

Just finished an advanced analysis seminar for the Canadian Defense Force – 30 students. We held the seminar in Colorado Springs at JMark, Inc.'s new learning center. The students were great and the learning conditions were terrific too. So, we think the seminar was a true winner. As this class finished, we now have 45 seminars under our belts in 4.5 years and we have now worked with 1085 students.

These Canadian intelligence analysts were very fast learners, and consequently, they quickly picked up on some of the more difficult aspects of advanced analysis – tendency analysis, aggregation analysis, analytic wargaming, decomposition, precognition, anticipatory analysis, preemption, winning the struggle for initiative, and outthinking the adversary in a war of wits that we help them prepare for and win.

One of the interesting ideas that came forth during the seminar involved patterns. That is to say, in Chinese philosophy, life is in perpetual motion. In the motion, flow, and change, and resultant energy emitted, one can always find patterns. People can find normal patterns, and with effort, look for and find anomalous breaks in patterns. The patterns themselves and anomalous breaks in what is normal are cultural and age dependent.

The implication for overall analysis is, of course, to use analytic teams comprised of multiple ethnicities and multiple age groups and sexes to work on patterns, as each of the differentiations just listed has slightly different ways of thinking about and recognizing the appearance of normal and anomalous patterns and thus analytic hypotheses involving their break from normal.

To work with patterns – normal and anomalous – requires current baselines. Baselines have to have a system of thought; such a system provides the underpinning rationale for the baseline, how it is organized, and how and why it is kept current. In other words, to be effective, baselines have to have a *raison d'être*, which in our case involves the foundation for most of the substance of advanced analysis and advanced collection. We believe that the theory and fundamentals of advanced analysis and advanced collection, as discussed in detail in the textbook *Intelligence Analysis How To Think In Complex Environments* for analysis and *Intelligence Collection How To Plan and Execute Intelligence Collection in Complex Environments*, provide such underpinning systems for thought.

Thus, our cognitive experience proffers the requirement to build our baselines around three vectors. First, we need the baseline to provide basic data for understanding the operational context in which we either will or are working with, the people and organizations who are part of the context, and the infrastructure. Second, we need the baselines to reflect the reverse engineering of the logic of the OE – 1) the OE itself, 2) the possible roles and missions that our decision-maker must work with in the context of which we speak, 3) the problem sets that derive from the missions, 4) the kinds of decisions leaders will be making and time and specificity constraints, and the 5) subsequent quest for data, information, and knowledge that are so closely aligned with risk and uncertainty and driven by the variable of time. The more time analysts have to think and research so as to turn data into information (recomposition) and information into knowledge (synthesis), the more they can 'tamp' down uncertainty and risk for leaders' decision-making knowing full well, of course, that one can never know with 100% certainty nor 100% risk free. Third, we will add to, expand, contract, reorganize our baselines based on heuristics we gain from experience, feedback from being a vibrant complex adaptive system (CAS), and a priori data, information, and knowledge we discover to be extant, but that has lain in dormancy largely obscured by aperceptive illusions that cloud and cloak our understanding of truth and reality – the Veil of Maya.