



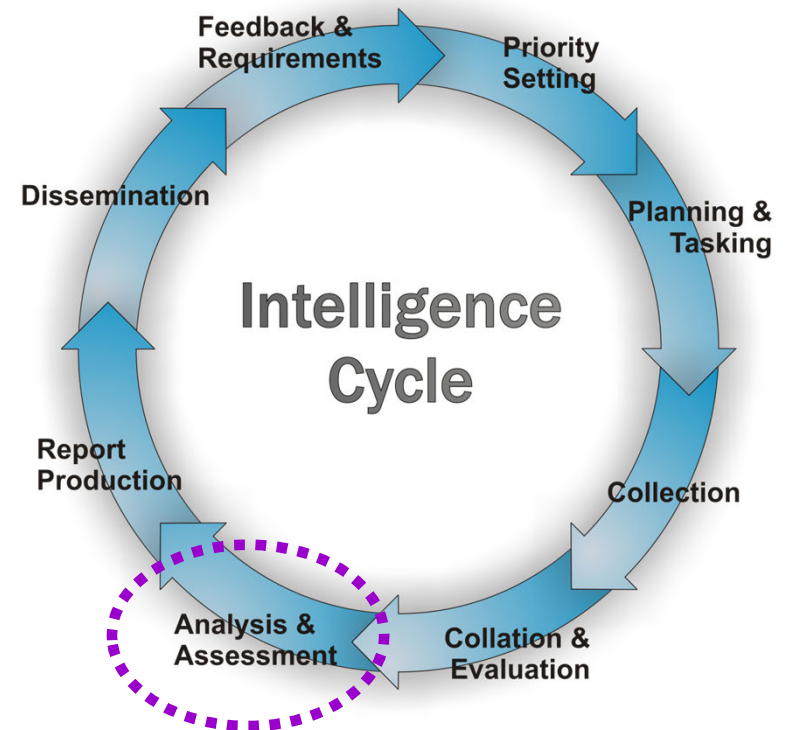
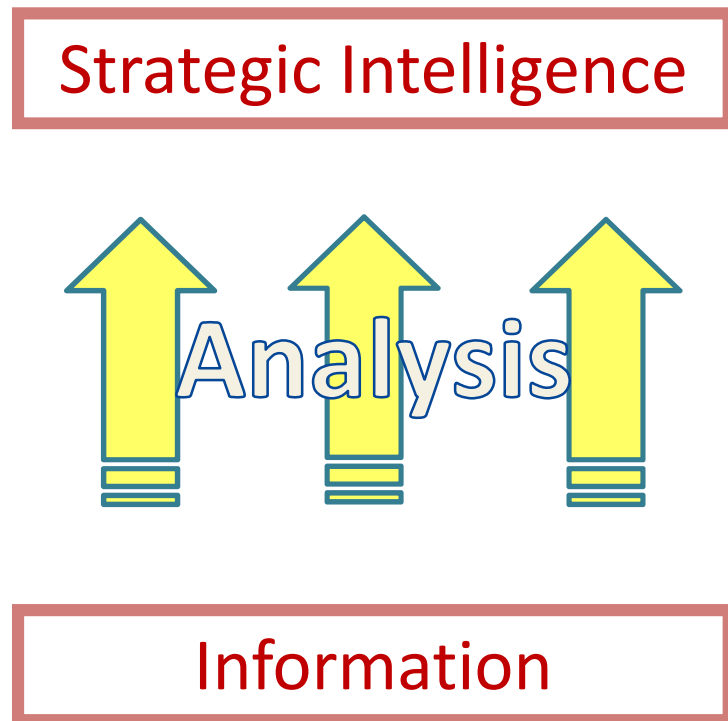
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Strategic Analysis Course

Session 8

Advanced critical thinking

From Information to Strategic Intelligence

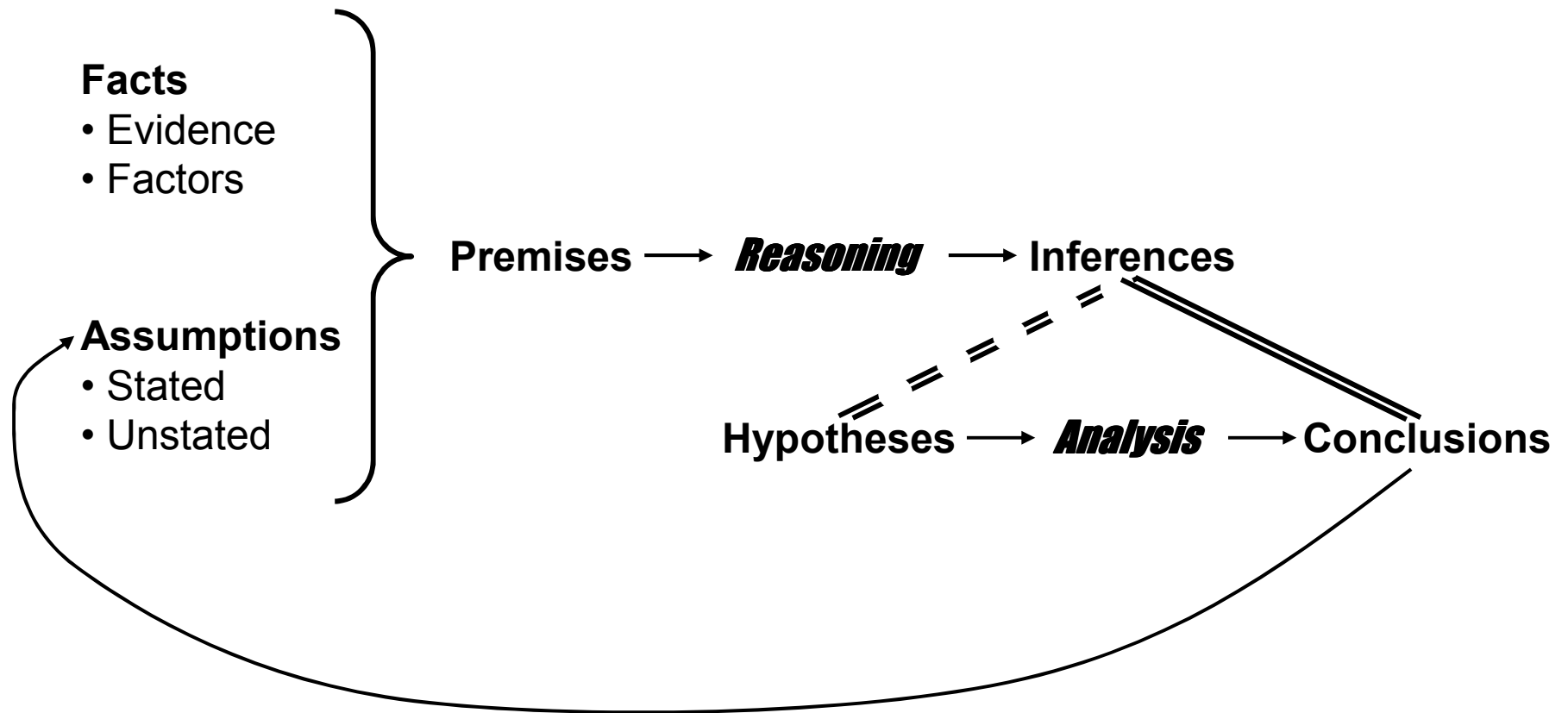


Strategic Intelligence Assessment

*There is no predetermined
formula for producing
strategic intelligence
assessments!!*



Analysis Logic Flow





Facts

What has actually happened..... what is true

- Data
 - facts collected and organized for analysis
- Evidence
 - data on which a judgment or conclusion might be based or by which proof or probability might be established
- Factors
 - in logic or mathematics, the elements contributing to a particular result

Premises

Statements that form the basis of an inference

- Premises are considered true and based on facts or assumptions

What premises look like

- Include “because,” “since,” “for,” “given that”
- Answers the question: “What proof does the writer provide to support that view?”



From Facts to Premises

Examples

Facts

- Julie lives at 45 Main Street.
- Julie lives alone.
- The phone number for 45 Main street is 999-6633.
- Julie does not own a cell phone.

Premise

- Julie's home phone number is 999-6633, and she lives at 45 Main Street.



From Facts to Premises

Examples

Facts

- John drives a cab for a living.
- John's tax information indicates that he made \$37,000 last year.
- John takes frequent trips abroad.
- John has a house valued at \$550, 000 that he owns outright.

Premise

- John has a source of income not identified in the above information.

Activity

8.1 Developing premises



Activity: Information pieces

1. Gergovan national news reports that drug cartels have been increasing their hold on territories throughout the country.
2. Gergovan military reporting states that ex-members of their special forces are employed by the Gergovan drug cartels for protecting their drug shipments and security.
3. Caprican police report that Gergovan citizens have been arrested in Caprica for drug trafficking.
4. Caprican classified reporting indicates that Gergovan drug cartels have set up a distribution center in Caprica's capital city.
5. The Caprican FIU received several suspicious transaction reports from banks about Gergovans making large cash deposits into the same bank account, 34577982.

Activity: Premise 1

1. Gergovan national news reports that drug cartels have been increasing their hold on territories throughout the country.
2. Gergovan military reporting states that ex-members of their special forces are employed by the Gergovan drug cartels for protecting their drug shipments and security.

Premise:

Reporting indicates that drug cartels are active in Gergovia and have employed ex-special forces as security.



Exercise: Premise 2

3. Caprican police report that Gergovan citizens have been arrested in Caprica for drug trafficking.
4. Caprican classified reporting indicates that Gergovan drug cartels have set up a distribution center in Caprica's capital city.

Premise:

Gergovan citizens are setting up a distribution network for drug trafficking.



Exercise: Premise 5

5. The Caprican FIU received several suspicious transaction reports from banks about Gergovans making large cash deposits into the same bank account, 34577982.

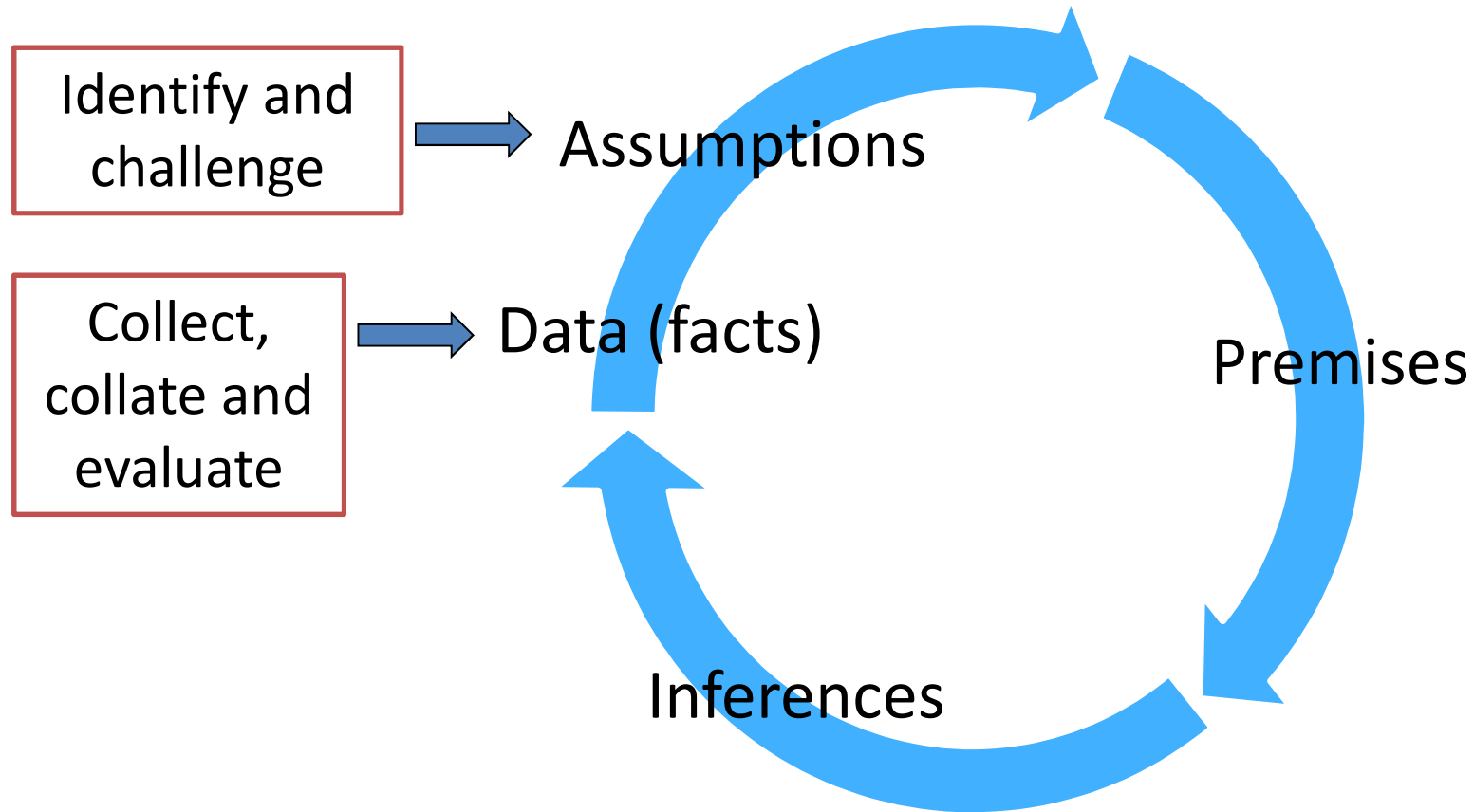
Premise:

Gergovans are making cash deposits into a common bank account.

Inference

- An intellectual act by which one hypothesizes or concludes that something is true in light of something else's being true, or seeming to be true.
- The result of a logical process.
- A claim that the analyst is trying to prove
 - “So”, “therefore”, “thus”, “hence”
 - Usually, the last (or first) statement of the argument

Inference Development



Inferences Made through Critical Reasoning

Different types of critical reasoning:

- Simple
Information → self-evident inference
- Medium Complexity
Specific facts → general rule
- Complex
Information → best explanation

Simple hypothesis generation

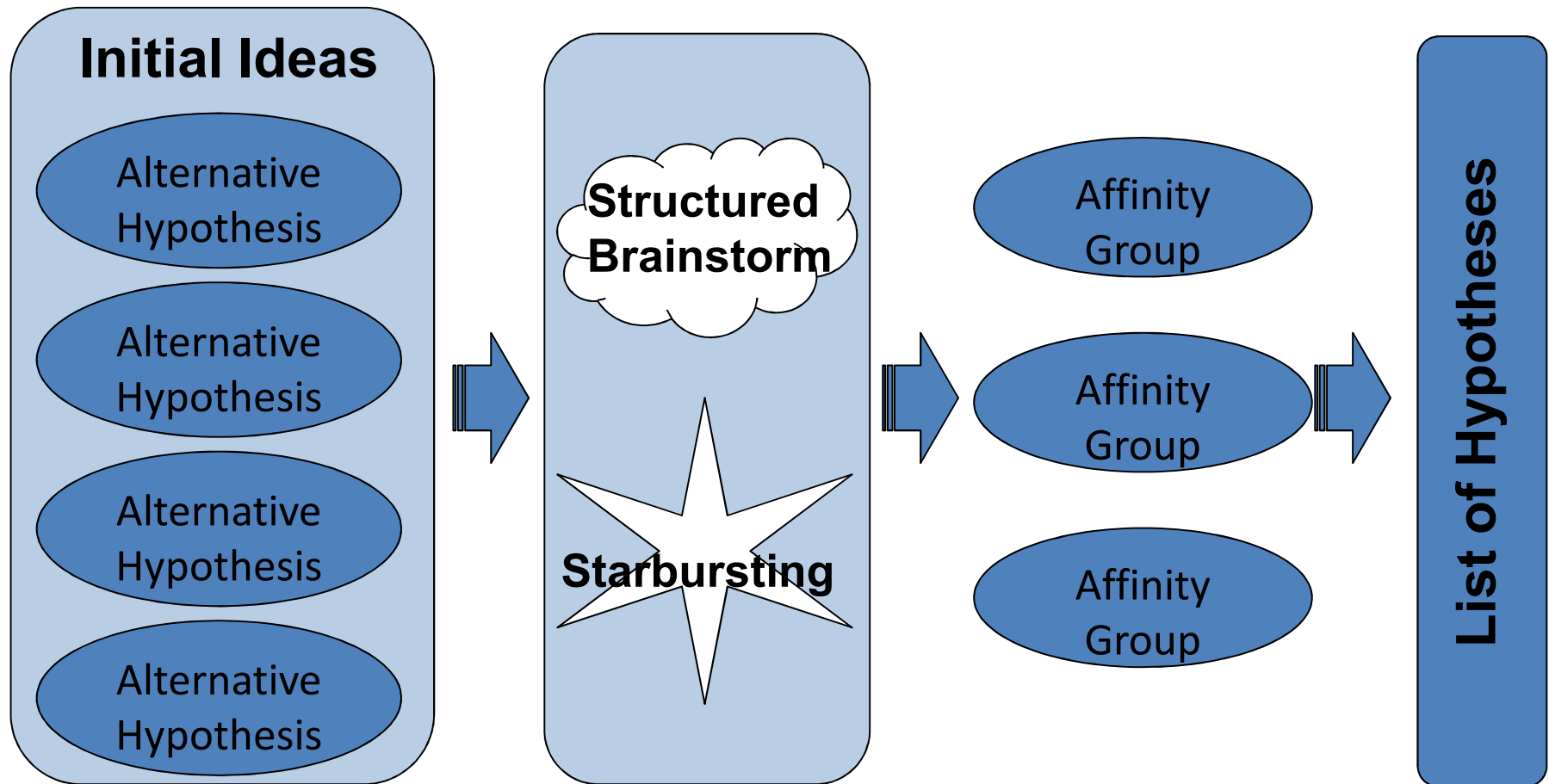
When to generate hypotheses

- A systematic analysis of alternatives is required because of the sheer importance of the subject matter
- A large number of variables are included, and therefore need to be explored/tested in the analysis
- The outcome is uncertain
- There are competing views amongst analysts and/or decision makers.

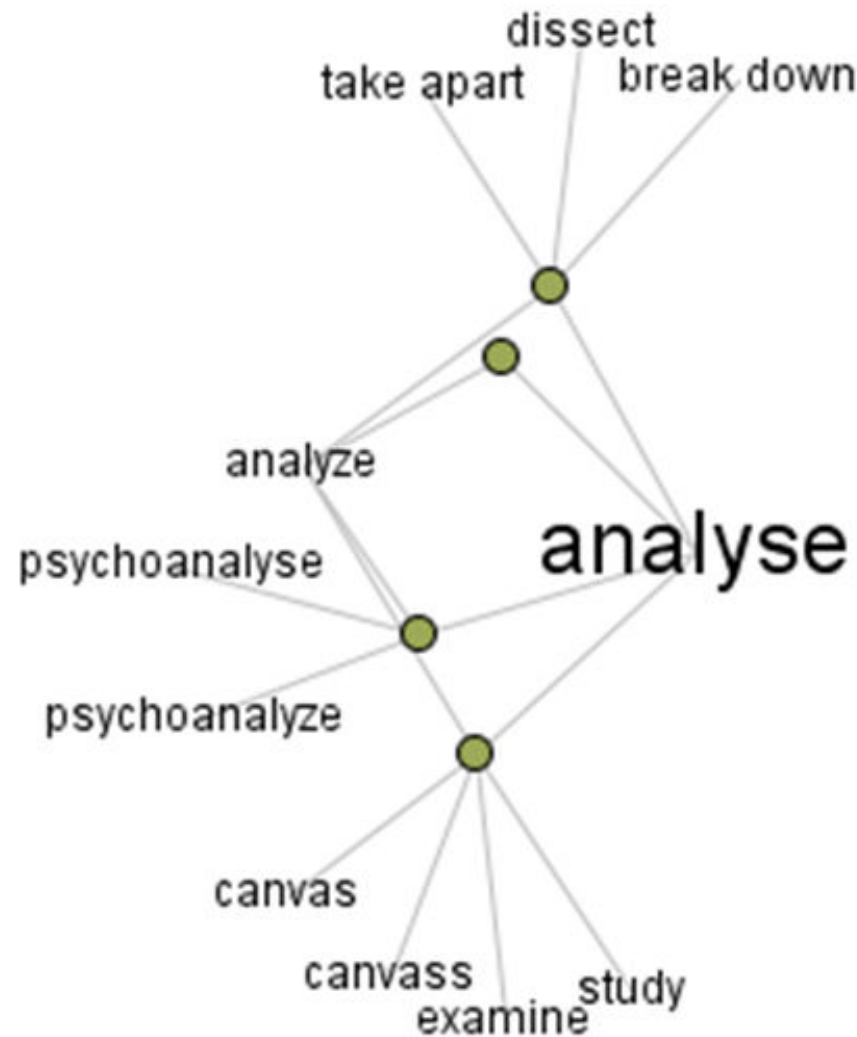
Activity

8.2 Hypothesis generation

Simple Hypothesis Generation



Analysis



Analysis

- The resolution of something complex into its constituent parts
- A comparison between two or more of something

Quantitative analysis

Qualitative analysis

Quantitative analysis

- Uses mathematical, statistical and logical modeling, measurement and research techniques
- From simple description and measurement, to detecting and identify patterns and anomalies in large volumes of data
- Can involve complex algorithms for data-mining, pattern recognition or social network analysis

Qualitative Analysis

- Considers identifiable attributes, features, qualities, etc., to make judgements against criteria
- Emphasizes developing insights from the data
- Often follows a non-linear approach
- Answers the “why?”



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Qualitative & Quantitative Analysis Symbiosis

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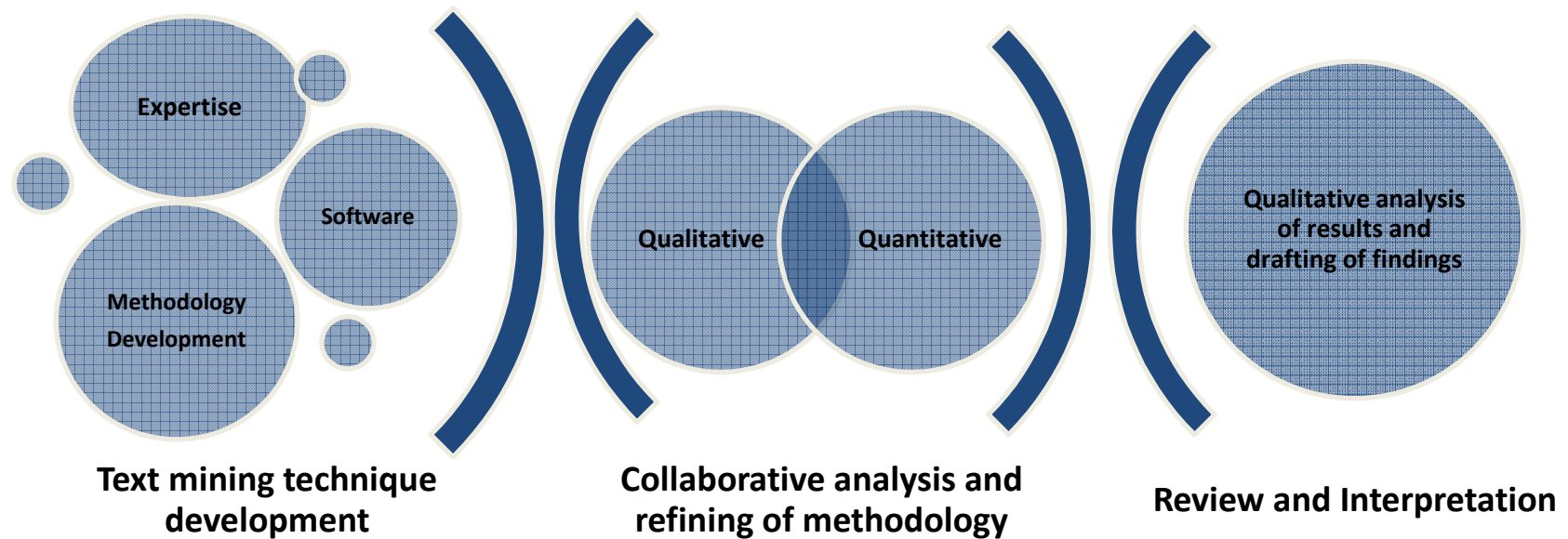


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Qualitative & Quantitative Analysis Symbiosis

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Qualitative & Quantitative Analysis Symbiosis





Simple?
Straightforward?
NOT!

Testing Hypotheses

After generating hypotheses (i.e., inferences)



Conduct the analysis and interpret the results



Eliminate those hypotheses that don't
“survive” the analysis



Leaving those we now call ...

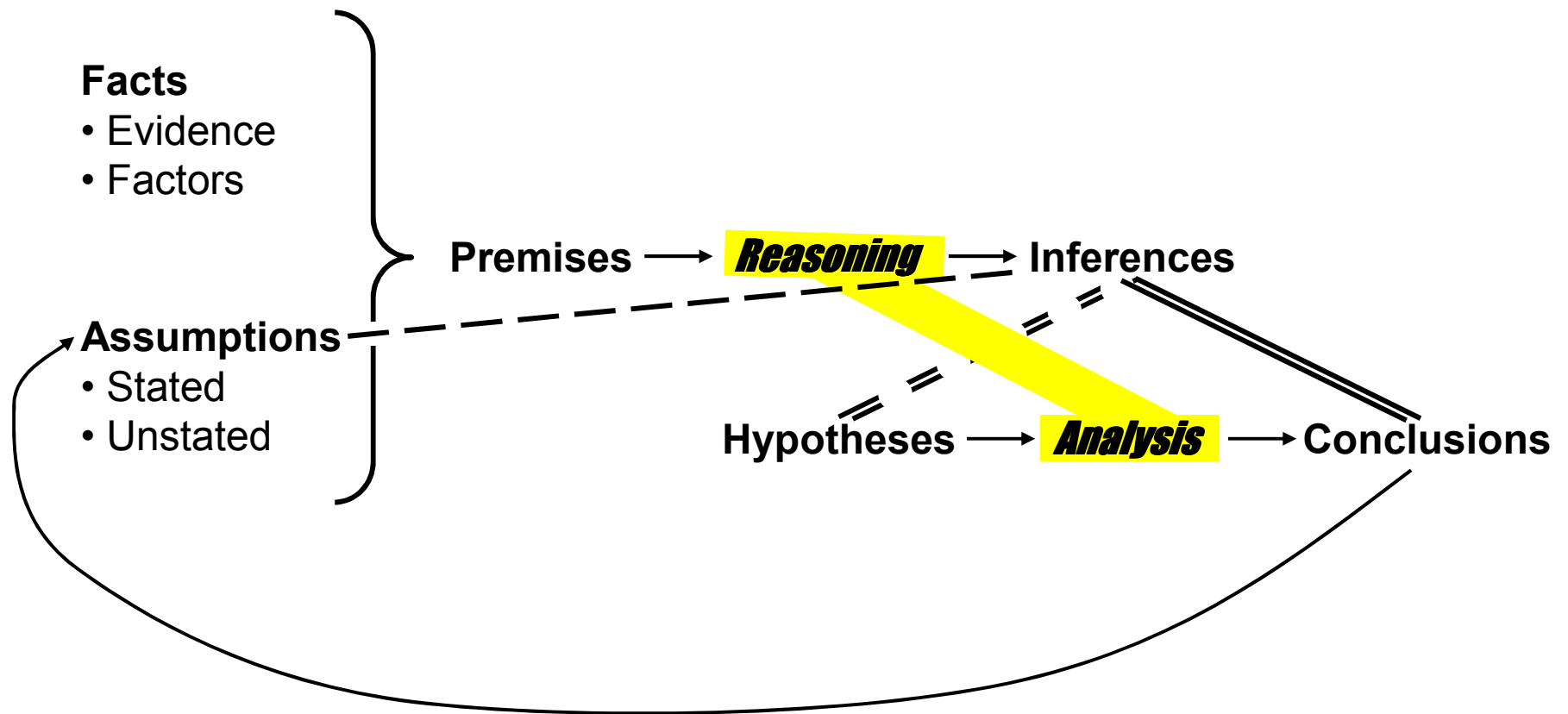


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Conclusions!

Analysis Logic Flow



Conclusions?

- The hypotheses that withstand effective testing (analysis) become your conclusions.

...but it is not always the case that one can reach a categorical conclusion.

- Sometimes the information is insufficient or contradictory.

Making Assessments

- Assessment in the face of continuing ambiguity or absent information is a matter of considerable judgement:
 - Is the remaining ambiguity sufficient to forestall any assessment?
 - Is there a possibility of obtaining more information to support a firm assessment in the time available?
 - Is it possible to provide a conditional assessment – one that provides users with useable indicators of whether or not it is valid?



Making Assessments

- In the end, one of the best devices to supplement an assessment is a clear statement of the level of confidence the analyst places on that assessment.
 - Doing so is not a mechanism for avoiding one's responsibility for the assessment, but providing additional information to the recipient to help him or her decide how much to rely on it



The Analyst's Task:

“If it is a fact, it ain't
intelligence.”

Former CIA Director, Michael Hayden



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Questions

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