

SHARING THE FINDINGS

The Challenge for Strategic Analysts to Justify and Explain Themselves

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FUNCTIONS & DEVELOPMENT OF ANALYSTS

■ HISTORICAL BASIS:

- plan, collect, integrate, analyse, interpret, forecast ... and *inform!*

■ PREPARING FOR ACTION:

- core training & development in all aspects – across entire intelligence community

■ TRENDS:

- need to convince about beliefs and opinions
- expectation of quicker, smarter analysis of data
- Continued demands for better, more automated analytical tools
- Techniques for analysis grow in volume and type
- New techniques themselves start to become more complex and challenging
- Not all analysts have access to further exposure, training or developmental opportunities

REPORTING & SHARING STRATEGIC IDEAS

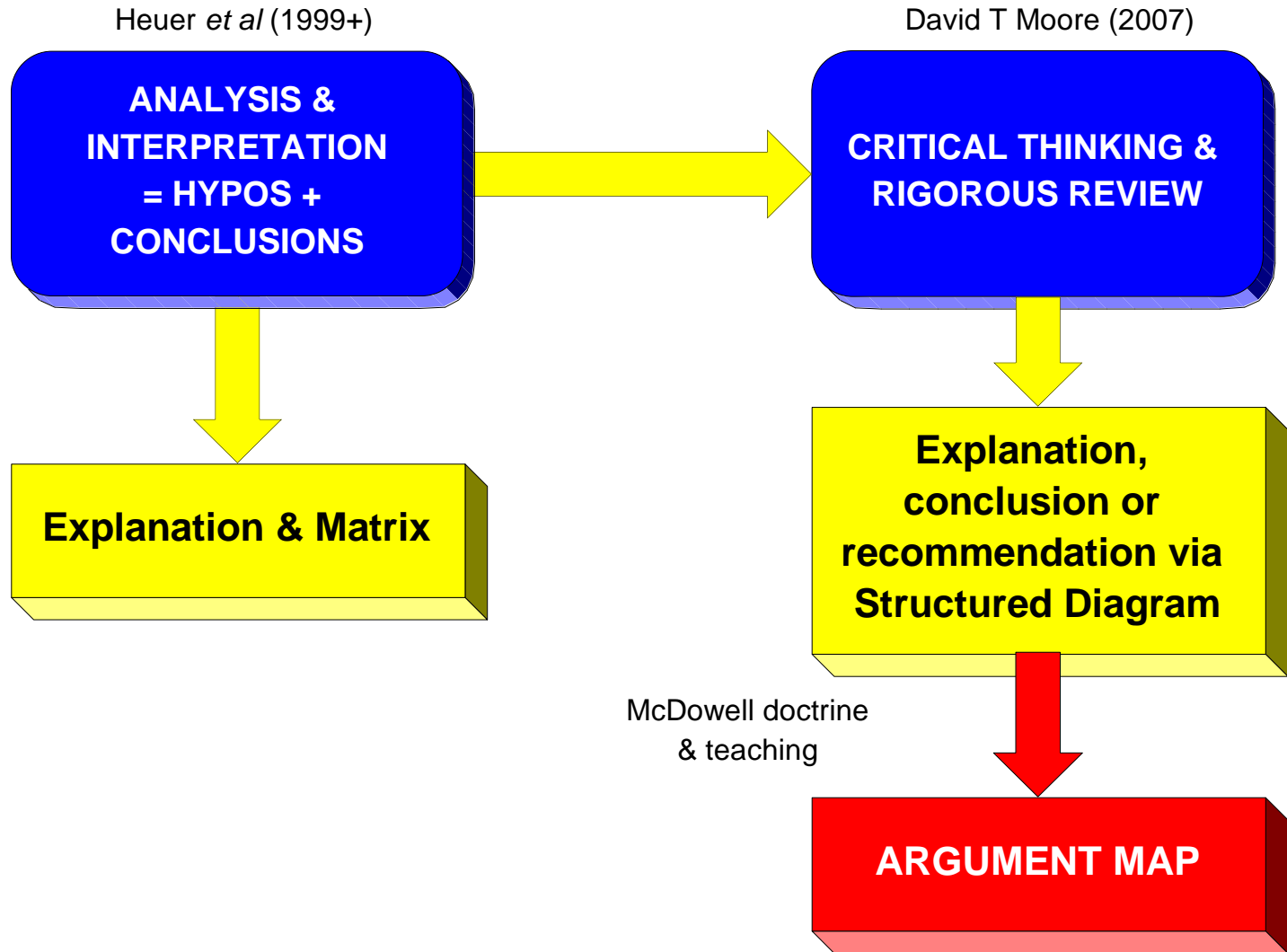
■ THE DILEMMA:

- ✓ presentation skills and communication part of core curricula
- ✗ little time spent on this aspect in otherwise crowded programs
- ✓ yet high expectations of increasing personal competence
- ✗ dissent as to whether *presentation* is really an analyst's role
- ✓ but high sense of satisfaction goes hand in hand with good presentations

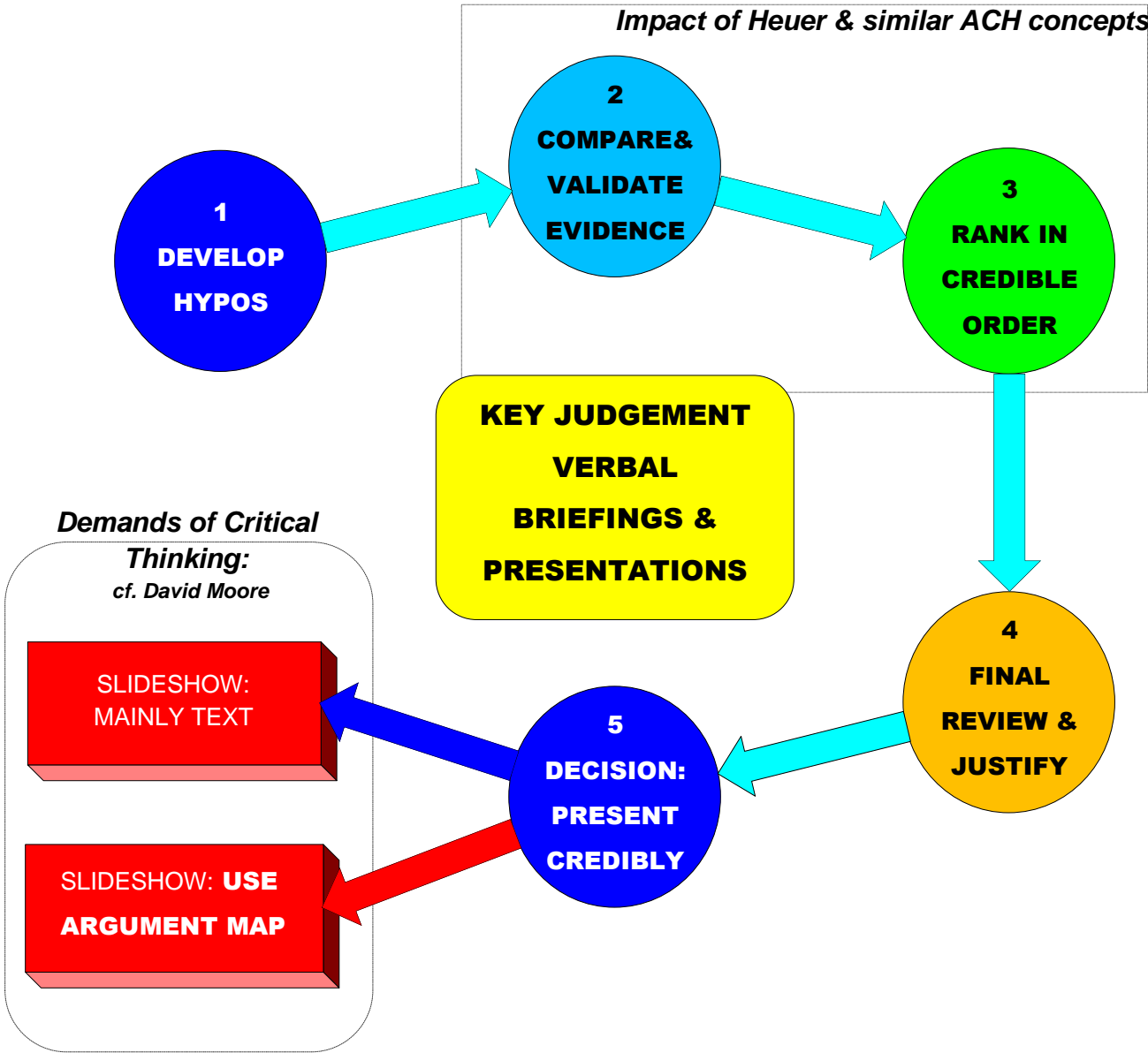
■ CORE ISSUE:

- *increasing need for focus on rationale for judgements & findings (Heuer et al)*
- *demand for a display of critical thinking and rigorous evaluation*
- *... not merely on the glitz of presentations*

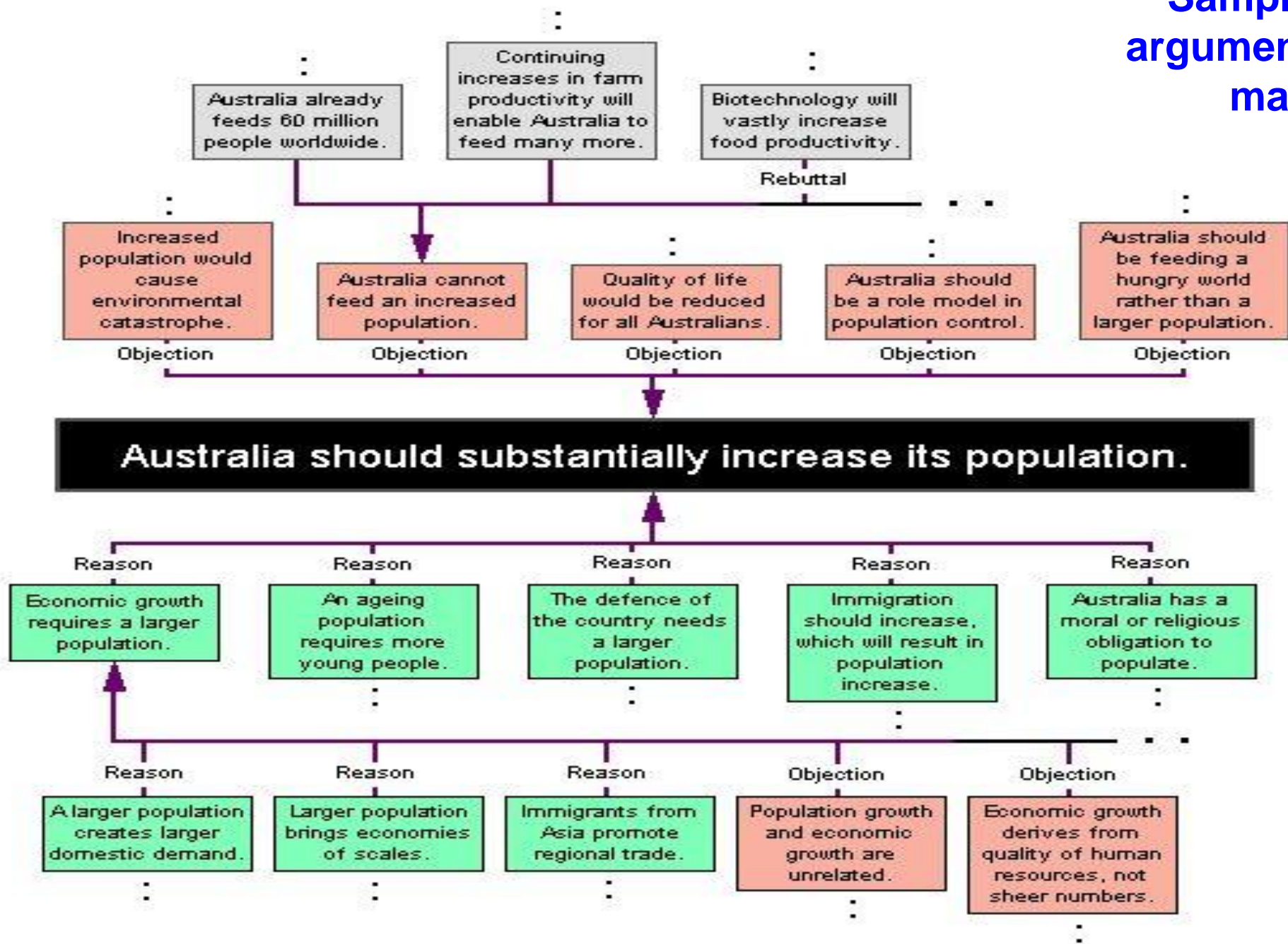
PERSUASION & PRESENTATION



HEART OF THE ROUTINE



Sample argument map



ARGUMENT MAPPING – a familiar view!

