chile
persuasive
Uruguay Colombia
communication.
Bolivia Farc
In contrast to
Russian Mafia
Kissinger, the
Submersibles
stolid academic,
Walters rose to
the top of his
profession

Online Library
National Defense
Intelligence

*without benefit
of formal,*

higher

education. The

world was his

classroom and he

used every

minute to study

and absorb all

that it

provided. He

constantly honed

his powers of

observation and

Online Library
National Defense
Intelligence

*his prodigious
memory. When
conversing with
him in a crowded
room, one would
be led to
believe that you
were the focus
of his entire
attention. Yet,
all the time he
was taking in
the events
around him and*

Online Library
National Defense
Intelligence

*listening to
nearby
conversations.*

*Yes, he was a
superb
interpreter and
intelligence
officer, but his
rise to the
highest levels
of public
service was
possible due to
his diligence in*

Online Library
National Defense
Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia
Russian Mafia
Submersibles

*processing the
lessons of
history and
working to
understand the
background and
culture of those
with whom he
came in contact.
Henry Kissinger
had an
impressive
academic
pedigree, but he*

Online Library
National Defense
Intelligence

could not touch

Vernon Walters

when it came to

communication

and

understanding

our friends and

adversaries. Not

only did he do

this in their

language, but

also with a

great sense of

humor. Chapter 1

Online Library
National Defense
Intelligence
* *The Missionary
and the Giant* *
*The First
Connections with
Brazil and with
Brazilians* * *The
Brazilian
Expeditionary
Force* * *From
Colonel to
General* * *An
Exchange of
Messages between
Rio and*

Online Library
National Defense
Intelligence

Washington *

Chapter 2 * The

Missionary's

Education * The

Preparation *

Mark Wayne Clark

* Humberto de

Alencar Castello

Branco * William

Averell Harriman

* Dwight David

Eisenhower *

Again with

Castello Branco

Online Library
National Defense
Intelligence

** Chapter 3 **

Powerful

Products of

*Their Time * In*

Search of

Precedents: the

Difficult

Synergy between

the Military and

*Diplomats **

Establishing

*Parallels **

Kissinger's and

Walters' Early

Online Library
National Defense
Intelligence

Years * The
College Paper
Beginning of
Military Life *
Working in
Professionalism In
Intelligence *
The Americas
Winning Minds
Mexico Argentina
and Hearts *
Brazil Peru Chile
Other Points of
Uruguay Colombia
Comparison *
Chapter 4 * A
Legend in Brazil
* Just a Well-
Submersibles
Informed Attache
* "You are a

Online Library
National Defense
Intelligence

*Legend in this
Country" * A*

Successor "A*

*strong Influence in
on My Life" * An*

*Extraordinary
Attache*

*This unique and
informative*

paper was

produced by the

*National
Intelligence*

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National Defense
Intelligence
National Defense
College Paper
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,

Online Library
National Defense

Intelligence
*Principles of
College Paper,
Intelligence,
accuracy,
objectivity,
usability,
relevance,
readiness,
timeliness,
Cuban missile
crisis, John F.
Kennedy, Robert
F. Kennedy, San
Cristobal
Trapezoid,*

Online Library
National Defense
Intelligence
aerial
reconnaissance,
Israeli recon
satellite
program, 1973
Yom Kippur war,
Case Method,
Rwanda, Tutsi
and Hutu, NIMA,
applications of
intelligence,
health and
national
security,

Online Library
National Defense
Intelligence
College Paper
Intelligence
refugee
operations,
Professionalism In
religion and war
The Americas
in the 21st
Mexico Argentina
century,
Brazil Peru Chile
bioterror, narco
Uruguay Colombia
trafficking. If
Bolivia Foro
intelligence was
Russian Mafia
first formally
Submersibles
declared an
instrument of
U.S. national

Online Library
National Defense
Intelligence
security in the
College Paper
National
Security Act of
1947, it did not
enter the
mainstream of
American
Brazil Peru Chile
thinking and
Uruguay Colombia
discourse until
Bolivia Form
the terrorist
attacks of 2001
Russian Mafia
and their
Submersibles
aftermath. Now,
with the benefit

Online Library
National Defense
Intelligence
*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*

Online Library
National Defense
Intelligence

*intelligence is
recognized as*

*"the air the
nation*

breathes."

*Soccer moms
discuss*

intelligence.

College

students'

interest in

intelligence

extends beyond

the work of the

Online Library
National Defense
Intelligence
classroom to the
College Paper
prospect of
Intelligence as
Professionalism In
a career. The
Joint Military
The Americas
Intelligence
Mexico Argentina
College has the
Brazil Peru Chile
privilege and
Uruguay Colombia
the trust of
Bolivia Farc
serving as the
Federal Mafia
Government's
Submersibles
center of
excellence for

Online Library
National Defense
Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Forc
Russian Mafia
Submersibles
Intelligence
degree and the

Online Library
National Defense
Intelligence

*Bachelor of
College Paper
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

Online Library
National Defense
Intelligence

*and is a member
of the*

Consortium of

Universities of In

the Washington

Metropolitan

Area. The

research and

publications of

the College's

students,

faculty, and

research fellows

are contributing

Online Library
National Defense
Intelligence
College Paper
Intelligence
Professionalism in
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

*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*

Online Library
National Defense
Intelligence
history and
evolving work of
intelligence and
the professionalism in
contributions it
is making in the
early 21st
century. The
different
chapters
underscore the
importance of
the emergence of
intelligence as

Online Library
National Defense
Intelligence
a sought-after
College Paper
discipline. The
Work of Professionalism In
Intelligence *
Meeting the
Intelligence
Community's
Continuing Need
for an Farc
Intelligence
Literature * The
Basic Tools of
Writing with

Online Library
National Defense

Intelligence *
College Paper
Intelligence
Essentials for
Professionalism In
Prologue, Part
1, Part 2 * On
Mexico Argentina
Becoming an
Brazil Peru Chile
Intelligence
Uruguay Colombia
Analyst *
Getting Farc
Intelligence
Right: The Power
of Logical
Procedure *

Online Library
National Defense
Intelligence

*Opening Windows
of Opportunity:*

The Need for Opp

ortunities-Based

*Warning **

Teaching Vision.

** Spy Fiction,*

*Spy Reality **

Evidence

Marshaling and

Argument

*Construction **

Failures of

Imagination:

Online Library
National Defense

Intelligence
College Paper
Thoughts on the
9/11 Commission
Report *

Homeland
Professionalism In
Security and
The Americas
Intelligence:
Mexico Argentina
Brazil Peru Chile
Water in an Open
Uruguay Colombia
Society? * The

History of
Bolivia Farc
Intelligence *

Submersibles
The San
Cristobal

Trapezoid *

Online Library
National Defense
Intelligence

*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 **

Online Library
National Defense
Intelligence
College Paper
Intelligence
* Health and
Nationalism In
Professionalism In
Security *
The Americas
Intelligence
Mexico Argentina
Support to
Brazil Peru Chile
Refugee
Uruguay Colombia
Operations:
Bolivia Forc
Who's the
Expert? *
Russian Mafia
Religion and War
Submersibles
in the 21st
Century *

Online Library
National Defense

Intelligence
College Paper
Support to the
Life Science

Community: Professionalism In

Mitigating

The Americas
Mexico Argentina
Threats from
Bioterrorism *

Brazil Peru Chile
Uruguay Colombia
'SALSA for Cyber
Sonics':

Educating Forc

Russian Mafia
Research at the

Submersibles
Joint Military
Intelligence

College *

Online Library
National Defense
Intelligence

**Knowledge-based
Tools: A**

Solution for

Optimizing

Collection

Requirements

Management * Nar

co-Mercantilism

and the War on

Drugs Farc

This unique and

informative

paper was

produced by the

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National
College Paper
Intelligence
University /
National Defense
Intelligence
College. Topics
and subjects
include: Islamic
ressentiment,
Osama bin Laden,
al-Qaida,
Mussawi,
Mohammad,
Palestine, the

Online Library
National Defense

Intelligence
College Paper
*Enlightenment,
Socrates,*

Wilsonian

idealism, Sayyid

Qutb, Fitra,

Qur'anic

doctrine,

Soteriology,

Jihad, the

creation of

Israel, Suez

Crisis, Ummah,

9/11, Terrorism,

Salafism, Sunni,

Online Library
National Defense
Intelligence

Shia, Shariah.

College Paper
Contents: Part

I: Our

Intellectual
Professionalism In

Pedigree - The

Search for

Strategic

*Insight * Part*

II: On Islam and

Christendom -

Comparisons and

*Imperatives **

Part III: In the

Mind of the

Online Library
National Defense
Intelligence
*Faithful –
College Paper
Identity,
Trauma,
Professionalism In
and
The Americas
Transnational
Mexico Argentina
Islamic Revival
Brazil Peru Chile
* Part IV: In
Uruguay Colombia
the Mind of the
Bolivia – The
Revolutionary
Islamic Vanguard
Submersibles
* Conclusion.
The United*

Online Library
National Defense
Intelligence

*States has been
conditioned to
believe that it
faces a threat
of terrorism,
that Islam is a
religion of
peace, and that
Islam as
religion has
been hijacked
and perverted by
fundamentalist
radicals.*

Online Library
National Defense
Intelligence

*Furthermore, it
seems to be*

conventional

wisdom that the

conditions for

so-called

terrorism will

be ameliorated

by a renewed

emphasis on

education, more

equitable

resource

distribution,

Online Library
National Defense
Intelligence

*and an infusion
of democratic
values. Yet*

*nowhere has the
following*

*question been
satisfactorily
answered: Why*

*were 19 Muslim
hijackers driven*

*to kill
themselves and
thousands of*

innocent

Online Library
National Defense
Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia France
Russian Mafia
Submarines

*civilians . . .
when many of the
hijackers were
educated in the
West, owned
profitable
business
enterprises, and
had access to
modern Western
resources and
conveniences?
Furthermore . . .
. why the*

Online Library
National Defense
Intelligence

repeated chant
of Allahu akbar
and even

more

fundamentally,

what is Islam?

These are deeply
metaphysical

questions. They

are at once

religious and

anthropological,

and require that

one critically

Online Library
National Defense
Intelligence
examine
culturally
foreign systems
of thought. The
probing
generated by
this type of
analysis tends
to assault the
current
Zeitgeist, which
above all else,
credits itself
as tolerant and

Online Library
National Defense
Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Politics France
Russia India
Submersibles

*universally
accepting of all
things and all
ideas. This, in
turn, begs the
following
question: How
can a society
like that of the
United States,
one conditioned
by these
philosophies of
the secular age,*

Online Library
National Defense
Intelligence

*be brought to
consider*

fundamental

*questions of a
religious*

*nature? It can
do so by first
rediscovering*

its own

intellectual

pedigrees and

*coming to terms
with its own*

foundations. It

Online Library
National Defense
Intelligence

*does so,
secondly, by
penetrating the
religious
ideology of the
enemy in an
attempt to
decipher the
answer to why
the religion of
peace seems to
perpetually
produce
passionate*

Online Library
National Defense
Intelligence
warriors for
Allah. This is a
work of
fundamentalism In
strategic
importance. It
will serve as a
starting point
in understanding
of the nature of
the enemy we
face in the war
on Islamo-
fascism. Habits

Online Library
National Defense
Intelligence
College Paper
Intelligence
Professionalism
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Polio Farco
Russian Mafia
Submersibles

*of thought
developed during
the ideological
wars of the 20th
century are not
sufficient
cognitive models
for prosecution
of the current
conflict. Deeply
ingrained
Western
assumptions on
the nature of*

Online Library
National Defense
Intelligence
College Paper
Intelligence
Professionalism In
challenge.

Stephen Lambert
here provides us
with a strategic
plan for
correcting this
deficiency. Just
as we needed a
deep
understanding of

Online Library
National Defense
Intelligence
**Communist
College Paper
ideology for
victory in the
Cold War, so we
must now face up
to the task of
investigating
the
philosophical
and religious
underpinnings of
our current
adversaries.**

This will

Online Library
National Defense
Intelligence
require
reevaluation of
assumptions long
cherished by
Americans, such
as the idea that
all religions
are the same in
their
essentials, or
at least
sufficiently
similar that
deep study is

Online Library
National Defense
Intelligence

not required.

The United

States has never

fought a

religious war,

and the very

idea makes us

cringe. We

prefer to assume

that religion is

essentially a

private matter,

and that its

various

Online Library
National Defense
Intelligence

*manifestations
are uniformly
compatible with
peace and
freedom.*

*Unfortunately,
our adversaries
utterly reject
this view. We*

*now confront a
religious,
political, and
social belief
system that at*

Online Library
National Defense
Intelligence
its core resists
College Paper
Western
understanding of
pluralism, professionalism In
tolerance, and
individual
freedom.
This unique and
informative
paper was
produced by the
National
Intelligence
University /

Online Library
National Defense
Intelligence
*National Defense
College Paper
Intelligence
College.
Analysts and
Professionalism In
analysts alone
create
intelligence.
Although
technological
marvels assist
analysts by
cataloguing and
presenting data,
information and*

Online Library
National Defense
Intelligence

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

Online Library
National Defense
Intelligence

thinking"
provides such a
framework and
goes further,
positively
influencing the
entire
intelligence
analysis
process.

Analysts who
adopt critical
thinking stand
to improve their

Online Library
National Defense
Intelligence

*analyses. This
paper defines
critical
thinking in the
context of
intelligence
analysis,
explains how it
influences the
entire Farc
intelligence
process,
explores how it
toughens the art*

Online Library
National Defense
Intelligence
*of intelligence
College Paper
analysis,
Intelligence
suggests how it
Professionalism, In
may be taught,
The Americas
and deduces how
Mexico Argentina
analysts can be
Brazil Peru Chile
persuaded to
Uruguay Colombia
adopt this
Bolivia Paraguay
habit. Topics
Russian Mafia
and subjects
Submersibles
include:
Inductive,
deductive, and
abductive*

Online Library
National Defense
Intelligence
reasoning;
College Paper
noosphere, Cuban
missile crisis,
Professionalism In
Cassandrian
approach;
The Americas
Penkosky,
Mexico Argentina
Sherman Kent;
Brazil Peru Chile
Fidel Castro;
Uruguay Colombia
John F. Kennedy;
Nikita Farc
Khrushchev;
Russian Media
Evidentiary
Submersibles
assessment; NSA.
Contents:

Online Library
National Defense
Intelligence

Introduction:

How Do People

*Reason * What Is*

Professionalism In

*Thinking? **

Defining

Critical

*Thinking **

Standards for

Critical

*Thinking * Skill-*

Based

*Definitions * A*

Disposition to

Online Library
National Defense

Intelligence
Think Critically
College Paper
* The Role of
Intelligence *
Questions *

Professionalism In
Thinking * What
The Americas
Can Be Learned
Mexico Argentina
from the Past? *
Brazil Peru Chile
Thinking
Uruguay Colombia
Critically about
Bolivia * Deploying
the Missiles *
Assessing the
Submersibles
Implications *
Between

Online Library
National Defense
Intelligence

*Dogmatism and
Refutation **

Lacking:

Disconfirmation In

** The Roles of
Critical*

*Thinking in the
Cuban Crisis **

Winners and

Losers: The

Crisis in

*Context * Ten
Years Later,*

They Meet Again

Online Library
National Defense
Intelligence

** Judgment:*

*College Paper
Critical*

Thinking Would

Professionalism In

*Difference * How*

The Americas

Mexico Argentina

Brazil Peru Chile

Uruguay Colombia

*Bolivia For *
Poor Record **

Assessing Mafia

*Russian Mafia
Submersibles*

Facilitating

Evidentiary

Online Library
National Defense
Intelligence
Assessment *

Embracing a

Methodology *

Creating Better In

Inferences *

Producing

Intelligence *

How can Analysts

be Taught to

Think

Critically? *

Critical

Thinking

Education *

Online Library
National Defense
Intelligence

*Outside the
College Paper
Intelligence
Community **

*Critical
Professionalism In
Thinking*

*Education *
Mexico Argentina
Inside the
Brazil Peru Chile
Intelligence*

*Community *
Uruguay Colombia
Implications of*

Teaching Mafia

*Critical
Submersibles
Thinking **

Evaluating

Online Library
National Defense
Intelligence

Teaching Models

** Encouraging*

Analysts to

Think Critically

** Persuading to*

Improve Analysis

** How Does*

Critical

Thinking

*Transform? **

Transforming

Intelligence

*Corporations **

Learning from

Online Library
National Defense
Intelligence

*Early Adopters **

The Costs and

Benefits of

Professionalism In

*Critically **

*Validation **

What Other

Points of View

*Exist? * What*

Does the Future

*Hold? * Mafia*

Conclusion The

world in which

intelligence

Online Library
National Defense
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

Online Library
National Defense
Intelligence

*shadows or in
plain sight.*

Further, plagues

and pandemics, In

as well as

floods and

famines, pose

threats not only

to national

stability but

even to human

existence. To

paraphrase a

Chinese curse,

Online Library
National Defense
Intelligence

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.

Online Library
National Defense
Intelligence

*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

Online Library
National Defense

Intelligence
College Paper
Reform and

Terrorism

Prevention Act
of 2004

legislates
improved

education for
intelligence

analysis. But,
that education

is not
specifically

defined. This

Online Library
National Defense
Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Forc
Russia Mafia
Submersibles

**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**

Online Library
National Defense
Intelligence

critical

thinkers are

better able to

cope with

interesting

times than those

who are not.

Critical

Thinking and

Intelligence

Analysis -

Sherman Kent,

NSA, JFK, Cuban

Missile Crisis,

Online Library
National Defense
Intelligence
Inductive,
Deductive,
Abductive
Reasoning
Professionalism In
An Experiment in
Applying
Structured
Methods
Finding Leaders
- Preparing the
Intelligence
Community for
Succession
Management -

Online Library
National Defense
Intelligence
Covering the
NSA, 9/11
Commission, CIA,
NRO, DNI, and
Agency Culture
Cognitive Bias
in Intelligence
Analysis
Defense
Intelligence
College . . .
Catalog
Applied Analytic
Models,

Online Library
National Defense
Intelligence
*Simulations, and
College Paper
Games*

*This unique and
informative paper In
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*

Online Library
National Defense
Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Marina Argentina
Brazil Drug Child
Uruguay Colombia
Bolivia Fare
Russian Mafia
Submersibles

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

Online Library
National Defense
Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico & Chile
Uruguay & Colombia
Bolivia & Peru
Russian Mafia
Submersibles

*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*

Online Library
National Defense
Intelligence

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*

Online Library
National Defense
Intelligence
*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*

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National Defense
Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Chile
Uruguay Colombia
Bolivia Peru
Russian Mafia
Submersibles

*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*

Online Library
National Defense
Intelligence
*even to asymmetric
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Chile
Uruguay Colombia
Bolivia Paraguay
Russian Mafia
Submersibles*
*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

Online Library
National Defense
Intelligence
*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*

Online Library
National Defense
Intelligence
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*

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Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Chile
Colombia
Farc
Russian Mafia
Submersibles

*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;*

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Intelligence

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 **

Online Library
National Defense
Intelligence

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

Online Library
National Defense
Intelligence
*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

Online Library
National Defense
Intelligence

*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

Online Library
National Defense

Intelligence
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*

Online Library
National Defense
Intelligence

***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***

Online Library
National Defense
Intelligence

*For Themselves'' **

What Do Top

Consumers Need, and

*Want, to Know? **

Intelligence in

Support of Policy?

Assessing

Probabilities

This unique and

informative paper

was produced by the

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Online Library
National Defense
Intelligence

*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*

Online Library
National Defense
Intelligence
*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*

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National Defense
Intelligence

*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*

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National Defense
Intelligence

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

Online Library
National Defense
Intelligence

*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*

Online Library
National Defense
Intelligence
*of ongoing succession
planning. CHAPTER
4 - WHAT
TOMORROW
HOLDS -
Considering the
environmental factors
surrounding the
implementation of
succession
management,
CHAPTER 5 -
CLOSING*

Online Library
National Defense
Intelligence

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*

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Intelligence
College Paper
Intelligence
Professionalism In
The Americas

*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

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Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Chile
Uruguay Colombia
Bolivia
Russian Mafia
Submersibles

*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*

Online Library
National Defense
Intelligence
*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*

Online Library
National Defense
Intelligence

*implementation of
succession*

*management across
the Community.*

*Accompanying CD-
ROM includes a web-
based interface and*

*"a 45-minute video
that provides an
executive summary of
the forecasting
methodology"--P. 1.*

This paper was
Page 296/442

Online Library
National Defense
Intelligence
*prepared by the
College Paper
Jargalsaikhan
Mandee as part of
ongoing outreach
between the National
Defense Intelligence
College and the
Mongolian Defense
University. The paper
explores a topic that
will be addressed and
further developed by
participants from*

Online Library
National Defense
Intelligence
*countries around the
world in the National
Defense Intelligence
College's March 2008
International
Intelligence Fellows
Program.
The Blue Planet -
Informal
International Police
Networks and
National Intelligence
- Covering*

Online Library
National Defense
Intelligence
*Transnational Crime,
College Paper
Intelligence
Policing, and Al
Professionalism In
Qaeda
The Americas
Terrorism Argentina
Forecasting: A Web-
Based Methodology,
Occasional Paper
Bolivia Paraguay Colombia
Number Eleven,
Russian Mafia
November 2004, *
Submersibles
Imperialism With
Chinese*

Online Library
National Defense

Characteristics?

Reading and Re-

Reading China's

2006 Defense White

Paper Dealing With

Military Expansion

and Maoist Policy

Intelligence and

Intelligence Analysis

Quantitative

Intelligence Analysis

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and

informative

paper was

produced by

the National

Intelligence

University /

National

Defense

Intelligence

College.

Topics and

Online Library
National Defense

Intelligence

subjects

College Paper
include: CIA

Intelligence

analysis,

Professionalism In

internet and

The Americas
electronic

Mexico Argentina
media,

Brazil Peru Chile
analytical

Uruguay Colombia
tradecraft,

Bolivia Farc
process

Russian Mafia
management,

Submersibles
U.S. Coast

Guard, DIA,

Online Library
National Defense

***DODIIS,
COLISEUM,
JWICS,
SIPRNET,
OSIS, DITDS,
HUGIN expert,
ESRI,
induction,
deduction, and
abduction. The
title chosen
for this book***

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico, Argentina
Brazil, Peru, Chile
Uruguay, Colombia
Bolivia, Farc
Russian Mafia
Submersibles

**carries two
meanings. The
more straightf
orward
interpretation
of "Bringing
Intelligence
About," and
the principal
one, refers to
the book's
coverage of**

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

***wide-ranging
sources and
methods
employed to
add value to
national securi-
ty-related
information--t
o create
"intelligence."
A second
meaning, not***

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

***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***

Online Library
National Defense

Intelligence
navigate
College Paper
information
Intelligence
collection and
Professionalism In
interpretation
The Americas
duties with a
Mexico Argentina
fix on society's
Brazil Peru Chile
shifting but
Uruguay Colombia
consensual
Bolivia Farc
interpretation
Russian Mafia
of the U.S.
Submersibles
Constitution. A
prominent

Online Library
National Defense
Intelligence
**individual and
ideal
intelligence
professionalism In
who lived both
meanings of
"Bringing
Intelligence
About" was
the late
Lieutenant
General**

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National Defense

**Vernon A.
Walters. As an
intelligence
officer,
defense
attache, amba
ssador-at-
large and
ambassador to
Germany, his
combination of
skills--notably**

Online Library
National Defense

**his language
skills--made
him the
epitome of a
professional.
Beyond
intelligence
service in the
Departments
of Defense
and of State,
General**

Online Library
National Defense
Intelligence

**Walters
presided as
Deputy
Director of
Central
Intelligence
during the
Watergate
episode,
where he
stood on
principle and**

Online Library
National Defense

***at odds with
political
figures in the
Nixon
administration
. His mastery
of intelligence
collection,
analysis and
politically
attuned
synthesis, the***

Online Library
National Defense

***full story of
which has not
yet been told,
make him a
near-mythic
figure for
aspiring
intelligence
professionals.
Although the
talents and
assignments***

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

**of General
Walters were
extraordinary,
his
demonstration
that
intelligence
aptitudes and
skills are
fungible
across**

Departments

Online Library
National Defense

**Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles**

**and Agencies
is a powerful
suggestion
that those
separate
institutions
can also
operate
together as a
professional c
ommunity. This
volume helps**

Online Library
National Defense
Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

***us move down
the long and
difficult road
of helping
identify how
to produce
good or better
intelligence--b
y which I mean
intelligence
that is of use
to***

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

***polycymakers
and is better
than other
intelligence by
being so used.
The authors
have--across a
range of areas
of interest--ide
ntified some
of the
practices that***

Online Library
National Defense
Intelligence

**work best to
produce--or,
more aptly,
"to bring
about"--good
intelligence.
Note that the
preceding
sentence said
"some of the
practices."**

Few books

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

**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**

Online Library
National Defense
Intelligence

***variables and
intangibles at
work in***

intelligence:

***vagaries of
time to***

perform

collection and

analysis; the

quality of

sources; the

quality of the

Online Library
National Defense
Intelligence

***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***

Online Library
National Defense

***altered over
time as
conditions
change.***

***Author David
Moore makes
a powerful
argument that
analysts who
possess
critical
thinking skills***

Online Library
National Defense
Intelligence
**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**

Online Library
National Defense
Intelligence

***cataloguing
and
presenting
data,
information
and evidence
in new ways, it
cannot do the
analysis for
them. To be
most effective,
analysts need***

Online Library
National Defense
Intelligence

an

overarching,

reflective

framework to

add structured

reasoning to

sound,

intuitive

thinking.

"Critical

thinking"

provides such

Online Library
National Defense

Intelligence
**a framework
and goes
further,
positively
influencing
the entire
intelligence
analysis
process. This
paper defines
critical
thinking in the**

Online Library
National Defense

**context of
intelligence
analysis,
explains how
it influences
the entire
intelligence
process,
explores how
it toughens
the art of
intelligence**

Online Library
National Defense
Intelligence

**analysis,
suggests how
it may be
taught, and
deduces how
analysts can
be persuaded
to adopt this
habit.**

**This unique
and
informative**

Online Library
National Defense

Intelligence
***paper was
produced by
the National
Intelligence
Professionalism In
The Americas
University /
National
Defense
Intelligence
College. The
Blue Planet:
Informal
International***

Online Library
National Defense
Intelligence

Police

**College Paper
Networks and**

Intelligence

Professionalism In

The Americas

Mexico Argentina

Brazil Peru Chile

Uruguay Colombia

Bolivia Farc

Russian Mafia

Submersibles

its federal law

Online Library
National Defense

**Intelligence
enforcement
agencies
abroad as an
integral part
of our national
counterterrori
sm strategy.
Bayer's book
criticizes the
primacy of the
military/intelli
gence model**

Online Library
National Defense

*Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles*

***in our foreign
counterintellig
ence strategy,
arguing that
the counterter
rorism role
reserved for
the FBI makes
insufficient
use of the
global
networking***

Online Library
National Defense
Intelligence
**capabilities of
our many
other
American law
enforcement
agencies
abroad.
Bayer's book
makes an
important
contribution to
the literature**

Online Library
National Defense
Intelligence

on

international

governmental

networks,

such as the

work of Anne-

Marie

Slaughter and

Kal Raustiala,

describing the

unique ability

that informal

Online Library
National Defense

Intelligence
**networks of
cooperating
law
enforcement
agencies have
to collect
information
about local
conditions and
local
communities
that may**

Online Library
National Defense
Intelligence

**prove crucial
in identifying
terrorist
threats and
preventing
terrorist
attacks. Bayer
argues that
such networks
have proven
immensely
successful in**

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

**investigating
organized
crime, but that
these
capabilities
have been
underused
against
international
terrorist
networks. By
virtue of their**

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

**omnipresence
around the
globe, police
are "natural
anticipatory
collectors" of
vast amounts
of information.
They are for
that reason
well-placed to
detect**

Online Library
National Defense

Intelligence
**suspicious
activities -
particularly
given the
overlap
between
terrorist cells
and criminal
networks. Law
enforcement
personnel
have a unique**

Online Library
National Defense
Intelligence
**ability to draw
on trust and a
common
culture with
their
counterparts
in other
countries,
resulting in a
regular
informal
interchange of**

Online Library
National Defense
Intelligence

***useful
information.***

***Building on
the work of
Mathieu***

***Deflem, Bayer
recognizes the
particular
advantage
that the police
enjoy by virtue
of their***

Online Library
National Defense
Intelligence
**professional
autonomy and
relative
independence
from the
centers of
political decision-making.**
The same
forces that
insulate them
politically

Online Library
National Defense
Intelligence

**facilitate
close, albeit
informal,
cooperation
between law
enforcement
agencies from
such vastly
different legal
systems as
those of the
United States,**

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

***Cuba, China,
and Indonesia.
Informal police
cooperation
thrives
because it
benefits not
only powerful
countries like
the United
States, which
depend on***

Online Library
National Defense

**information
flows from a
large variety
of cooperating
countries, but
also relatively
weak police
entities
seeking to
increase their
professionalis
m and**

Online Library
National Defense

Intelligence
autonomy
College Paper
from their own
Intelligence
political
Professionalism In
centers. Given
The Americas
their special
Mexico Argentina
access to
Brazil Peru Chile
sources of
Uruguay Colombia
intelligence
Bolivia Farc
not easily
Russian Mafia
exploitable by
Submersibles
the
intelligence

Online Library
National Defense
Intelligence
establishment,
College Paper
law
Intelligence
enforcement
Professionalism In
agencies could
The Americas
play a much
Mexico Argentina
more
Brazil Peru Chile
important role
Uruguay Colombia
than they
Bolivia Farc
currently do
Russian Mafia
as full
Submersibles
partners in a
comprehensiv

Online Library
National Defense

Intelligence
**e American co
College Paper
unterterrorism
Intelligence
strategy.**

Professionalism In
The Americas
**Topics and
subjects**

Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
**include: The
thin blue line;
police culture;**

Bolivia Farc
Russian Mafia
Submersibles
**Mutual Legal
Assistance
Treaties**

(MLATs), al-

Online Library
National Defense

Intelligence
Qaeda,
College Paper
Taliban,
Intelligence
Ummah, Ira
Professionalism In
Einhorn,
The Americas
Overseas
Mexico, Argentina
security
Brazil, Peru, Chile
Advisory
Uruguay, Colombia
Council
Bolivia, Farc
(OSAC);
Russian Mafia
Interpol;
Submersibles
Europol; CIA,
FBI, Homeland

Online Library
National Defense

Intelligence
Security,
College Paper
HUMINT,
Intelligence
FARC, Cuba;
Professionalism In
child
The Americas
pornography;
Mexico Argentina
human
Brazil Peru Chile
trafficking,
Uruguay Colombia
Charles Taylor,
Bolivia Farc
Liberia, Daniel
Russian Mafia
Pearl,
Submersibles
Pakistani
Intelligence

Online Library
National Defense

Service (ISI),

Murrah

Federal

Building

Oklahoma

City,

Operation

Triple X,

Peepshows,

Child

molesters.

CHAPTER 1: An

Page 351/442

Online Library
National Defense

**Orbital View of
the Blue
Planet ***

**CHAPTER 2:
The Co-
Evolution of
Transnational
Crime,
Terrorism, and
Policing: A
Brief Pre-
History of the**

Online Library
National Defense

Blue Planet *

CHAPTER 3:

Analyzing

Impediments:

A Core Sample

of the Blue

Planet *

CHAPTER 4:

Comparing

Apples,

Oranges, and

Lemons on the

Online Library
National Defense

Blue Planet *

CHAPTER 5:

Tales of the

Blue Planet *

CHAPTER 6:

Emergence of

the Blue

Planet

This

intelligence

primer reflects

the author's

Online Library
National Defense

**examination of
dozens of
unclassified
government
documents on
the practice of
intelligence
over a period
of nearly
seven years.
For the
national**

Online Library
National Defense
Intelligence
security
College Paper
intelligence
Intelligence
community, it
Professionalism In
presents a
The Americas
concise
Mexico Argentina
distillation
Brazil Peru Chile
and
Uruguay Colombia
classification
Bolivia Farc
of the national
Russian Mafia
intelligence
Submersibles
functions. To
the private

Online Library
National Defense

**Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles**

**sector, it
offers an
unprecedente
d translation
into lay terms
of national
intelligence
principles and
their
application
within and
potentially**

Online Library
National Defense

***outside of
government.***

***Whereas
"intelligences***

***sharing" has
traditionally***

***been a govern-
ment-to-***

***government
transaction,***

the

environment is

Online Library
National Defense
Intelligence

***now receptive
to government-
private sector
interaction.***

***A Scarecrow
Professional
Intelligence
Education
Series Manual
Crime and
Intelligence
Analysis***

Page 359/442

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Farc
Russian Mafia
Submersibles

**Sensemaking -
A Structure for
an Intelligence
Revolution,
Mindfulness,
Macrocognition,
Tame and
Wicked
Problems,
Meliorists,
Neuroscience
Testing the**

Online Library
National Defense

**Analysis of
Competing
Hypotheses
Method
Publications
Combined:
Over 20
National
Intelligence
University
Studies
Focusing On**

Online Library
National Defense

**Domestic
Intelligence
Writing**

**Classified and
Unclassified
Papers for
National
Security**

Contents: (1)

How Do People

Reason?; (2)

What is

Online Library
National Defense
Intelligence
Critical
College Paper
Thinking?; (3)
Intelligence
What Can Be
Professionalism In
Learned from
The Americas
Thinking Argentina
Critically Chile
about Cuba:
Uruguay Colombia
Deploying the
Bolivia Parc
Missiles;
Russian Mafia
Assessing the
Submersibles
Implications;
Between

Online Library
National Defense
Intelligence
Dogmatism and
College Paper
Refutation;
Intelligence
Lacking: Discon-
firmation; The
Professionalism In
The Americas
Roles of
Critical Argentina
Thinking in the
Cuban Crisis;
Brazil, Chile,
Uruguay, Colombia
Winners and
Bolivia, Peru
Losers: The
Russian Mafia
Crisis in
Submersibles
Context; Ten
Years Later,

Online Library
National Defense

Intelligence

They Meet

College Paper

Again;

Judgment; (4)

Professionalism In

How Can

The Americas
Intelligence

Analysts Employ

Critical
Thinking?; (5)

How Can

Intelligence

Analysts be

Taught to Think

Critically?;

Online Library
National Defense
Intelligence

(6) How Does
College Paper
Critical

Thinking

Professionalism In
Transform?; (7)

The Americas
What Other

Points of View

Exist?; (8) While

What Does the
Uruguay Colombia

Future Hold?;

Bolivia Fare
(9) NSA's

Russian Mafia
Critical

Submersibles
Thinking and

Structured

Online Library
National Defense
Intelligence

**Analysis Class
College Paper
Syllabus.**

**Charts and
tables!**

**This unique and
informative**

**paper was
produced by the**

**National
Intelligence**

**University /
National**

Defense

Online Library
National Defense

Intelligence
College Paper

Intelligence
College. In

clear,

articulate, Professionalism In

The Americas
unmistakable

language, Argentina

Master Sergeant

Folker's Colombia

learned thesis

sets forth the

key opposing

arguments in

the long-

Online Library
National Defense
Intelligence
standing
College Paper
controversy
Intelligence
over the role
Professionalism In
of structuring
The Americas
in intelligence
analysis. The
Argentina
controversy is
Brazil, Peru, Chile
largely one-
Uruguay, Colombia
sided, because
Bolivia, Far
proponents of
Russian Mafia
intuitive
Submersibles
analysis see no
purpose in

Online Library
National Defense
Intelligence

debating the
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Paraguay
Russian Mafia
Submersibles
analysis is
conducted.

Online Library
National Defense
Intelligence

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

Online Library
National Defense
Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Cruz Gray Colombia
Bolivia Parc
Russian Mafia
Submersibles

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

Online Library
National Defense
Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Folker
challenges the
Intelligence
Community--
indeed the
entire U.S.
government and
the private
sector as

Online Library
National Defense
Intelligence

well--to design
and conduct

reliable tests
to demonstrate

which analytic
approach is

superior: Chile
structured or

intuitive.

Given the wide
range of

available

structuring

Online Library
National Defense
Intelligence
techniques,
College Paper
each one should
Intelligence
be tested in
Professionalism In
competition
The Americas
with intuition.
Mexico Argentina
There are many
Daily Post Online
myths prevalent
Uruguay Colombia
in the analytic
Bolivia Pac
community,
Russian Mafia
public and
Submersibles
private,
concerning
structured

Online Library
National Defense
Intelligence

analysis: It is

time-consuming

and overly

complicated; it

eliminates the

indispensable

role of

intuition; it

involves

numbers and

arcane formulae

that render

analysis

Online Library
National Defense
Intelligence
mechanical and
College Paper
devoid of
Intelligence
creative
Professionalism In
solutions; and
The Americas
so on. Tests
Mexico Argentina
like Folker's
Brazil Peru Chile
will surely
Uruguay Colombia
dispose of
these myths and
Bolivia Paraguay
demonstrate the
Russian Mafia
immense value
Submersibles
and power of
structuring. His

Online Library
National Defense
Intelligence
thesis,
College Paper
moreover,
Intelligence
should
Professionalism In
encourage
The Americas
students to
undertake
Argentina
research
Brazil Peru Chile
experiments
Colombia
that challenge
Bolivia Paraguay
long-held
Russian Mafia
beliefs and
Submersibles
test new
theories of

Online Library
National Defense
Intelligence
military
College Paper
interest. JMIC
Intelligence
students are
Professionalism In
especially well
The Americas
placed to
conduct Argentina
thoughtful, Chile
creative Colombia
research
Bolivia Parc
because they
Russian Mafia
bring to this
Submersibles
scholarly
environment a

Online Library
National Defense
Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Paraguay
Russian Mafia
Submersibles

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. Top
ics and

Online Library
National Defense
Intelligence
subjects
College Paper
include:
Intelligence
qualitative
Professionalism In
analysis,
The Americas
structured
Methodologies,
Brazil Argentina
case studies,
Chile
scenarios, two-
Colombia
tailed tests.
Bolivia Fare
This unique and
Russian Mafia
informative
Submersibles
paper was
produced by the

Online Library
National Defense
Intelligence
National
College Paper
Intelligence
University /
National Professionalism In
The Americas
Defense
Intelligence
College. Who
Watches the
Watchmen? could
hardly be more
timely as we
debate the
recent leaking

Online Library
National Defense
Intelligence
of the largest
College Paper
trove of
Intelligence
documents in
Professionalism In
American
The Americas
history. The
"WikiLeaks"
Brazil Peru Chile
case drives
home the need
Uruguay Colombia
for what this
Bolivia Parc
book lays out:
Russian Mafia
Submersibles
an approach to
protecting
classified

Online Library
National Defense
Intelligence
information
College Paper
Intelligence
beyond law
Professionalism In
enforcement.
The Americas'
Gary Ross'
application of
Rational Choice
Theory
Colombia
codifies,
organizes, and
extends what
many of us have
been trying to

Online Library
National Defense
Intelligence

do

instinctively

when dealing

with

unauthorized

disclosures. In

Ross' Peru Chile

discussions of

"motivations"

and "justificat

ions," I see

powerful echoes

of what I

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Peru Chile
Uruguay Colombia
Bolivia Paraguay
Russian Mafia
Submersibles

personally
experienced as
Director of NSA
and CIA. I only
wish I had had
access to this
fully developed
intellectual
framework and
the courses of
action it
suggests while
still in

Online Library
National Defense
Intelligence
government. -
College Paper
General Michael
Intelligence
V. Hayden
Professionalism In
Topics and
The Americas
subjects
include: Argentina
Wikileaks, Bay
of Pigs, Colombia
Uruguay, Pentagon
Bolivia, Parc
Papers, Iraq,
Russian Mafia
CIA detention
Submersibles
facilities,
Afghanistan,

Online Library
National Defense

U-2 flights
over Soviet
Union, Iran

National
Intelligence

Estimate, Ivy
Bells, Julian

Assange, CIA
family jewels,

Scooter Libby,
Valerie Plame.

CHAPTER 1 *

Conflicting

Online Library
National Defense
Intelligence
Principles *
College Paper
Where You Stand
Intelligence
Depends on
Professionalism In
Where You Sit *
The Americas
Unauthorized
Disclosures in
Argentina
the United
Colombia
States *
Bolivia Farc
Researching the
Russian Mafia
Topic *
Submersibles
Responding
Through Law:

Online Library
National Defense
Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Legislative
Solution * The
Difficulty Chile
Identifying
Leakers: A
Thousand Grains
of Sand *
Statutory
Abuses and

Online Library
National Defense
Intelligence
College Paper
Efforts to
Prevent
Unauthorized
Disclosures * In
The Americas
Rational Choice
Theory: Argentina
Alternative to
a Legislative
Approach *
CHAPTER 2 *
Journalist
Submersibles
Motivations and
Justifications

Online Library
National Defense
Intelligence
* Journalist
College Paper
Motivations for
Intelligence
Disclosing
Professionalism In
Classified
The Americas *
Information *
Altruistic Argentina
Motivation - Chile
Promoting Colombia
Informed Debate
Bolivia Pare
* Pentagon
Russian Mafia
Papers * Bay of
Submersibles
Pigs *
Altruistic

Online Library
National Defense

Motivation -

Exposing

Government

Misconduct *

The Family

Jewels * Argentina

Colonel Alpirez

*** Non-**

Altruistic

Motivation -

Advancing

Corporate

Interests *

Online Library
National Defense
Intelligence
Pentagon Papers
College Paper
* Non-
Intelligence
Altruistic
Motivation -
Professionalism In
The Americas
Advancing
Personal Argentina
Interests * Chile
Veil * State of
Uruguay Colombia
War *
Bolivia Farc
Collateral
Russian Mafia
Murder * Non-
Submersibles
Altruistic
Motivation -

Online Library
National Defense
Intelligence
Advancing
College Paper
Foreign
Interests *
Journalist
Professionalism In
The Americas
Justifications
for Disclosing
Classified
Information *
Chile
Colombia
Justification -
Government Over
classification
* Justification
- Continued

Online Library
National Defense
Intelligence
Toleration for
College Paper
Politically
Intelligence
Advantageous
Disclosures * In
The Americas
Pre-War
Intelligence on
Iraq * Stealth
* Justification
Uruguay Colombia
- Inadequacy of
Bolivia Peru
Congressional
Russian Mafia
Oversight *
Submersibles
Justification -
Legal

Online Library
National Defense
Intelligence
Protection for
College Paper
Intelligence
the Press under
the First
Amendment *
Professionalism In
The Americas -
The Ability of
Brazil, Argentina
the Media to
Chile
Handle Colombia
Classified
Information
Responsibly *
U-2 * IVY BELLS
* Project

Online Library
National Defense
Intelligence

AZORIAN *

Hostage Crises

*** Pentagon**

Papers * CIA

Detention

Facilities * Argentina

Terrorist Chile

Surveillance

Program * SWIFT

Banking * U.S.

Troops in

Afghanistan *

Government

Online Library
National Defense
Intelligence
Employees and
College Paper
Their
Intelligence
Motivations:
Professionalism In
The "Supply
Side" * Americas
Conclusion * Argentina
CHAPTER 3 * The
Cost of Colombia
Disclosing
Bonivia Pare
Classified
Russian Mafia
Information:
Submersibles
Identifying
Harm *

Online Library
National Defense
Intelligence
Categories of
College Paper
Harm * Damage
Intelligence
to Sources and
Professionalism In
Methods *
The Americas
Soviet ICBM
Testing *
Argentina
Operation Chile
BROADSIDE *
Colombia
Project AZORIAN
Bonita Park
* OBELISK *
Russian Mafia
SWIFT Banking *
Submersibles
Operation
MERLIN *

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National Defense
Intelligence
National
College Paper
Intelligence
Estimate - Iran
* Professionalism In
The Americas *
Counterspy and
Covert Action
Bulleting *
Mossad in Syria
* Beirut
Barracks * TWA
Flight 847 *
PURPLE and

Online Library
National Defense
Intelligence

MAGIC *

**Disclosure of
U.S. Military
Field Report by
WikiLeaks ***

**Koran Argentina
Desecration ***

**CIA Recruiting
Iranians ***

**Soviet Mechanic
* Impact on the
Development and
Implementation**

Online Library
National Defense
Intelligence
of Foreign
College Paper
Policy * Troop
Intelligence
Levels in
Professionalism In
Afghanistan . *
The Americas
National
Intelligence
Mexico
Argentina
Estimate - Iran
Uruguay
Colombia
* Covert Action
Bolivia
Paraguay
in Pakistan *
Russian Mafia
Support to
Egyptian
Submersibles
Operation * Non-
Lethal

Online Library
National Defense
Intelligence
Presidential
College Paper
Findings *
Intelligence
Effect on
Professionalism In
International
Alliances * Net-
Centric Argentina
Diplomacy * Chile
Hadley Memo *
Uruguay Colombia
Stinger
Bonvia Parc
Missiles to
Russian Mafia
Angola *
Submersibles
Military
Aircraft to

Online Library
National Defense
Intelligence

Taiwan *

Curveball * CIA

Detention

Facilities * In

Pakistani

Collaboration

with Afghan

Insurgents *

Financial Costs

* Project

AZORIAN *

Project GREEK

ISLAND *

Online Library
National Defense
Intelligence

Alaskan

Airfield

Over 3,300

total pages

Introduction:

The National

Intelligence

University is

the

Intelligence

Community's

sole

accredited,

Page 406/442

Online Library
National Defense
Intelligence
federal degree-
College Paper
granting
Intelligence
institution.

Professionalism In
The Americas
Bethesda, MD
and it also has
Academic
Centers located
around the
world. The
faculty of NIU
are subject

Online Library
National Defense
Intelligence
matter experts
College Paper
from around the
Intelligence
community who
Professionalism In
bring a wealth
The Americas
of knowledge
Mexico Argentina
and practical
Brazil Peru Chile
experience, as
Uruguay Colombia
well as
Bolivia Parc
academic
Russian Mafia
qualifications,
Submersibles
to the
classroom.

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National Defense
Intelligence

Included
College Paper
titles:

BRINGING
INTELLIGENCE In
The Americas
ABOUT

Practitioners

Reflect on Best

Practices Colombia

ANTICIPATING

SURPRISE

Analysis for

Submersibles
Strategic

Warning

Online Library
National Defense
Intelligence
Learning With
College Paper
Professionals:
Intelligence
Selected Works
Professionalism In
from the Joint
The Americas
Military
Intelligence
Argentina
College THE
Brazil Parc Chile
CREATION OF THE
Uruguay Colombia
NATIONAL
Bolivia Parc
IMAGERY AND
Russian Mafia
MAPPING AGENCY:
Submersibles
CONGRESS' S ROLE
AS OVERSEER The

Online Library
National Defense
Intelligence
Coast Guard
College Paper
Intelligence
Program Enters
the Professionalism In
The Americas
Intelligence
Community A
Case Study of
Congressional
Influence on
Intelligence
Community
Evolution THE
BLUE PLANET

Online Library
National Defense
Intelligence

**INFORMAL
INTERNATIONAL
POLICE NETWORKS
AND NATIONAL
INTELLIGENCE
TEACHING
INTELLIGENCE AT
COLLEGES AND
UNIVERSITIES
SHAKESPEARE FOR
ANALYSTS:
LITERATURE AND
INTELLIGENCE**

Online Library
National Defense
Intelligence

Out of Bounds:
College Paper
Innovation and
Intelligence
Change in Law
Professionalism In
Enforcement

The Americas
Intelligence

Analysis Argentina

Managing the
Brazil Chile

Private Spies
Colombia

Use of
Bonvia Farc

Commercial
Russian Mafia

Augmentation
Submersibles

for

Intelligence

Online Library
National Defense
Intelligence
Operations
College Paper
Intelligence
Professionalism
Professionalism In
in the Americas
Y: The Sources
of Islamic
Revolutionary
Conduct GLOBAL
WAR ON
TERRORISM:
ANALYZING THE
STRATEGIC
THREAT

Online Library
National Defense

**SENSEMAKING - A
STRUCTURE FOR
AN INTELLIGENCE
REVOLUTION**

**Finding Leaders
Preparing the
Intelligence**

**Community for
Succession
Management**

**EXPERIENCES TO
GO: TEACHING**

WITH

Online Library
National Defense

INTELLIGENCE
CASE STUDIES

Democratization
of Intelligence
Crime Scene

Intelligence An
Experiment in

Forensic
Entomology

BENEATH THE
SURFACE
INTELLIGENCE

PREPARATION OF

Online Library
National Defense

Intelligence
College Paper
Intelligence
Professionalism In
The Americas
Mauritania
Paraguay Chile
Uruguay Colombia
Bolivia Parc
Russian Malta
Submersibles

**THE BATTLESPACE
for COUNTERTERR
ORISM A
FLOURISHING
CRAFT: TEACHING
INTELLIGENCE
STUDIES
INTELLIGENCE
ANALYSIS IN
THEATER JOINT
INTELLIGENCE
CENTERS: AN
EXPERIMENT IN**

Online Library
National Defense
Intelligence

**APPLYING
STRUCTURED
METHODS The
Common Professionalism In
The Americas
for State, Argentina
Local, and Chile
Tribal Colombia
Intelligence
Analysts
An Integrated
Real-Time
Approach**

Page 418/442

Online Library
National Defense
Intelligence
Imperialism
College Paper
Intelligence
Professionalism In
The Americas
2006 Argentina
White Paper Chile
Educating Colombia
Information -
Bolivia Part
Russian Mafia
Submersibles
- Covering
Terrorism and

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National Defense
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**Amidst
Destruction**

This unique and informative paper was produced by the National Intelligence University / National Defense Intelligence College. This book makes a significant contribution to our understanding of intelligence services.

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"Intelligence studies" have developed over the last twenty-five years within the academic disciplines of political science and international relations, but the subject is still at a relatively early stage of development. There has been extensive published analysis of

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intelligence system,
and some also of its
British counterpart;
but there is little
writing about Western-
style intelligence as a
whole, and almost
nothing on
contemporary non-
Western systems. The
subject as a whole
lacks the comparative

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studies needed to
identify the
commonalities that
give intelligence
everywhere its place --
an increasingly
important place -- in
the international
system now
developing. This book
fills an important part
of the gap. Its subject
is one that has been

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barely tackled
anywhere else: What
gives modern
intelligence
practitioners and their
organizations their
claims to
professionalism, and
what actually does
this professionalism
entail? Intelligence as
an activity is partly a
matter of special skills

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-- agent recruitment
and running; cipher-
breaking and other
SIGINT techniques;
imagery
interpretation; and all
the others -- but these
merge into its broader
professional canons
for handling
indications and
evidence, drawing
conclusions, and

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presenting these to
decision-takers in
ways that command
attention while
incorporating careful
judgments of certainty
and uncertainty. The
intelligence
professional is close
to the policy adviser,
but still keeps a
certain distance from
him. Intelligence's

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concern is with understanding and evaluating "them," rather different from the policy adviser's roots in "us" and in what "our" decisions should be. This book examines ways in which intelligence develops its characteristic standards of accuracy

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Professionalism In
The Americas
Mexico Argentina
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Uruguay Colombia
Bolivia Paraguay
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and duty. It considers the effects of formal legal codes and democratic oversight, but a principal conclusion emerging from it is the importance of professional training. Its implicit sub-text is indeed that standards of intelligence analysis and integrity

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The Americas
Mexico Argentina
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Uruguay Colombia
Bolivia Peru
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should be properly
taught, and not just
caught by osmosis
from one's seniors. At
least for this British
reader, the amount of
formal analytic
training in the
relatively modest
national intelligence
systems described
here is surprising and
thought-provoking,

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perhaps

salutary. Topics and
subjects: Argentina

AFP, IIFA; Brazil

SISBIN, SISP, SINDE,

SNI, ESNI, ABIN;

Mexico CISEN, DFS,

DGIPS, Sedena, S-2,

PFP; Peru CNI,

DINIE, DIN, DIFAP,

DIGIMIN; Chile

DISPI, DID,

DIDENA,

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DIPOLCAR;
Colombia DAS, D-2,
M-2; Uruguay SID,
SIFFAA, DINACIE;
FARC; Shining Path;
Zapatista; Augusto
Pinochet;
Carabineros; Alberto
Fujimori; MLN-
Tupamaros; OAS,
Russian Mafia;
Medllin Cartel; Cali
Cartel; LTTE Tamil

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The Americas
Tigers; Norte del
Valle Cartel; Drug
traffic; Narcotraffic;
international criminal
networks;

submersibles.

Tests whether the
analysis of competing
hypotheses reduces
cognitive bias, and
proposes a more
effective

approach Reveals that

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likely all 5-EYES and
several European
agencies) does not
have a proven ability
to mitigate cognitive
biases Demonstrates
that judging the
credibility of

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Brazilian Chile
Cuba and Colombia
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information from
human sources means
that intelligence
analysis faces greater
complexity and
cognitive strain than
non-intelligence
analysis Explains the
underlying causes
cognitive biases,
based on meta-
analyses of existing
research Shows that

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identifying the ideal
conditions for
intelligence analysis is
a more effective way
of reducing the risk of
cognitive bias than the
use of ACHRecent
high-profile
intelligence failures -
from 9/11 to the 2003
Iraq war - prove that
cognitive bias in
intelligence analysis

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College Paper
Intelligence
Professionalism In
The Americas
Mexico Argentina
Brazil Chile
Cubaay Colombia
Bolivia Parc
Russian Mafia
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can have catastrophic consequences. This book critiques the reliance of Western intelligence agencies on the use of a method for intelligence analysis developed by the CIA in the 1990s, the Analysis of Competing Hypotheses (ACH).

The author puts ACH

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Columbia
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to the test in an
experimental setting
against two key
cognitive biases with
unique empirical
research facilitated by
UK's Professional
Heads of Intelligence
Analysis unit at the
Cabinet Office, and
finds that the
theoretical basis of the
ACH method is

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The Americas
intelligence with both

significantly flawed.

Combining the insight
of a practitioner with
over 11 years of
experience in

intelligence with both
philosophical theory
and experimental
research, the author
proposes an

alternative approach
to mitigating cognitive
bias that focuses on

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creating the optimum
environment for
analysis, challenging
current leading
theories.

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Revolutionary

Uruguay Colombia
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Islamic Ressentiment,
Bin Laden, Al-Qaida,
Mohammad,
Palestine, and
Comparison to

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- Analysis for
Professionalism In
Strategic Warning -
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Deception, Surprise
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and Military Factors,
Bolivia
Tactical Warning
Fare
Crime Scene
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Colombia, Bolivia,
FARC, Russian Mafia,
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