

# CRITICAL THINKING FOR STRATEGIC INTELLIGENCE

2ND EDITION



Katherine Hibbs Pherson • Randolph H. Pherson  
Foreword by Charles E. Allen



# Critical Thinking For Strategic Intelligence Second Edition

**Randolph H. Pherson, Ole  
Donner, Oliver Gnad**



## **Critical Thinking For Strategic Intelligence Second Edition:**

Critical Thinking For Strategic Intelligence Katherine Hibbs Pherson, Randolph H. Pherson, 2012-10-23 Accomplished instructors and intelligence practitioners Beebe and Pherson have created a set of twelve robust class tested cases on events in foreign intelligence counterintelligence terrorism homeland security law enforcement and decision making support The case studies are designed to give analysts intraining a hands on opportunity to apply structured analytic techniques to tackle real life problems Each case delivers a compelling narrative and a set of step by step instructions that make teaching and learning as effective and efficient as possible Key Features Questions at the start of each case challenge the student to think critically and help the students bring the case into focus Carefully crafted narratives provide the right amount of detail to give a realistic sense of the complexity and challenges of the case Recommended readings at the end of each narrative allow room for further research Sections entitled Structured Analytic Techniques in Action frame the analytic tasks and provide step by step instructions for applying three to five analytic techniques in a series of exercises for each case study Two hundred photos maps figures tables boxes and technique templates support analysis and instruction and A matrix of the cases and techniques used in each cases augment the annotated table of contents and provide students and instructors an all in one view of the contents *Critical Thinking for Strategic Intelligence* Katherine Hibbs Pherson, Randolph H.

Pherson, 2016-10-14 The Second Edition of *Critical Thinking for Strategic Intelligence* provides a basic introduction to the critical thinking skills employed within the intelligence community This easy to use handbook is framed around twenty key questions that all analysts must ask themselves as they prepare to conduct research generate hypotheses evaluate sources of information draft papers and ultimately present analysis Drawing upon their decades of teaching and analytic experience Katherine Hibbs Pherson and Randolph H Pherson have updated the book with useful graphics that diagram and display the processes and structured analytic techniques used to arrive at the best possible analytical product *Critical Thinking for Strategic Intelligence* Katherine Hibbs Pherson, Randolph H. Pherson, 2016-10-14 With this second edition of *Critical Thinking for Strategic Intelligence* Randolph H Pherson and Katherine Hibbs Pherson update their highly regarded easy to use handbook for developing core critical thinking skills and analytic techniques This indispensable text is framed around 20 key questions that all analysts must ask themselves as they prepare to conduct research generate hypotheses evaluate sources of information draft papers and ultimately present analysis New material includes a chapter on working with statistics and probabilities at an introductory level discussions on how to work with social media managing the big data phenomenon and what role analysis plays both at the front and back end of utilizing such information Each of the book's chapters are consistently organized enabling students and analysts alike to easily trace the key steps of Setting the Stage Looking More Deeply Key Takeaways Considering the Case Study and the book's illustrations include useful graphics that diagram and display the processes and structured analytic techniques for arriving at the best possible analytical products The Analyst's

Roadmap provides an at a glance map for readers depicting the best practices involved in perfecting the analytical product A set of carefully crafted case studies on national intelligence homeland security and law enforcement issues illustrate how to apply these critical thinking skills tie directly to end of chapter questions providing valuable self assessment opportunities

Structured Analytic Techniques for Intelligence Analysis Randolph H. Pherson, Richards J. Heuer Jr., 2019-12-05 Excellent publication for the study of intelligence analysis structured analytical techniques and their application in this increasingly dangerous environment A must read for anyone entering the intelligence community as an analyst practitioner stakeholder and leader Charles E Wilson University of Detroit Mercy The Third Edition of Structured Analytic Techniques for Intelligence Analysis showcases sixty six structured analytic techniques nine new to this edition that represent the most current best practices in intelligence law enforcement homeland security and business analysis With more depth detail and utility than existing handbooks each technique is clearly and systematically explained Logically organized and richly illustrated and with spiral binding and tabs that separate techniques into categories this book is an easy to use comprehensive reference

**Analyzing Intelligence, Second Edition** Roger Z. George, James B. Bruce, 2014-02-26 Analyzing Intelligence now in a revised and extensively updated second edition assesses the state of the profession of intelligence analysis from the practitioners point of view The contributors most of whom have held senior positions in the US intelligence community review the evolution of the field the rise of new challenges pitfalls in analysis and the lessons from new training and techniques designed to deal with 21st century national security problems This second edition updates this indispensable book with new chapters that highlight advances in applying more analytic rigor to analysis along with expertise building training and professional development New chapters by practitioners broaden the original volume s discussion of the analyst policymaker relationship by addressing analytic support to the military customer as well as by demonstrating how structured analysis can benefit military commanders on the battlefield Analyzing Intelligence is written for national security practitioners such as producers and users of intelligence as well as for scholars and students seeking to understand the nature and role of intelligence analysis its strengths and weaknesses and steps that can improve it and lead it to a more recognizable profession The most comprehensive and up to date volume on professional intelligence analysis as practiced in the US Government Analyzing Intelligence is essential reading for practitioners and users of intelligence analysis as well as for students and scholars in security studies and related fields

Critical Thinking for Strategic Intelligence Katherine H. Pherson, Randolph H. Pherson, 2025-12-30 A highly regarded easy to use handbook for developing core critical thinking skills and analytic techniques

**Routledge Handbook of Disinformation and National Security** Rubén Arcos, Irena Chiru, Cristina Ivan, 2023-11-17 This interdisciplinary Handbook provides an in depth analysis of the complex security phenomenon of disinformation and offers a toolkit to counter such tactics Disinformation used to propagate false inexact or out of context information is today a frequently used tool of political manipulation and information warfare both online and

offline This Handbook evidences a historical thread of continuing practices and modus operandi in overt state propaganda and covert information operations Further it attempts to unveil current methods used by propaganda actors the inherent vulnerabilities they exploit in the fabric of democratic societies and last but not least to highlight current practices in countering disinformation and building resilient audiences The Handbook is divided into six thematic sections The first part provides a set of theoretical approaches to hostile influencing disinformation and covert information operations The second part looks at disinformation and propaganda in historical perspective offering case study analysis of disinformation and the third focuses on providing understanding of the contemporary challenges posed by disinformation and hostile influencing The fourth part examines information and communication practices used for countering disinformation and building resilience The fifth part analyses specific regional experiences in countering and deterring disinformation as well as international policy responses from transnational institutions and security practitioners Finally the sixth part offers a practical toolkit for practitioners to counter disinformation and hostile influencing This handbook will be of much interest to students of national security propaganda studies media and communications studies intelligence studies and International Relations in general

Homeland Security and Intelligence Keith Gregory Logan, 2017-11-16 Now updated and expanded for its second edition this book investigates the role intelligence plays in maintaining homeland security and emphasizes that effective intelligence collection and analysis are central to reliable homeland security The first edition of Homeland Security and Intelligence was the go to text for a comprehensive and clear introduction to U S intelligence and homeland security issues covering all major aspects including analysis military intelligence terrorism emergency response oversight and domestic intelligence This fully revised and updated edition adds eight new chapters to expand the coverage to topics such as recent developments in cyber security drones lone wolf radicalization whistleblowers the U S Coast Guard border security private security firms and the role of first responders in homeland security This volume offers contributions from a range of scholars and professionals from organizations such as the Department of Homeland Security the Center for Homeland Defense and Security at the Naval Postgraduate School the National Intelligence University the Air Force Academy and the Counterterrorism Division at the Federal Law Enforcement Training Center This breadth of unique and informed perspectives brings a broad range of experience to the topic enabling readers to gain a critical understanding of the intelligence process as a whole and to grasp what needs to happen to strengthen these various systems The book presents a brief history of intelligence in the United States that addresses past and current structures of the intelligence community Recent efforts to improve information sharing among the federal state local and private sectors are considered and the critical concern regarding whether the intelligence community is working as intended and whether there is an effective system of checks and balance to govern it is raised The book concludes by identifying the issues that should be addressed in order to better safeguard our nation in the future

**Time and Narrative in Intelligence Analysis** Joshua Yaphe, 2025-07-11 This book offers a new framework and

set of standards for intelligence analysis drawing from a variety of academic disciplines such as philosophy historiography literary theory and semiotics The US Intelligence Community is guided by a conviction that its practitioners are engaged in the scientific pursuit of fact based evidence and its institutions uphold a set of tradecraft skills based on objectivity timeliness and non politicization that serve to define professionalism That approach is counterintuitive to the way analysts actually seek to use language and rhetoric to convince and persuade readers and counterproductive to the future recruitment and retention of subject matter experts This book re examines the assumptions and biases that underlie the intelligence profession in America and its increasing turn toward Artificial Intelligence with case studies of declassified analytical products on Argentina China Iraq Italy and South Africa This book will be of much interest to students of intelligence national security philosophy US politics and foreign policy The Open Access version of this book available at <http://www.taylorfrancis.com> has been made available under a Creative Commons Attribution Non Commercial No Derivatives CC BY NC ND 4.0 license

Clear Thinking Randolph H. Pherson, Ole Donner, Oliver Gnad, 2024-02-28 This book enables analysts in government and the private sector as well as policy advisors and decision makers to assess global risks and opportunities systematically make well founded and informed decisions and anticipate the unanticipated The authors illuminate the basics of intuitive and analytical thinking and how structured techniques can mitigate the impact of cognitive biases misapplied heuristics and intuitive traps Three case studies illustrate how to apply over 30 Structured Analytic Techniques SATs with step by step instructions The final chapter focuses on how to optimize the impact of your analytic product be it a paper briefing or digital display

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