



**Pherson Associates, LLC**  
*Instilling Rigor and Imagination in Analysis*

# **How to Identify, Evaluate, and Teach Best Analytic Practices**

A Presentation to the Global Intelligence Forum  
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# Criteria for Identifying Best Analytic Practices

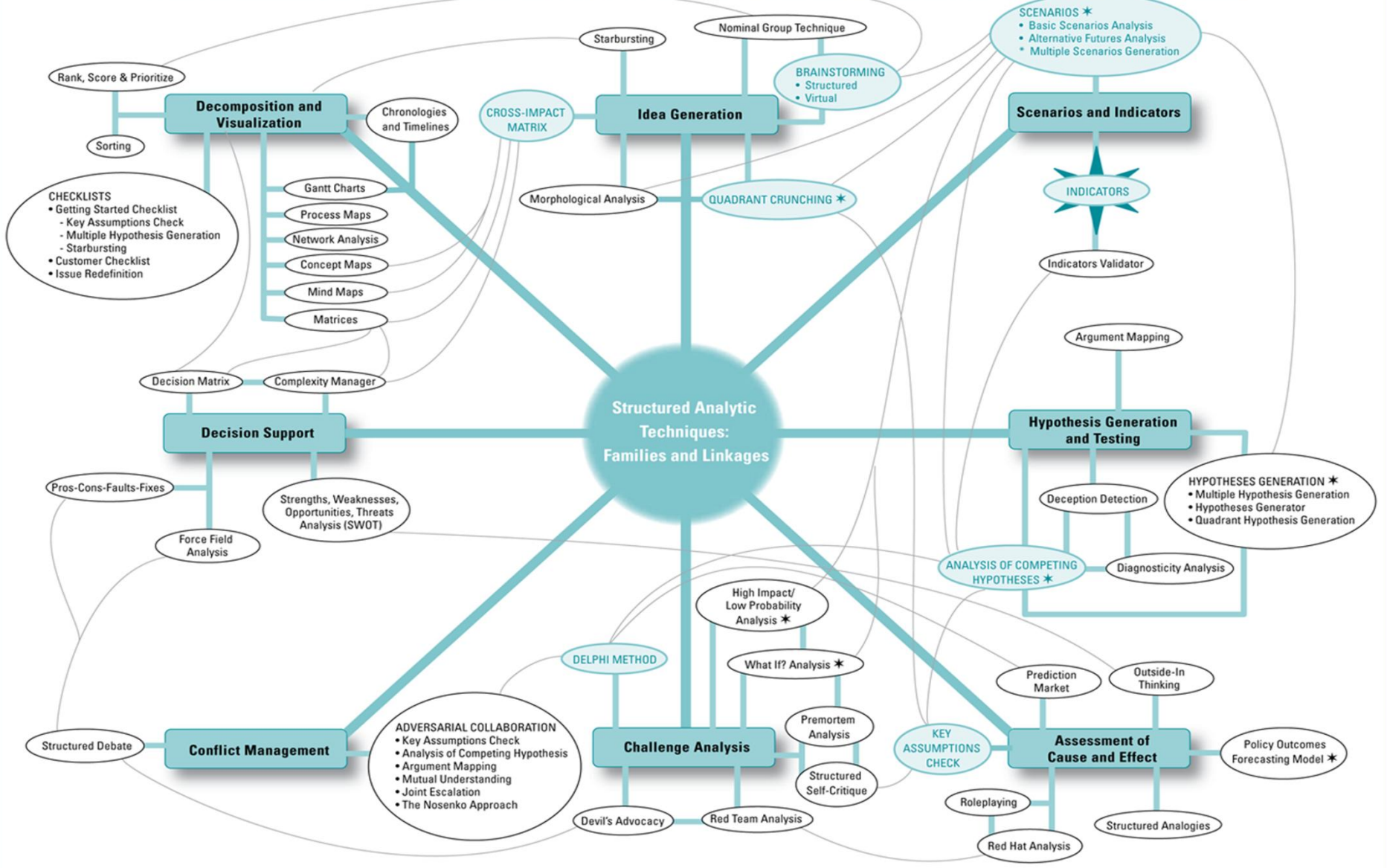
## **Key Criteria** *(from the analyst's perspective):*

- Adds rigor
- Fully transparent
- Saves time (over time)
- Makes the analysis more compelling

# Identifying the Core Structured Techniques

- **Intelligence Community: CIA Kent School's "Core Four"**
  - Structured Brainstorming
  - Key Assumptions Check
  - Analysis of Competing Hypotheses
  - Indicators
- **Business Community: Global Consultant "Top Six"**
  - Key Assumptions Check
  - Analysis of Competing Hypotheses
  - Quadrant Crunching
  - Indicators / Indicators Validator
  - Pre-Mortem Assessment
  - What If? Analysis

# Structured Analytic Techniques for Intelligence Analysis by Richards J. Heuer, Jr. & Randolph H. Pherson



# “Multiple Domain” Techniques

- Structured Brainstorming
- Key Assumptions Check
- Analysis of Competing Hypotheses
- Indicators
- Scenarios
- Cross-Impact Matrix
- Quadrant Crunching
- Delphi Technique

# How Do We Know They Work?

- Good Art = What analysts use the most
- Good Science = What testing proves works
- Key Evaluation Questions
  - Did you do the process right? (*easy*)
  - Did you predict accurately? (*hard*)
- Validation Challenges
  - Creating control populations (*hard*)
  - Building partnerships with academia (*more promising*)

# How Do We Teach It?

- **In the classroom: Learn by Doing**
  - ❑ Case Studies
  - ❑ Storytelling/Videos
- **On the job: Learn from Coaching**
  - ❑ Focus first on critical thinking & effective writing
  - ❑ Institutionalize with Tradecraft Cells
    - Structured Analytic Techniques
    - Sophisticated computer tools
    - Best collaboration practices
    - Outreach policies

# Questions?

If you have any questions, please  
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