

DUNGARVAN CONFERENCE

OUTLINE FOR COMMENTS BY TONY CAMPBELL

SEVEN DEADLY SINS AND SEVEN CARDINAL VIRTUES OF ANALYTIC BEST PRACTICES

Introduction –

- Ireland's contribution to analytic best practices - language
- outline of seven different career perspectives from which I have encountered intelligence analysis
- the presentation will isolate and discuss one "sin" and one associated "virtue" from the perspective of each of my seven career "incarnations"

The Seven Sins and the Associated Seven Virtues

- (1) the problem of secrecy and excessive security as an impediment to analytic best practices
- (2) the problem of failure to understand the customers and their needs
- (3) the problem of inattention to the most scarce resource – time
- (4) the problem of inadequately developed managers of analytic resources
- (5) the problem of inadequate understanding of pedagogical principles and differences in learning styles of customers
- (6) the problem of inward-looking analysts when collaboration and understanding of outside perspectives is more important than ever
- (7) the problem of vertical specialization at a time when there is a need to blend it with increasing "horizontalization" or reference to different perspectives to produce what might be called "the hybrid intelligence analysis of the future"

The Global Futures Forum and the Community of Interest on the Practice and Organization of Intelligence (COI POI)

- what GFF is and what it does
- what the COI POI is and does
- three interesting examples from a recent meeting reflecting on analytic best practices
 - o intelligence analysis as "odd man out" in a policy team
 - o words have consequences - the importance of nuance
 - o the importance of process and structure to preserve truth telling and weak signals

Conclusion