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Chapter 1 : Intelligence analysis : a target-centric approach / Robert M. Clark - Details - Trove

Noting that "[w]e learn more from our failures than from our successes," Robert Clark opens the fifth edition of his book Intelligence Analysis: A Target-Centric Approach in that spirit.

A Target-Centric Approach demonstrates that a collaborative, target-centric approach leads to sharper and more effective analysis, while better meeting the needs of the customer. Thoroughly revised to reflect the changes in the constantly shifting landscape of intelligence, the Fifth Edition contains a new chapter that frames the nature of intelligence in 21st century conflict. The book also accounts for recent events such as the rise of ISIL and the conflict in Ukraine, and contains new examples throughout. Van Court on Sep 18, This is an excellent work on intelligence analysis, but is not for the layman. Clark is up front about his target audience, so I went into it knowing that I might struggle a bit. He routinely uses terms and refers to concepts that are somewhat obscure, a glossary would create a huge improvement. But the effort invested in reading this was well rewarded. The title; "Intelligence Analysis: A Target-centric Approach" is misleading. The book provides a comprehensive overview of the entire intelligence process from collecting information to the civil and military leaders using the product of analysis in their decision process, not just "Intelligence Analysis". The use of diverse and fairly well cited examples I assume the uncited ones are first-hand information for the author? The entire intelligence process is described, along with some of the bureaucratic idiosyncrosies that created some of the confusing arrangements of agencies and nomenclature. The specifics of analytical methods were excellent. I thought the discussion of link analysis for describing social networks was excellent, but he neglected to point out that sociologists use the same tools and methods in their research, as do investigative reporters. Again, it could have benefited from some clarification like the difference between covert and clandestine, and the inconsistent use of operational level and tactical level but this was, at worst, a trivial distractor from his main point. His main point was the need for collaboration between all the concerned parties; intelligence collectors, analysts, and the decision-makers that use it. He discussed an illustrated the problem at length and certainly makes his case. I was intrigued though. He seems to be personally struggling with some of the underlying issues like chaotic, nonlinear, and non-hierarchical issues and organizations facing our nation. Van Court Got any Spooks in training? Get a copy of this book! I refer to it constantly, whether it be the list of INTs intelligence disciplines or targeting methodologies This copy has also been asked about by colleagues in the intelligence field, who hesitantly admit there is no "introductory" textbook to intelligence analysis - most of it is on-the-job training. The prevalence of this text in the IC intelligence community should be enough to convince a bystander that this text is worth of their time. Comprehensive By Clark W. Had to read a section or two twice, but it was worth it to fully comprehend the concepts Mr. Was very educational and practical. Brings reader back to the purpose of intelligence analysis and furnishes a blueprint for a systematic approach to this art. A Target-Centric Approach" is an up-to-date, practical manual on the conduct of analysis in the context of the current global war on terrorism. This manual is well suited for classroom use for intelligence professionals, whether in the military, in civilian government agencies, or private industry. Clark divides his topic into three principal sections. In the first, he provides a detailed break-down of the target-centric approach as the collaborative, interactive, information network-enabled analysis that has replaced the hierarchical stovepipe architecture of the Cold War. In the second section, on modeling, Clark explains in clear and understandable language the process by which analysts synthesize available information into a conceptualization of the intelligence problem. This key step produces the basis to which analysts will apply predictive analysis. Clark discusses a variety of methods to approach analysis, along with their practical limits and familiar challenges such as bias and customer interaction. His liberal use of examples from recent intelligence failures help make clear just what a challenging combination of art, science, and team effort good intelligence analysis should be. This book is not without some faults. His definitions of Strategic, Operational, and Tactical intelligence are imprecise and not those commonly in use in, for example,

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the Department of Defense. Strategic intelligence is better defined by the level of the customer served and not by whether it is long range or short range. Similarly, his breakdown of the standard intelligence disciplines achieves simplicity at the expense of considerable accuracy. As an example, his explanation of TECHINT confuses the acquisition of foreign materials with their actual exploitation for intelligence value. Intelligence Community lacks standardization, which fault contributes to the challenges of collaboration. This book is very highly recommended to intelligence professionals interested in a systematic and unclassified exploration of the techniques of good analysis. The book should also be read by criminal investigators. It provides an alternative to the traditional intelligence cycle and argues for a Target Centric approach to intelligence. Five Stars By Gregory A. Posey on Aug 18, Excellent condition. Grad Student By M. I purchased this book to better understand the concepts and innerworkings of the intelligence community, and the book was not only extremely insightful, but also very easy to read and understand. A Serious Review of Methods of Analytical Thought Illustrated By Successes and Failures of Intelligence Analysis By Ira Laefsky on Nov 13, I am not an intelligence analyst or even a serious student of intelligence analysis, but find this book an excellent stimulus to thought and a serious discussion of all aspects of analytical thought. Clark has a Ph. I would highly recommend this book for any student of a field that requires analytical thought, whether in science, technology or world affairs. By Nate L on Nov 22, I thought this book was excellent. Among other things, it really made me appreciate how stressful intelligence work can be. Hence, I presume, the alcoholic spy trope. I assume Clark did that very deliberately, that sort of the emotional thrust of the book is to shake the reader or anyway this reader from the slumbers as it were of arrogance or complacency. The content is sort of a grab-bag. The "target-centric approach" of the title is I think mostly just that: I got the sense that this book was more of a generic, disciplined sort of analysis of intelligence and what tends to work. One thing that I confess is a bit frustrating about the book is what I might call the "information asymmetry" between author and this reader. Reading the book, I got the impression that Clark has a lot of information at his fingertips, that he really knows his subject. But one consequence of that is that it makes it easy for him argue the case he wishes to argue and can choose evidence that fits that case-- like any well-prepared lawyer, I suppose. In any case, I found the book very illuminating. I think his style is very thorough and detail-oriented. I think a lot of it is to make explicit things that people tend to do intuitively which is a very valuable thing to do, essentially because it allows you to correct any flaws in your intuition. So, perhaps somewhat non-obviously, I found perhaps the most intellectually demanding part of reading this book, to be as it were the pursuit of self-knowledge. This seems like an excellent introductory book to intelligence. Woodward on May 22, Most books about intelligence end up being boring discussions about the intelligence cycle or intelligence sources and never get to the heart of the process. Clark begins with a brief discussion about the intelligence process, but quickly focuses on why it is important to accurately define the problem that you are trying to assess. This step is often missed, even by seasoned intelligence analysts, who frequently leave many of their assumptions unclarified. Clark uses many references to actual historical case studies to make valid points about common failure tendencies. The real value of this book is in the area of predictions. Clark states rather emphatically that " Describing a past event is not intelligence analysis; it is history. The highest form of intelligence analysis requires structured thinking that results in a prediction of what is likely to happen. True intelligence analysis is always predictive". He goes on to dedicate a sizeable share of remainder of the book to predictive techniques. Many who claim to be intelligence officers do not employ the predictive techniques describes in this book. Intelligence folks have a propensity to gravitate to current intelligence and retell what has already been told, while neglecting to take on the challenging task of predicting what is next. This is one of the best overview books on intelligence analysis. By Mirasreviews on Aug 26, "Intelligence Analysis: A Target-Centric Approach" is now in its 5th edition. There have been some reorganization and additions since the 4th edition. Part 2 from the 4th edition, which addressed creating the model, is now in Part 1. All discussion of modeling and analyzing past and present is in Part 1. Part 2 addresses "The Estimative Process", prediction, in other words, which used to be Part 3. Discussion of systems and network views of analysis, touched on in the 4th

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edition, have been given their own Part 3, where three new chapters are dedicated to a systems view and two new chapters to a network view. These include discussion of customers and collectors of intelligence. Clark is a lieutenant colonel, USAF, retired, who worked as a senior analyst at the CIA, has taught university at the graduate level, and is currently an independent consultant. The author believes that "the intelligence process should revolve around how best to approach the target. This is similar to "object-based production" currently in use. Six chapters are dedicated to different methods of modeling. They explain how to populate the models with information, how to evaluate information, pitfalls in weighing evidence, the impact of information technology, coping with denial, deception, and signaling by the target, and modeling the target as a system or as a network. Each chapter presents a variety of options for modeling your problem then explains how to use them. The author offers many historical examples, which liven up the text a bit. Part 2, "The Estimative Process", explains how to create target models of possible futures, which requires accurately assessing the forces at work. After a discussion of the difficulties in dealing with divergent, as opposed to convergent, phenomena and how to use extrapolation, projection, and forecasting, the author dedicates one chapter each to "Estimative Forces," "Scenarios," and "Simulation Modeling. Most of the chapter on "Systems View: Function" is dedicated to reasons for intelligence failures. I read "Intelligence Analysis" primarily because I participate in geopolitical forecasting tournaments.

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Intelligence process[edit] "Intelligence Analysis: Clark The most common view of the intelligence process is the model known as the intelligence cycle. In the original concept of this model, the steps are isolated stages where each part has a designated purpose or task. When the contributors and collectors complete data collection, the cycle continues. While this procedure completes each part of the cycle, it may constrain the flow of information. In the pure model, there is limited opportunity for contributors or consumers to ask questions or provide feedback. Likewise, when the decision-maker receives an intelligence estimate, he or she should have the opportunity to ask questions concerning not only how the analyst reached a particular conclusion, but also questions concerning the reliability of sources. Sherman Kent the "father of intelligence analysis," left a legacy in not only his work, but in the faculty members at the Sherman Kent Center. The faculty teaches intelligence principles to future intelligence analysts. According to Jack Davis, of the Sherman Kent Center, Kent encouraged arguments and dissent among analysts, as well as taking into account a "wide range of outside opinions. It is important to note that agencies constantly modify the traditional, pure model in intelligence practice. For example, various "centers" under the Director of National Intelligence deliberately put collectors and analysts into teams. Everyone neatly avoids responsibility for the quality of the final product. According to April and Bessa, CIAD is a linear process where the intelligence product moves upward through the layers of the organization. In contrast, CTI is a more networked model. They found that the organizational structure associated with CIAD prevents open-sharing of information and ideas, and is a stumbling block to intelligence analysis. Jardines , President of Open Source Publishing, Incorporated, presented a statement and supported the target-centric approach to intelligence. Robert Clark "proposes a more target-centric, iterative and collaborative approach which would be far more effective than our current traditional intelligence cycle. Each individual can question the model and get answers along the way. The target-centric model is a network process where the information flows unconstrained among all participants, who also focus on the objective to create a shared picture of the target. Creating the model[edit] Target-centric intelligence cycle Models in intelligence[edit] Conceptual models are useful for the analytic process, and are particularly helpful to help understand the target-centric approach to intelligence. The model allows the analyst to use a powerful descriptive tool to both estimate current situations and predict future circumstances. This is where the analyst must research, gather information, and synthesize to populate the model. For an analyst to successfully populate a model for a complex target, he or she must find information from a wide range of both classified and unclassified sources. This includes retrieving information from the body of existing intelligence. Even though open source information is inexpensive or free, and easily accessible, it can be just as useful as the more specialized, technical intelligence sources that are expensive to use. Finally, after the analyst examines each piece of data, the analyst must incorporate the information into the target model. As the body of information builds in the model, the analyst can more easily determine where there are inconsistencies in conclusions. This requires the analyst to carry out further research to support or deny a particular conclusion. Also, as the analyst populates the model, the target model shows where gaps exist in the model. These gaps also force the analyst to collect additional information to more completely describe the target. Organizational analysis[edit] Clark defined an organization as a system that "can be viewed and analyzed from three perspectives: Function describes the product of the organization and emphasizes decision-making. Finally, Process describes the activities and knowledge that formulate the final product. An analyst must consider each of these components while examining a particular target organization. Weaknesses or changes in the target organization aid the analyst in constructing a predictive, reliable analysis. Instead, it offers an alternative method to the established intelligence process. The intelligence cycle, like

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many other systems, continually needs improvement. According to the National Commission on Terrorist Attacks upon the United States , the US intelligence agencies experienced inadequate coordination and cooperation. A target person or location is first identified and located. The target is then kept under continuous surveillance while a Positive Identification is established. A raiding force is assigned to capture or kill the target. Intelligence material is secured and mined, with detainees interrogated. Information is studied to identify further targeting opportunities. Analysts should expect intelligence failures, and refine the methodology to learn from what worked and what did not work. If analysts back-track to collaborate with collectors and respond to multiple questions from decision makers, the finished product will likely take a longer amount of time to reach the decision maker.

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Chapter 3 : Intelligence Analysis: A Target-Centric Approach by Robert M. Clark ()

Robert M. Clark's Intelligence Analysis: A Target-Centric Approach demonstrates that a collaborative, target-centric approach leads to sharper and more effective analysis, while better meeting the needs of the customer.

Clark CQ Press, , fifth edition , pp. A Target-Centric Approach in that spirit. Clark identifies two goals for the book: Second, it should use the existing base of intelligence information to provide immediate responses to the customer. Third, it should manage the expeditious creation of new information to answer remaining questions. What is the motivation for this book? Clark raises two justifications in Chapters 1 and 2. The first, as noted above, is based on the assertion that previous, notable intelligence failures were preventable, and that if only intelligence analysts and collectors and their customers did a better job, then at least some future failures could be avoided. Clark identifies three types of intelligence failures: More importantly, scholars and pundits typically do not look at cases of success mostly because success in the IC tends not to be remarkable and causes of success. As such, it is difficult to suggest causality and perhaps even correlation. A second motivation for the book is the change in the nature of current conflict. Clark argues that, at least in part because of globalization and the Internet, the two dominant characteristics of contemporary conflict involve the increased roles of networks and of nonstate actors. Networks simply refers to the multiple relationships between various actors on both or more sides of a conflict; nonstate actors include insurgents, transnational criminal enterprises, and individuals. Interestingly, the list seems to be missing terrorists, which some would argue is an area that the IC is too focused on. The latter chapter is a new component of this edition. One methodology Clark explores as a tool for looking at the future is scenario-building, also known as alternative futures analysis. This section of the book concludes with chapters on the nature of customers and of collection. Appendix 2 is an example of a project plan, and Appendix 3 offers advice on how to present analysis. It is important to note here that, within the field of intelligence studies, there is no accepted common definition of intelligence, and hence, no way to develop a theory to understand how it works. Clark, like many other scholars, has his own definition. However, Clark makes several assumptions that may not adequately reflect how the IC actually works. Students and practitioners of intelligence often find some dissonance between an ideal IC and the real world one. The current US IC comprises 17 agencies. Some agencies, such as the Central Intelligence Agency CIA or the Defense Intelligence Agency, focus more on collecting all sources of information to create assessments, while other agencies, such as the National Security Agency or the National Geospatial-Intelligence Agency, conduct analysis prompted by focusing on a single source of information, such as communications between adversaries or satellite imagery, respectively. Given the secret world that the IC operates within, it is difficult for anyone outside it to be aware of all the current programs, organizations, etc. Although Clark has the bona fides to tackle this topic and had insider status having worked at CIA , it is important to note that he is somewhat removed from considerations and challenges related to his recommendations, for example in encouraging greater collaboration among analysts at multiple intelligence agencies. Three examples illustrate this concern. First, most analysts and customers probably do not have the time to do what Clark is proposing. Clark does recognize this, but does not really address it. Second, he implies a closer relationship between the customer and the others in the IC than probably actually exists. Third, he assumes the IC is more collaborative than it actually is. Given that time, a close analyst-customer relationship, and collaboration are key to his approach, its viability can be called into question. First, Clark says good intelligence requires teamwork. This is a testable hypothesis, yet Clark provides little evidence for the assertion. This is not unique to Clark: This in turn is a product of having no accepted definition, and subsequent theory of intelligence in the field that builds knowledge incrementally. Second, although Clark is well aware of individual cognitive biases and biases in group settings e. More important is the unanswered critical question of how the Target-Centric Approach would specifically mitigate such biases. Finally, Clark does not really explain how to do analysis but rather generally describes various analytic methods and

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approaches to analysis. First, there is no empirical evidence presented that a conceptual framework, structured analytic technique, or method actually improves the quality of analysis either in the strength or accuracy of the argument. It seems reasonable that it would, and, in fact, many theorists believe this to be the case. Yet the field of study lacks hard data to support this position. Second, Clark never really provides a great deal of specificity on how to model a target or actually use these suggested frameworks. Finally, structured approaches are inherently proscriptive and can be complex. Analysts with little experience in using them can go awry, and the resulting analysis can be far less coherent and accurate than if an analyst did not attempt to lock-step through a structured approach. Nevertheless, the book is valuable for students of intelligence and intelligence professionals for a number of reasons. It highlights many of the complex issues involved in producing quality intelligence analysis. The process is not linear and involves a lot of art in addition to science. As to structured analytic techniques, although they are not panaceas for analytic success, they can be useful and familiarity with them is not a bad thing, particularly with some of the more mathematical techniques like time series. Systems are complex and linkages within those systems critical. Anything that improves our understanding of potential targets is welcome. Clark is also to be commended for taking the notion of a new edition seriously by rearranging the book and updating the discussion and examples throughout. It might have been easier to simply tack on a new preface or new concluding chapter, but Clark seems to have invested some time in trying to improve the book as it evolved through subsequent editions. Finally, the book is well organized and flows logically. Those interested in intelligence and those who are actually intelligence practitioners should read this book for all of these reasons and, if for nothing else, because it highlights the enormous complexity and obstacles to quality intelligence analysis. Footnotes [1] Numbers in parentheses refer to the page numbers on which authors assertions appear. A common example would be stock market trend analysis. The analysis can also be used for forecasting. Nothing in any of the articles should be construed as asserting or implying US government endorsement of their factual statements and interpretations. Articles by non-US government employees are copyrighted. Dec 22,

Chapter 4 : Intelligence Analysis: A Target-Centric Approach – Central Intelligence Agency

Robert M. Clark's Intelligence Analysis: A Target-Centric Approach demonstrates that a collaborative, target-centric approach leads to sharper and more effective analysis, while better meeting the needs of the customer. Thoroughly revised to reflect the changes in the constantly shifting landscape.

Chapter 5 : [PDF/ePub Download] intelligence analysis; a target centric approach fifth edition eBook

Heavy on the intelligence analysis part, but rather light on descriptions of a true target-centric approach. This would be very useful not just for intel analysts, but also for any budding systems engineer.

Chapter 6 : Intelligence Analysis: A Target-Centric Approach - Robert M. Clark - Google Books

The title; "Intelligence Analysis: A Target-centric Approach" is misleading. The book provides a comprehensive overview of the entire intelligence process from collecting information to the civil and military leaders using the product of analysis in their decision process, not just "Intelligence Analysis".

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Chapter 8 : Intelligence Analysis: A Target-Centric Approach by Robert Morris Clark

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Chapter 9 : Intelligence cycle (target-centric approach) - Wikipedia

-- Carl Wege *"Intelligence Analysis: A Target-Centric Approach is a major contributor toward making intelligence analysis a more scientific process. Those involved in behavioral analysis have tended to rely more on intuitive approaches and the historical method for their analyses.*