



# Cases in Intelligence Analysis: Structured Analytic Techniques in Action

*By Beebe Sarah Miller, Randolph H. Pherson*

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### **Editorial Review**

#### **About the Author**

Sarah Miller Beebe began thinking about a book of cases during her career as a U.S. Government analyst and manager. This experience, including an assignment as Director for Russia on the National Security Council staff, drove home the need for rigorous and effective approaches to intelligence analysis. It became apparent to her that cases could not only teach important analytic lessons surrounding historical events but also give analysts experience using a question-based thinking approach underpinned by practical techniques to improve their analyses. Now, as owner of Ascendant Analytics, she helps organizations apply such techniques against their specific analytic problems.

Randolph H. Pherson, the President of Pherson Associates, teaches critical thinking skills and advanced analytic techniques to analysts in the intelligence, homeland security, and law enforcement communities as well as in the private sector. Mr. Pherson completed a 28-year career in the Intelligence Community in 2000, last serving as National Intelligence Officer (NIO) for Latin America. Previously, at the CIA, Mr. Pherson managed the production of intelligence analysis on topics ranging from global instability to Latin America, served on the Inspector General's staff, and developed and implemented a strategic planning process for the CIA as Chief, Strategic Planning and Management Staff under the Deputy Director for Planning and Coordination (ExDir). He was involved in the development of several collaborative computer networks and was an active proponent of alternative futures analytic techniques. Mr. Pherson is the recipient of both the Distinguished Intelligence Medal for his service as NIO for Latin America and the Distinguished Career Intelligence Medal. Mr. Pherson received his A.B. from Dartmouth College and an M.A. in International Relations from Yale University.

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