


Intelligence Practice 101

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Outline

- What is intelligence?
- How is it produced?
- How is it used?
- How to approach terrorism analysis?
- Summary

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What is intelligence?



- Intelligence comprises **value-added insights** that confer actual or potential advantages to a customer, especially in terms of **decision support**.

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Situation Awareness



- Situation awareness involves detecting, identifying, locating, tracking, and making sense of developments in the operational environment, such as:
 - Key events;
 - Trends;
 - Driving forces; and
 - Issues.

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Shaping Actions



- The provision of sufficient, high-quality, pertinent intelligence to allow a client to ***make an informed choice*** between alternate *endstates*, and the *actions* required to achieve those endstates, with an acceptable level of risk, within a designated timeframe.

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How is intelligence produced?



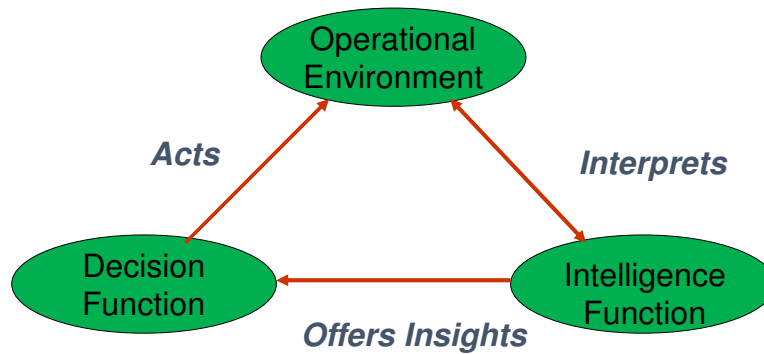
- Production of intelligence follows a ***cyclical process***, a series of repeated and interrelated steps that add value to original information inputs and create a substantially transformed product.
- Within this cyclical process, the ***processing step*** is the catalyst that transforms information into intelligence for planners and decision makers.

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How is intelligence used?



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Operational Environment (OE)



- The operating environment (OE) comprises the **actors**, **circumstances**, and **influences** that affect hostile and friendly behaviour, and otherwise bear upon the flexibility of the operational planning.

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Dealing with Complexity



- Intelligence problems are information-intensive (**complexity of detail**), which must be actively managed by the analyst, to avoid failure or confusion in the analysis.
- Even where detail is manageable, the relationships and freedom of movement (**complexity of dynamics**) between just a few people can create many different options for the adversary.

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Decision-making Function



- Focused on tasks
- Answerable to his own operational boss
- Balances multiple factors in security planning
- Possess variable risk tolerances
- Forms operational plans

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Dealing with Risk



- Use intelligence to gain a deeper understanding of how best to intervene so as to make more informed decisions about:
 - Whether to intervene;
 - What to do;
 - When and where to do it;
 - What are the desired effects to be created; and
 - What are appropriate performance metrics for the intervention(s).

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Intelligence Function



- Focused on uncertainty
- Answerable to the consumer
- Uses multiple sources of information
- Uses fact and inference
- Forms judgments and forecasts

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Dealing with Value

- In reviewing intelligence prior to release, consider the analysis from the consumer's point of view and ask - **so what?** For example, we could ask ourselves three evaluative questions:
 - Does my analysis tell us something important?
 - Does my analysis help frame or solve at least part of an important puzzle?
 - Does my analysis address specifically and effectively what key decision-makers need to know to get **their** jobs done?

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Example - Terrorism Analysis

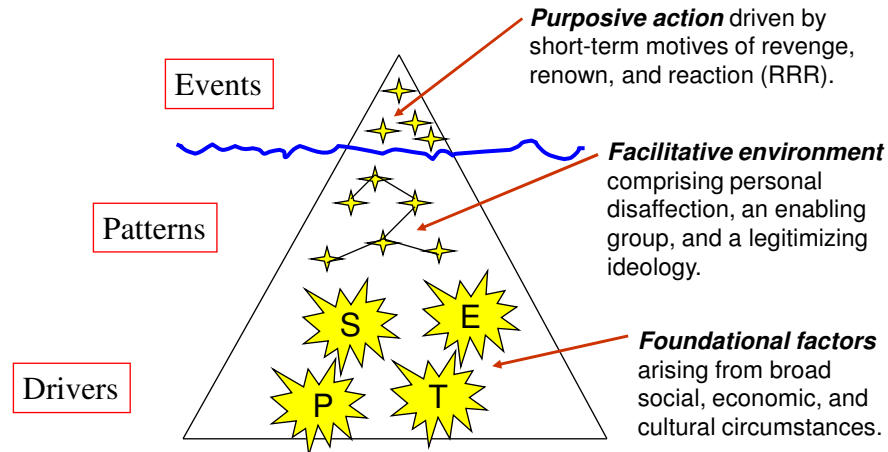
- Analysing terrorism provides structure to information that can be highly fragmentary, lacking in well-defined links, and fraught with deception. There is no shortage of information; we receive huge amounts of data from many different sources - countless unsystematic 'dots' of information – so good practice is to:
 - Seek to understand what is happening, why it is happening, and what may happen next.
 - Focus on essential elements of information (EEI) such as: capabilities, intentions, and vulnerabilities.
 - Consider multiple threat scenarios.

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What is the Problem?



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Intentions



- Intention is a judgment about what an adversary will do in the operational area?
- Intention is formed by the adversary's assessment of its purpose, strengths, and weaknesses, as well as the opportunities and threats presented by the operational area.

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Capability



Christopher Bing The World's Paper

- Capability is a measure of what a threat agent can do in the operational area?
- Capability is formed by many building blocks such as doctrine, training, equipment, people, organization, etc.

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Vulnerabilities



- Vulnerability is the point where we should strike the adversary to have the greatest impact?
- Vulnerability is formed by the inability of an adversary to be strong everywhere, all of the time.

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Threat Scenario Typology



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Summary

- Intelligence provides a critical input for efficient and effective strategy, policy, and operational planning.
- Intelligence helps decision-makers understand an increasingly complex and uncertain world.
- Intelligence helps decision-makers by 'informing decisions' rather than 'driving decisions.'
- Intelligence may not provide a precise answer, but disciplined judgments drawn from the best available information helps us better understand the problem and reduces the risk in decision making.

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