

The Official Style Guide Of Eagle Eye Intelligence



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Preface

The Style Guide of Eagle Eye Intelligence is a product intended to assist students of Embry-Riddle Aeronautical University's (ERAU) College of Security and Intelligence (CSI). Specifically, this document aims to serve as a reference for members of Eagle Eye Intelligence (EE) and students in the COM 223 and SIS 328 courses. This manual holds a comprehensive guide to writing intelligence products based on EE's guideline.

Follow the guidelines in this document when you write intelligence products for EE, COM 223, and SIS 328. This keeps intelligence products consistent, clear, and concise to efficiently and effectively convey the message of your writing to decisionmakers – likely Professor Avery, Dr. Shannon or EE's Editing Board.

Members of EE's Fall 2020 Executive Team developed this manual as an evolution of EE's previous style guides with additional guidance derived from the Central Intelligence Agency's *Style Manual & Writers Guide for Intelligence Publications*, Daniel Kahneman's *Thinking, Fast and Slow*, as well as Randolph H. and Katherine H. Pherson's *Critical Thinking for Strategic Intelligence*.

CSI students should follow this in conjunction with the above-mentioned manuals and books as well as Randolph H. Pherson and Richards J. Heuer's *Structured Analytic Techniques for Intelligence Analysis*. The CIA's manual can be accessed for free online and the other books are typically required for some CSI coursework. Be sure to follow your professor's guidelines for coursework if there is a discrepancy.

For any questions regarding EE's intelligence writing guidelines, contact the EE Editing Board through editorsee@gmail.com.

Chapter I – Writing Conventions

Capitalization

If you are unsure as to whether something should be capitalized, it is best to not capitalize it. Below are guidelines for capitalization conundrums.

- *Common nouns* should be capitalized when part of a proper name, but not when used alone to describe the proper name.

Embry-Riddle Aeronautical University => the university

This rule does not apply to some short forms of proper names.

the Grand Canyon => the Canyon

- *Definite articles in proper names* should be capitalized when they are part of that official name. However, articles may be uncapitalized when the proper name is used to describe another noun.

The Hague => the Hague Conference or The Philippines

This rule does not apply to some countries where the definite article is not part of the official name.

the United States, the United Kingdom

- *Articles in personal names* are typically not capitalized unless used to begin a sentence.

Abu Bakr al-Baghdadi, Georg von Trapp

When referring to the family names, the article is often removed.

Muammar al-Gaddafi => Prime Minister Gaddafi

- *Full and shortened forms of a national government body* should be capitalized.

the United States' Congress => the Congress

- *Full and shortened forms of an international organization and its subsections* should be capitalized.

the United Nations Security Council => the Security Council

- *Full and shortened forms of diplomatic organizations* should be capitalized.

the German Embassy => the Embassy

- *Full and shortened forms of political parties* should be capitalized.

the Socialist Unity Party of Germany => the German Socialist Party

- *Full and shortened forms of a military service* should be capitalized.

the Israeli Army => the Army

This rule does not apply to short forms of units within the military service or as a reference to multiple services.

the Oketz Unit => the unit

the Israeli Army => the Israeli armed forces

- *Religious terms* should be capitalized unless they are used in a secular way.

Christianity, the Bible, Judaism, Islam, Quran

- *Geographic terms explaining a direction* should not be capitalized.

north, east, south, west

- *Geographic terms referring to a common name* should be capitalized.

the West, North and South (referring to the Koreas)

- *Geographic terms referring to a part of the world* should be capitalized.

the Middle East, North Africa, Southeast Asia, South America

- *Holidays* should be capitalized.

New Year's Day, Christmas, Easter

- *Full and short forms of personal titles* should be capitalized. Refer to sitting US Presidents (rarely done) simply as President.

President Donald Trump, Prime Minister Angela Merkel

Prefixes to personal titles should not be capitalized.

ex-President Barack Obama

Use the most important personal title first – if the individual holds multiple.

Numbers & Time Phrases

Though numerals are more concise and easier to read, there are occasionally reason to spell out numbers. Below are some general rules to follow.

- *Numbers ≥ 10* should be put in numerals.

The United States grew restless after 20 years of war in Afghanistan.

- *Numbers < 10* should be spelled out unless they are decimals, ages, percentages, amounts of money, or have a unit of measure.

They traveled to four countries in Europe, two countries in the Middle East, and one in North Africa. Dinner only cost \$5 in Egypt.

- *Ordinal numbers* should follow the same rules as cardinal numbers.

the sixth century, the 6th century

- *Indefinite numbers* should be spelled out.
Several hundred-thousand people benefitted from a project that cost millions to complete.
 - *Numbers* $\geq 1,000$ should have commas unless they are years, military time, frequencies, serial numbers or in other special instances.
Arizona had 13,937 confirmed cases of COVID-19 by May 2020.
 - *Numbers* $\geq 1,000,000$ should be rounded.
The Department of Defense has a budget of \$721 billion.
 - *Ranges of Numbers* $<$ *Millions* should have conjunctions instead of hyphens.
The death count is between 50,000 and 100,000.
 - *Ranges of Numbers* $>$ *Millions* can have hyphens.
The DoD budget has increased to \$650-750 billion yearly.
 - *All currency must be converted to US Dollars* and should be preceded by \$.
The cost is valued at \$20 million.
 - *Dates* should be written without internal punctuation in ascending order.
On 4 July 1776, the United States declared its independence.
 - *Clock time* must be written (rarely) without internal punctuation in the 24-hour system.
The missile was launched at 1600 GMT.
 - *The English System* should be used rather than metric measures. Generally, units of measure should not be abbreviated unless used repeatedly.
The small arms' maximum range is approximately 1 mile.
- This rule does not apply to some units of measure such as nautical miles, knots, Mach units, barrels (for petroleum production), and other special cases.
The fast-attack ship has a maximum speed of 36 knots.
- *Ratios and Votes* should be written in numbers with hyphens, colons, or written out.
The new act passed by a 67-33 vote.
 - *Percentages* should be written with a %.
60% 8.6%

Punctuation

Use punctuation as necessary, but less punctuation is preferred. If you can simplify a sentence to make it clearer, do so. Sentences should use plain language and punctuation to convey the reader's message efficiently. Below are some rules to follow regarding punctuation.

- *Apostrophes* should be used to demonstrate possession.

If a word does not end in *s*, add an apostrophe and *s*

the leader's control the soldier's weapon

If the singular of a word ends in *s*, add an apostrophe and an *s* unless the *s* sound isn't present in the word alone.

Paris's restaurants the United States' superiority

If the plural of a word ends in *s*, add an apostrophe

the leaders' competition

If two or more nouns have joint possession, make only the last noun possessive.

Trump and Pompeo's foreign policy strategy means to restrict Iran.

- *Bullets or an em dash* should be used to introduce and emphasize material in a list.
 - *Primary Point*
 - *Supporting Info*

- *Colons* should be used separate clauses, in titles or subtitles, in ratios or introduce a list that should be emphasized and set apart from the preceding clause.

The squadron attacked a number of targets: air defenses, bridges, and other threats to the incoming invasion.

- *Commas* should be used to separate words, dependent clauses, phrases, and figures that may be misunderstood if blocked together.

Rather than spend billions, they restricted the budget.

Should be used to separate modifying adjectives when they are independent.

Small, cheap rockets were built to support their strategy of attrition.

The Danube receives water from short tributary systems.

Should be used to emphasize contrarian statements or nonrestrictive words, phrases, or clauses.

The FSA, not the Islamic State, became Assad's primary target.

Should be used to separate elements in a series of 3 or more.

The explorers traveled for God, gold, and glory.

Should be used before a coordinating conjunction in a compound sentence.

The US imports most of its manufactured goods, but raw materials are available domestically.

Should be used to separate digits of numbers > 1,000.

1,200 men \$150,000

Should be used to separate introductory and main clauses.

Because the United States focused its efforts on domestic manufacturing, it surpassed its competitors as a global economic power.

Should be used to separate participial phrases or absolute phrases before a subject.

Based on the continuation of terrorist attacks, the country decided to adjust its CT strategy the following year.

Should be used to separate geographic locations.

He works in the Alexandria, Virginia, area.

Should be used before “which” but not normally before “that.” Should be used before the word “but” if what follows is an independent clause but not if it is a dependent clause (e.g., the same subject, as in the two uses of “but” in this bullet).

- *Hyphens* should be used to connect words that would be less clear if disconnected.

US-backed forces upper-level decisionmakers

- *Parenthesis* should be used to set off a word, phrase, clause, or sentence.

EE’s work (unclassified) is widely disseminated amongst CSI students.

Should be used to enclose cross-references.

(see figure 1.1)

Should be used to numbers and letters in a series.

(1) ... (2) ... (3)

Should be used to enclose translations.

al-Shabaab (the Youth)

Abbreviations

Use abbreviations for terms that are referred to often but avoid whenever not necessary. Using too many abbreviations can confuse the reader and reduce the clarity of your writing.

- Spell out the *first reference* of a term that is *subsequently referenced* as an abbreviation.

the Syrian Democratic Forces (SDF)

suicide vehicle-borne improvised explosive device (SVBIED)

- In the case of foreign terms, the full designation should be in English unless commonly known in a foreign language. The abbreviation can be based off of the foreign wording.

the Kurdistan Workers’ Party (PKK)

Once an abbreviation has been introduced, use the abbreviation for subsequent references. In long-form products, using the full designation may be used to break up the monotony of repetitive abbreviations, but do not reestablish the abbreviation.

Sources

Though there are many ways to quote and reference sources, a specific reference structure should be used. A works cited page is not necessary, though sources should be provided so that they can be recorded by the editor team. Below are some guidelines regarding sources.

- Information and quotes gathered from outside sources should follow the format:

INFORMATION => “, according to” => SOURCE

- When referencing a source, only formal publications should be italicized. News agencies and other sources should remain normal.

- News Agency:

“Investigators said they had evidence the attack was organized from Ukraine.”
according to CBS News.

- Formal Publication:

“This body, which is being transformed into a formal ‘Council of Ambassadors,’
has become crucial to the diplomats’ vision of their future,” according to
Foreign Policy.

Chapter II – Writing Style

Conciseness, Clarity & BLUF

Convey your message up front and in as few words as possible – while preserving accuracy and clarity. Balance the need for conciseness with the accuracy and clarity of information by eliminating unneeded verbiage and using plain language.

Consider what each word adds and its connotation, look for redundant pairs and delete any unnecessary/unspecific qualifiers. Wordy phrases (as a matter of fact, at the present time, in order to, in the event of, etc.) have simpler alternatives. Don't fluff. Get to the point. The people reading your intelligence products do not have the time to read a novel. They may just read your title, summary and maybe the first sentence of each subsequent paragraph.

The Solution:

(1) Bottom Line Up Front (BLUF)

- Place your key message at the beginning – especially in the title and summary.
 - If you do not have one key message or piece of information, reevaluate the focus and scope of your product. Without a central point, your writing may seem aimless – and therefore, pointless.

For example:

IRAN: Political Sentiment, Economic Contraction Likely to Weaken Regional Influence

(2) Write Concise Paragraphs

- Follow the BLUF with supporting information in short, well-organized paragraphs.
 - Do not overload the reader with unnecessary information.

For example:

Summary: The Islamic Republic of Iran will likely lose aspects of its substate proxy operations despite attempts to bolster support of Kata'ib Hezbollah in Iraq and Hezbollah in Syria and Lebanon as internal political condemnation and foreign pressure restrict flexibility and capabilities. Reduction in domestic and international political capital, a contracting economy, and the loss of Major General Qassem Soleimani diminishes the overt and covert capabilities of the Iranian Revolutionary Guard Corps Quds Force (IRGC-QF) to preserve foreign enterprises.

- Start each paragraph with its own BLUF.
 - The collection of paragraphs should support the main BLUF.
- Use subparagraphs and lists when possible, to simplify information

Active Voice

Passive Voice is often used in everyday, casual speaking and writing, but good expository writing seldom, if ever, should use passive voice. Our brains can process active voice more quickly and with less confusion because it follows a basic pattern:

SUBJECT => ACTION => OBJECT

By contrast, passive voice follows a pattern:

OBJECT <= BEING ACTED UPON

The object is being acted upon. Often, a passive voice construction totally avoids the subject.

On occasion, it is appropriate to use passive voice, such as when the actor and action are implied and obvious or when using a gerund construction to emphasize that the action is in progress. Common examples of passive voice:

- Were, was
- Is
- Be, being

Though it is difficult to prevent passive voice for most writers, there are a number of tools that can be used to identify the use of passive voice. The simplest solution is to use *hemingwayapp.com* which will highlight instances of passive voice in green. There is a desktop app available at-cost, but the website-based editor is completely free.

Common Mistakes

No one is perfect. Below are some of the most common writing convention mistakes.

- Use of slang and contractions
- Subject-verb and pronoun-antecedent agreement (countries: 'it' not 'their')
- Misspelling, misplaced or missing words/letters
- Misused, missing or overused punctuation (especially commas, hyphens, apostrophes)
- Improper capitalization

EE and CSI also have specific mechanical rules for writing. Here are some notable ones:

- Development paragraphs always start with 'On [# Month], [Subject] [Verb]'
- NEVER comment on or advocate US policy decisions.
 - Implicit and structural bias restrict your ability to mention US actions, but they do not always prevent you from mentioning the US.
- You should refer to actions of a country's government by the country or capital name.
- Commonly understood abbreviations do not need introducing (US, UN, NATO)

Chapter III – Writing Structure

Intelligence Briefs (IBs)

An IB is a one-page analytic paper composed of four parts:

- Title (a super-concise BLUF)
- Summary (a concise BLUF with some supporting information)
- Development (who, what, when, and where? Supporting information)
- Analysis (so what? Why should we care?)

Example of formatting below:

GREAT BRITAIN: Admission of New 5G Technology May Shift Strategic Relationships

Summary: *The decision to not ban Chinese technology company Huawei will likely impact Britain’s relationship with the broader global community.*

Development: *On 28 January, British officials announced that Britain would not ban equipment produced by the Chinese technology company Huawei. This move comes after officials designated Huawei as a “high-risk vendor” due to security and counterintelligence concerns. New rules created by British Prime Minister Boris Johnson and Britain’s National Security Council restrict vendors categorized as high-risk such as Huawei to certain parts of telecommunication infrastructure, limiting access to the base structure. Although the announcement limits any one high-risk vendor to no more than a 35% market share, officials predict that Huawei will be instrumental in building the UK’s 5G network. Experts predict that Johnson’s acceptance of Huawei will sway other leaders considering whether or not to work with Huawei, such as Germany’s Chancellor Angela Merkle and France’s President Emmanuel Macron. Other countries, such as Australia and Japan, have either banned Huawei completely or severely limited its capabilities.*

Analysis: *The acceptance of Huawei’s technology will likely lead to a more positive relationship between Britain and China while adding potential tension to Britain’s relationship with countries that have restricted Huawei’s technology. Concerned countries will likely be reluctant to send information which Britain may store in Huawei’s products due to security concerns surrounding China’s connection to the technology, possibly leading to a reduction in shared intelligence. However, this announcement will likely lead to greater trade between Britain and China, improving the relationship between the two countries, even with the limits placed on Huawei’s operating ability. During the implementation of the 5G technology, British security officials will likely remain on high alert due to Huawei’s categorization as a “high-risk vendor,” but as the British continue to implement the technology, Britain’s relationship with China will likely develop.*

[Alli McIntyre]

We suggest writing IBs out-of-order relative to how they will be read. This technique will help you refine your analytic line as you process the information.

First, write the development. Establishing the “who, what, when, and where” will give you a better understanding of the context of a situation and why it matters. This will help you determine what to write in the other sections.

- Start with “On [# Month], [Subject] [Verb]”
 - Set the stage for what happened, when, who did it, and where in the first sentence.
- Add supporting information and history relevant to the analytic call
- NEVER make analytic judgements in the development
- Generally, about a full paragraph – between six and 10 lines
- Add any facts that you think are pertinent to start
 - Edit through after writing the rest of the IB to remove unnecessary statements that do not support your analysis

Second, write the analysis. This section should cover the “why” of the situation. It is important to consider the context of a situation. For example, an airstrike on mainland Germany would be very noteworthy. In contrast, an airstrike in Yemen or Syria may be insignificant to the broader conflict – unless it kills a high-level strategic player or impacts one side’s tactical capabilities significantly. Consider the broader implications of the issue, emerging patterns, precedents, and involvement of key actors.

- ALWAYS start with the BLUF
 - Readers may only read the first sentence of the analysis – especially if your customer is a high-level decisionmaker such as the POTUS or DNI.
- Build on the primary analytic call
 - What are the regional and international implications of this issue?
 - Why should your customer care that this happened?
- Generally, longer than the development paragraph – between seven and 14 lines
- Prior to writing, generate clarifying questions to help “dig deeper”
 - It is not necessary to be an expert on a topic to write good analysis about it.
- AVOID adding information that should be included in the development section
 - You can briefly add context to a claim but it should be concise
 - If you cannot fit it into 1.5 lines, it probably belongs in the development

Third, write the summary. The summary should quickly outline both the development and analysis, which is why we suggest writing those first.

- ALWAYS start with the BLUF

- Some readers may only read the summary – make it extremely clear and concise while remaining comprehensive.
- Combine your development and analysis sections
 - [What happened] => [Why? What does it show? What might happen next?]

Finally, write the title. This should be an even more concise version of the summary.

- ALWAYS is your BLUF
 - Refine your summary into one line
- ALWAYS make the topic/country the center of the analytic call
 - An IB may discuss the actions of multiple countries or actors but you should focus on the implications for one.
 - Try to keep the scope of your writing manageable. Writers sometimes take on too much and end up with aimless products with no clear BLUF.
- Use an action verb
- AVOID using topic/country as implicit or explicit subject in the following title
- NEVER use an individual’s full position title in the title – only their family name

Intelligence Articles

An intelligence article is a multi-page analytic paper that follow long-term trends rather than short-term events. Intelligence articles are typically composed of seven parts:

- Title (a super-concise BLUF)
- Summary (a concise BLUF with some supporting information)
- “Current Situation” Section (quickly gets the reader updated on issue)
- 3 Subheadings (aspects of the issue that contribute to the primary analytic judgement)
- Outlook and Implications (so what? Why should we care? What might happen next?)

Example of formatting below:

IRAN: Political Sentiment, Economic Contraction Likely to Weaken Regional Influence

Summary: The Islamic Republic of Iran will likely lose aspects of its substate proxy operations despite attempts to bolster support of Kata’ib Hezbollah in Iraq and Hezbollah in Syria and Lebanon as internal political condemnation and foreign pressure restrict flexibility and capabilities. Reduction in domestic and international political capital, a contracting economy, and the loss of Major General Qassem Soleimani diminishes the overt and covert capabilities of the Iranian Revolutionary Guard Corps Quds Force (IRGC-QF) to preserve foreign enterprises.

Foreign Proxy Operations: The IRGC-QF had developed an extensive network of foreign substate proxies under Qassem Soleimani that operate in Iraq, Syria, Lebanon, Yemen, and Gaza. The Iranian proxy network has enabled the IRGC-QF to operate covertly

abroad, exploiting political instability in neighboring countries and expanding Iran's regional influence. In particular, Hezbollah remains Iran's closest proxy and operates primarily in Lebanon and Syria, countering Salafist extremist organizations such as the Islamic State (IS) and Hay'at Tahrir al-Sham (HTS) and regional competitors without direct military conflict.

Dissent at Home: Despite the brief wave of Iranian nationalist sentiment following the death of Qassem Soleimani, Ayatollah Ali Khamenei likely lost substantial political support following the 8 January downing of a Ukrainian passenger jet flying out of Tehran. Recent protests show growing dissent among Iranians following anti-regime protests of December 2017 and November 2019, triggered by an end to fuel price subsidies. Iranian security forces used live ammunition on protestors during demonstrations in November and January, furthering tensions between Khamenei and his people. Discontent has festered as the Khamenei regime forcefully subdues national dissent without addressing protestors' grievances.

International Pressure: International condemnation of Iran's downing of the Ukrainian jet and of its crushing of protests at home, as well as Western-backed sanctions against Iran's petrochemical, mining and maritime sectors, have hurt its military, economic, and political mobility in the region. Additionally, recent anti-Iran protests in Iraq and Lebanon following revelations that the IRGC-QF cultivated assets to subvert and influence Iraqi and Lebanese politics restrict Iran's political and diplomatic mobility in regional operations.

Economic Contraction: Iran's economy will likely contract by around 8.7% in 2020 due to shocks in its oil and gas production sector, according to the International Monetary Fund and the World Bank, further restraining its ability to sustain regional influence despite attempts to bolster foreign proxy operations. Restrictions in Iran's budget combined with domestic unrest have forced the reallocation of government funding to reinforcing the economy and quelling internal turmoil. Iran's retracting of domestic oil and gas subsidies in November 2019 and pushes for Peyman, its gold-backed, blockchain cryptocurrency, suggest desperation for nominal economic gains despite the risk of political turmoil and the effectiveness of external sanctions from Western countries; however, President Hassan Rouhani announced the establishment of a rial-backed national cryptocurrency, which insulates Iran's economy from external sanctions.

Outlook and Implications: The developing internal political dissent of the Khamenei regime, agitated by external political pressure and economic sanctions, demonstrates the insecurity of Iran, which will likely continue to undermine its regional projections of power as internal political factions split in opposition to the Ayatollah. Domestic issues

inflaming political tensions will likely grow as Gulf states and the West maintain economic and diplomatic pressure and Iranian security forces continue violent oppression of protests, restricting its ability to utilize foreign proxies to expand its regional influence.

Ayatollah Khamenei will likely attempt to expand Iran's utilization of its Peyman cryptocurrency and bitcoin to minimize the impact of Western-backed sanctions, but mitigation efforts will likely nominally insulate its failing economy.

Iranian-backed proxy operations will likely diminish as involvement in the war loses support amongst the Iranian people and Hezbollah due to the high financial and human costs, reducing its ability to counter IS and HTS activities in Syria and Iraq. Domestic anti-government protests will likely intensify and develop as Khamenei sustains unpopular foreign paramilitary operations through the IRGC-QF and expands internal counter-protest forces, weakening the IRGC-QF's overt and covert operations externally.

[Riley Coder]

Although we suggest outlining intelligence articles into seven parts, they are more flexible than SitReps and IBs. Do what works for the topic you are working on. This outline serves as a proven strategy for writing effective long-form intelligence articles, but it is not a blanket solution. For most topics, our outline balances the clear separation of subtopics and the cohesiveness of the entire product. Articles integrate more information and deeper analysis than an IB. In addition to covering descriptive, explanatory, and evaluative analysis, articles contain estimative analysis. For more information about these types of analysis, visit Chapter IV.

Following a process similar to writing an intelligence brief may work best. We also suggest writing articles out-of-order – beginning with the current information and then diving into the analysis. The process can be complex, but below is a general workflow to follow:

*Monitoring a situation => Conducting deeper research => Planning an article
=> "Current Situation" Section => Subheadings => Outlook and Implications
=> Summary => Title*

Intelligence articles cover more complex and challenging topics than IBs; therefore, you should spend more time planning before you write. It is important to know what you are going to write before you write it. We find that a cell of between two and four individuals results in the highest quality articles. Although one individual can write an effective article, it is important to "red team" the arguments of a product to enhance the analytic rigor. Analysts can make faulty assumptions and let bias into their judgements, weakening the product's quality.

Chapter VI – Thinking About Analysis

Types of Analysis

There are four main types of intelligence analysis. The below figure depicts the ranking of each type with (1) Estimative being the highest-order and (4) Descriptive being the lowest-order. We have provided more in-depth information about each type of analysis with the best Structured Analytic Techniques to support each.

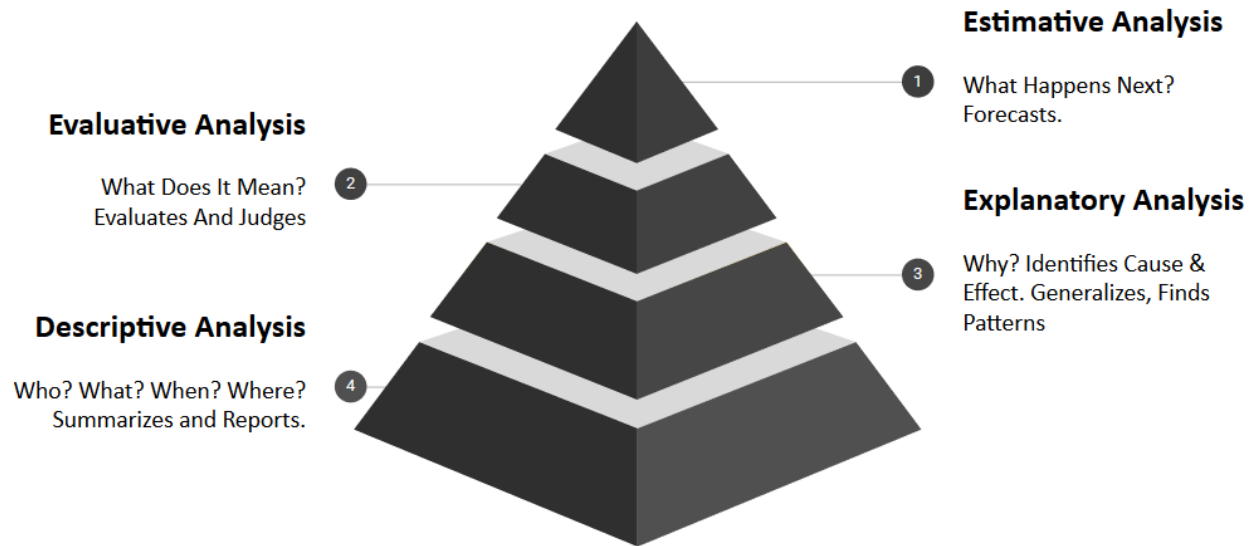


Figure 1.1

Descriptive Analysis makes no analytic judgements and summarizes what is known about a situation. This type of analysis answers the “who, what, where, when” and sometimes the “how.” This type produces the lowest-order analytic products.

Below is a list of Structured Analytic Techniques (SATs) that help describe:

- Chronologies & Timelines
- Matrices
- Sorting & Star bursting
- Mind Maps & Link Charts

Explanatory Analysis gets to the “why” of a situation. This type of analysis determines the root causes and uses argumentation to provide context for the reader about facts and patterns.

Below is a list of SATs that help explain:

- Hypothesis Generation & Analysis of Competing Hypotheses
- Argument Mapping
- Delphi Method

Evaluative Analysis judges the nature, extent, and significance of a situation. This type of analysis is typically tailored to a specific customer since the significance may change depending on the customer's positioning and perspective.

Below is a list of SATs that help evaluate:

- Cross-Impact Matrix
- Key Assumptions Check
- Indicators
- Pre-Mortem Analysis
- Structure Self-Critiques

Estimative Analysis is future-oriented, anticipates potential courses of action and forecasts potential futures and implications of a situation. This type of analysis produces the highest-order intelligence products.

Below is a list of SATs that help estimate:

- Scenario Analysis
- Quadrant Crunching
- What If? Analysis
- High Impact-Low Probability Analysis
- Red Hat Analysis

Structured Analytic Techniques

SATs help analysts summarize and display information clearly and concisely. They should be used to enhance the customer's understanding of an issue. Check out Pherson and Heuer's *Structured Analytic Techniques for Intelligence Analysis* for the most comprehensive and clear guide to SATs: when to use them, when to avoid them, and how to use them effectively. It is likely that you will have to buy this book for SIS 328 and it would be useful for many courses so we suggest buying it; however, it is expensive so we have attached some examples below of the most common SATs.

[Adding SATs]

About GSIS

Embry-Riddle Aeronautical University's (ERAU) Bachelor of Science in Global Security & Intelligence Studies (GSIS) degree program at our Prescott Campus blends both academic and professional studies to equip students with the knowledge and skills necessary to become future leaders in intelligence, security, and law enforcement. The program provides students with a sound foundation in the liberal arts, including international relations, foreign languages and cultures, international law, foreign policy, political and military history, and other essential topics.

Eagle Eye Intelligence is an intelligence and research organization led by the students of the GSIS program at ERAU in Prescott, Arizona.

Dr. Philip E. Jones founded EE and Embry-Riddle's GSIS program in 2002, following a career with the Central Intelligence Agency and consulting work in international development and global security. Currently, Professor Dale R. Avery – a former intelligence officer for the Central Intelligence Agency and Office of the Director of National Intelligence – serves as EE's faculty advisor.

EE strives to provide actionable intelligence and analysis to its customers during the academic year. We are driven by a number of goals – continuous development, nonpartisanship, interdisciplinary studies, global awareness, and professionalism.

EE does not cite sources in the final publication; however, we log every source we use in our research and will share them upon request.

The views expressed in this publication are those of the authors, and do not represent the position Embry-Riddle Aeronautical University or the College of Security and Intelligence.

Savannah Gallop, a senior in Embry-Riddle's GSIS program, currently serves as EE's Editor in Chief. For questions or comments, contact the EE team at editorsees@gmail.com or Professor Avery at 928.777.4708.

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