

# A Critical Approach to the Moore and Krizan Model of Intelligence Analysts

GÜL, Hasan

PhD student, Expert in Turkish Presidency

**Abstract:** Analysis is described as the most essential part of intelligence process because of its facilities. Considering this facilities, intelligence analysis is not only essential, but it is also crucial in the process of intelligence in order to have intelligence that is more effective. It might be argued that process of intelligence is shaped and defined according to intelligence analysis that results in intelligence as product. Through these thoughts, analysis part of intelligence is one of the most important parts of intelligence to have successful and effective intelligence. Therefore, intelligence analysts should have indispensable features. Therefore, the purpose of this article is to criticize the Model of Moore and Krizan Intelligence analysts. To achieve this, it is aimed to explain what kinds of characteristics, abilities, skills and knowledge features all intelligence analysts should have those features.

**Keywords:** Intelligence, Moore and Krizan model, Intelligence analysts, analysis of intelligence

## 1. Introduction

Analysis is solely one part of the intelligence process; however, it is the significant part of that process (George and Bruce as cited in Mcmillan, 2012:52). Intelligence analysis is not only essential, it is also crucial in the process of intelligence in order to have intelligence that is more effective. It might be argued that process of intelligence is shaped and defined according to intelligence analysis that results in intelligence as product. Intelligence analysts may have core competencies for Intelligence analysis. Therefore, it might be asserted that Moore and Krizan Model is one of the applicable intelligence analysts model to have successful intelligence process.

### The Functional Core Competencies for Intelligence Analysis

#### Characteristics

Moore and Krizan (2003) argue that success of intelligence analysts can be measured by applying some evaluations according to the defined features. Moreover, intelligence analysts may be more successful in their intelligence work if they try to apply Moore and Krizans' Model for successful intelligence analysts.

Who are the most successful intelligence analysts? What makes them successful? In setting forth the functional core competencies for successful intelligence analysis, we observe there are characteristics, which, while not necessary for successful intelligence analysis per se, do seem to be associated with analysts considered the most successful at their trade (2003:105).

Therefore, successful intelligence analysts and their features can be described who are the most successful intelligence analysts in their intelligence work. There are some vital characteristics of the successful intelligence analysts such as self-motivation and curiosity. Moore and Krizan (2003) argue that

*"Probably the most indispensable characteristics of successful intelligence analysts are high self-*

*motivation and insatiable curiosity. Analysts want to know everything they can about the objects under their scrutiny. Reading and observing voraciously, they ferret out every possible piece of information and demonstrate a sense of wonder about what they discover. As new fragments appear, novel connections are discovered between the new and older information as a result of intense concentration leading to epiphanies moments of "aha" thinking. The most successful analysts tend to enjoy their work. It's play, not work" (2003:105).*

Self- motivation and curiosity are the essential characteristics, since these two characteristics are decisive features on characteristics of successful intelligence analysts. Intelligence analysts should have eagerness to learn different, new and interesting things that may help intelligence analysis. When intelligence analysts learn something or searching something, intelligence analysts should have enthusiasm to study by having self-motivation and curiosity. For instance, intelligence analysts should have a kind of voracious on reading, observation that may turn into fruitfully obsession that result in ability of creation different perspective and discovering connections on intelligence work.

#### Abilities

*"Abilities arise from aptitudes that can develop from an individual's innate, natural characteristics or talents. Although aptitudes may largely be determined by a person's genetic background, they may also be enhanced through training" (Moore and Krizan, 2003:108).*

Abilities are one of the core components of successful intelligence analysts. Even though most of abilities develop from innate features of human being, abilities can be improved or strengthened. Therefore, intelligence analysts should have abilities of communication, teaming and collaboration, and thinking. By these abilities, intelligence analysts can realize analyses that are more successful. Furthermore, Moore and Krizan illustrate a table, which

indicates abilities of intelligence analysts as communicating, teaming and collaboration and thinking.

### **Communicating**

Moore and Krizan (2003) argue that there are three communication abilities, which are aural, graphic / visual and oral, are one of the essential aspects of intelligence analysis. Aural ability refers to listen, hear and understand the spoken sentences or words. Moreover, Moore and Krizan (2003) assert that this ability can be enhancing by applying some techniques of active listening. Therefore, intelligence analyst's ability on communicating with decision makers or consumers might be improved. Graphic/visual ability refers to see, view and perceive symbols. It is based on perception and interpretation of information might be graphic or visual. Lastly, oral ability refers to communication with others by spoken words or sentences, which is unique for human being. Development of oral communication ability is essential because of the fact that effective oral communication directly affects the intelligence analyst's credibility (Moore and Krizan, 2003:108).

Intelligence analyst should communicate with others who have different characteristics, cultural values and bias. Furthermore, individuals' characteristics, culture and society may have an effect on their communication abilities. Therefore, intelligence analysts have to be aware of such variables and intelligence analysts can find a way to communicate with others.

### **Teaming and Collaboration**

Intelligence analysts should have the abilities teaming and collaboration. They have to be open to the team working and collaboration. Furthermore, intelligence analysts should have eagerness to work with others and have idea of negotiation. As intelligence, analysts have the feeling of teaming and collaboration, the possibility of effectiveness of their work is increased. To illustrate,

*"Teaming and collaboration abilities enhance intelligence analysis, since the analyst's relationship with consumers, peers, subordinates, and supervisors shape the intelligence production process. Formalized means of enhancing all these abilities can lead intelligence professionals to considerably greater effectiveness as analysts and leaders of analysts"* (Moore and Krizan, 2003: 108).

Others who might be group members, decision makers, consumers or supervisors can easily affect intelligence as a product and intelligence process. All these people are also parts of intelligence and intelligence analysis. Therefore, the ability of teaming and collaboration may have an impact on the intelligence analysts' analysis.

In addition to these, Moore and Krizan (2003) argue that there are four teaming abilities as influencing, leading, following, synergizing those intelligence analysts should have all of them. Moore and Krizan (2003) declare that intelligence analysts should have the ability of influencing the other who may be superiors, peers or subordinates. Moreover, intelligence analysts can able to persuade the others by indicating enough valid evidence or conclusions.

As the ability of influencing is increased, the success of analysts in intelligence work is also increased (Moore and Krizan, 2003). Secondly, leading is another ability that intelligence analysts should have such an ability (Moore and Krizan, 2003). Intelligence analysts who are more skilled and successful on intelligence analysis have to lead and direct others, which is a kind of serve as a role model. Furthermore, leading includes working together with other in order to produce more desirable intelligence analysis outcomes which results in improvement on field of intelligence analysis (Moore and Krizan, 2003). Thirdly, following is also another essential ability because of the fact that intelligence analysts have to be a good follower. Intelligence analysts have to develop this ability in order to work within a team, taking direction and acting according to the direction (Moore and Krizan, 2003). Finally, synergizing which is drawing on the other three abilities refers to achievement a common goal by cooperation (Moore and Krizan, 2003). Therefore, the possibility of having success on intelligence analysis is increased when people work together for a common goal rather than working alone.

### **Thinking**

*"As our species designation—sapiens—suggests, the defining attribute of human beings is an unparalleled cognitive ability. We think differently from all other creatures on earth, and we can share those thoughts with one another in ways that no other species even approaches"* (Terence W. Deacon as cited in Moore and Krizan, 2003:109).

Human being has a unique ability that human being has the ability of thinking and human being can share the thoughts with others. This unique ability makes people privileged than the other species. For example, human being can perceive and evaluate situations such as events, cases. People can calculate different dimensions of the events that people can create a cause and effect relation on a case or events. Therefore, all possible reasons, effects and results can be calculated by thinking, which is also essential for intelligence analysts in order to have successful intelligence analysis.

Moore and Krizan (2003) argue that there are three thinking abilities required as information ordering, pattern recognition and reasoning. Information ordering is based on arrangement of data in order to have meaningful order, which is determined according to defined or sets of rules. By this ability, often with assistance of technology, people can arrange information, which results in analysis, synthesis, and extraction of meaning. *"The arrangement of information according to certain learned rules leads the analyst to make conclusions and disseminate them as intelligence"* (Moore and Krizan, 2003:110). Therefore, intelligence analysts may have some conclusions which results in dissemination of information. Information is disseminated as intelligence by the ability of information ordering.

Humans can detect patterns and impose patterns to the events and entities so that they can perceive patterns. Moreover, people are not aware of such a categorization and pattern imposition, which is pattern recognition *"Humans detect patterns and impose patterns on apparently random entities and events in order to understand them, often doing*

*this without being aware of it*" (Moore and Krizan, 2003:110). Therefore, intelligence analysts can make pattern recognition. Furthermore, Intelligence analysts can identify what targets are doing hence intelligence analysts can make forecasting or prediction on targets and intelligence analysts can classify patterns according to their essentiality and privileges (Moore and Krizan, 2003).

Reasoning is another important component of the ability of thinking. People may have some conclusions, explanations descriptions. *"The ability to reason is what permits humans to process information and formulate explanations, to assign meaning to observed phenomena"* (Moore and Krizan, 2003:110). Therefore, intelligence analysts also process information in order to assign meanings.

Furthermore, intelligence analysts can process information and they can transform information into intelligence by having some meaning and explanation in three ways as induction, deduction and abduction. Firstly, Inductive reasoning is based on combination of different kinds of pieces of information in order to have results or general rules. Moreover, there is causality in the inductive reasoning. To illustrate, Moore and Krizan (2003) argues that a child learns to associate the color red with heat and heat with pain, and then to generalize these associations to new situations. A child can have the ability of inductive reasoning by observation a having cause and result relationship to have generalization for new situations. Therefore, an intelligence analyst can also use the ability of inductive reasoning on intelligence work.

Secondly, deductive reasoning is based on the application of general rules to specific issues in order to have conclusions. Intelligence analyst can utilize this ability by interpreting information. For instance, Moore and Krizan assert that

*"An analyst who follows the nuclear weapons program of a country might notice that a characteristic series of events preceded the last nuclear weapons test. Upon seeing evidence that those same events are occurring again, the analyst might deduce that a second nuclear test is imminent"* (Moore and Krizan, 2003:110).

An intelligence analyst can use ability of deductive reasoning from a general event to the specific event. Intelligence analysts can make calculation on a specific case in order to predict the possible conclusions by using evidence. Hence, intelligence analyst can make forecasting on a specific event as seen in the example of nuclear weapon test.

Thirdly, *'abductive reasoning'* is based on the insight by asking questions in order to perceive and explain the events. To illustrate, Moore and Krizan explain their view on abductive reasoning by giving an example that

*"... given two shipping manifests, one showing oranges and lemons being shipped from Venezuela to Florida, and the other showing carnations being shipped from Delaware to Colombia, abductive reasoning is what enables the analyst to take an analytic leap and ask, —Why is citrus fruit being sent to the worldwide capital of citrus farming,*

*while carnations are being sent to the world's primary exporter of that product? What is really going on here?"* (2003:111).

Therefore, intelligence analyst tries to anticipate the reality behind the apparent event by asking questions. Moreover, Intelligence analyst tries to have reasonable connections, causality on the event as it might be seen in the example. Intelligence analyst tries to perceive and have reasonable explanations on a case or event by using abductive reasoning.

### Skills

*"Any institution that relies on professionals for success and seeks to maintain an authentic learning climate for individual growth must require its members to read (to gain knowledge and insight), research (to learn how to ask good questions and find defensible answers), discuss (to appreciate opposing views and subject their own to rigorous debate), and write (to structure arguments and articulate them clearly and coherently)"* (Foster, 1996:74- 79).

Intelligence communities also need to have intelligence analysts as professional in order to have achievements in intelligence work. Intelligence analysts as professional require having enough reading, research, discussion and writing skills so that intelligence analysts may have success in their intelligence work. Moore and Krizan illustrate a table, which indicates skills of intelligence analysts. Furthermore, there are similar kinds of expectation from analysts so that states can have intelligence that is more effective. For instance, Bruce and George (2008) try to describe what kinds of skills should be owned by USA's intelligence analyst. Bruce and George (2008) argue that intelligence analysts should have some skills and characteristic that define the quality of intelligence whether it is effective or not. Intelligence analysts should be professional and expert on intelligence subjects and requirements. For example, intelligence analysts should have ability of literacy in order to have capability on scientific methods on researching, collection of data, documents. In addition, intelligence analysts should have capability of testifying hypothesis whether it might be true or not that empower the reliability of intelligence analysis of analysts. Intelligence analysts can get rid of any kinds of cognitive biases, which may have damaging effect on analysis by using self-awareness. Moreover, intelligence analysts cannot be afraid of accepting their mistakes on intelligence analysis. Intelligence analysts can apply analytic methods and if there is a mistake, they can admit their mistakes.

### Critical Thinking

Critical thinking is one of the essential skills that intelligence analysts can transform information to intelligence. Furthermore, critical thinking includes some features, which make it more valuable. Moore and Krizan argue critical thinking can be defines as

*"An intellectually disciplined process of actively and skillfully conceptualizing, applying, analyzing, synthesizing, and or evaluating information gathered from, or generated by, observation,*

*experience, reflection, reasoning, or communication, as a guide to belief and action... Thinking about our thinking while we're thinking in order to make our thinking better"* (2003:113).

Therefore, critical thinking can be defined as a process in which there are conceptualizing, applying, analysis, synthesizing and evaluation of information. This information is emerged through some features such as observation, experience reasoning or communication. In addition to these, critical thinking is crucial for questioning. *"Without critical thinking, current beliefs and methods are not questioned"* (Moore and Krizan, 2003:113). Thus, the power of analysis is enhanced by critical thinking because of the fact that intelligence analysts can examine the current belief and methods which result in more certain and accurate explanations.

### Literacy

Intelligence analysts should have the skill of literacy because of the fact that intelligence analysts are responsible to read very complex and sometimes specific documents, notes, paragraphs that might be written in a different languages. Moore and Krizan claim that *"Literacy skills are crucial for understanding the target, the consumer and the intelligence process and it is also necessary for conducting research"* (2003:114). Consequently, the skill of literacy might be determined as turning point owing to the fact that responsibilities of intelligence analysts are firstly perceive the target, the consumer and the intelligence process.

### Computer Literacy

Use of technological tools is also important for intelligence analysts. Computer is one of the essential tool that intelligence analysts can use it. Intelligence analysts can benefit from computer program for statistical works, grouping information, management of information researching etc. *"These tools for manipulation, correlation, and presentation of information are a means to an end: the production of intelligence. An analyst's skillful use of them hastens arrival at that end"* (Moore and Krizan, 2003:114). By using computer tools, information can be used for more beneficial and quicker ends in order to have successful intelligence production.

### Expression

*"The results of analysis are useless if they are poorly presented. The capable analyst must be competent and experienced in presenting analysis both orally and in writing. Effective oral and written skills are therefore essential for the intelligence analyst"* (Moore and Krizan, 2003:114).

Expression of analysis is crucial for intelligence analysts because of the fact that purpose of intelligence analysis is dissemination of knowledge as intelligence to the policy makers or decision makers. Therefore, expression of results of analysis is also part of successful intelligence analysis work. According to Moore and Krizan (2003), there are three expression types as speaking and presentation, storytelling and writing, which are important for effective intelligence analysis, and analysts.

### Foreign Language Proficiency

*"To be truly successful, analysts must be proficient in the language(s) employed by the subjects of their analysis. Without such proficiency they cannot completely comprehend target intentions and actions. When analysts misunderstand their targets, the intelligence they provide to consumers thus will be inaccurate or misleading"* (Moore and Krizan, 2003:116).

Foreign language skill have direct relation with the success of intelligence analysts owing to the fact that intelligence analysts can only have a chance to have deeper, certain and accurate information about enemies or targets by usage of foreign languages. Targets or enemies' intention and possible action can be perceived by using their own language that they communicate with each other. Moreover, foreign languages skills can prevent inaccurate or misleading productions of intelligence analysts, which are disseminated, to the policy makers or decision makers. By the foreign language skill, intelligence analysts may know targets or enemies cultural values, beliefs, priorities, preferences, biases and other social features, which determine the perception of people.

### Research Skills

*"Research skills provide discipline and consistency for the creation of value-added intelligence. By providing methodologies for defining the requirement to be answered, as well as methodologies for answering that query, research skills ensure analytic consistency and enable thorough exploration of the issues"* (Moore and Krizan, 2003:118).

Research skills present a chance for intelligence analysts that intelligence analysts can increase the quality of intelligence. By research skills, intelligence analysts may apply methodologies. Having methodologies, for intelligence analysis, results in some opportunities for intelligence analysts. Intelligence analysts may easily fulfill the intelligence requirements and find answer to queries. Moreover, research skills may provide analytic consistency and exploration of issues for intelligence analysts. As a result, intelligence analysts can improve the quality of their production as intelligence.

### Information Gathering and Manipulation

*"Information is the grist for intelligence analysis, and to be successful, analysts must aggressively seek it out. Different information/data manipulation skills are required for the various stages of the intelligence process"* (Moore and Krizan, 2003:119).

Having information and usage of information might be determined the possibility of success because of the fact that all intelligence activities and works are based on the information. There are different types of required

information manipulation stages as collection, monitoring, organizing, analysis/synthesis, interpretation, dissemination, coordination, evaluation (Moore and Krizan, 2003). The intelligence collection stage is based on the gathering of information and direction of collection process. Intelligence analysts select and filtering the information to display value of information (Moore and Krizan, 2003). Therefore, intelligence analysts collect information and then eliminate information according to the level of relativity.

Monitoring stage is based on the test of validity and reliability of information. Data are summarized and descriptors are analyzed by intelligence analysts (Moore and Krizan, 2003). Intelligence analysts check and observe the information whether information is able to usage or not. Organizing stage is based on the arrangement formatting and maintenance of data in order to access usable format (Moore and Krizan, 2003). Hence, intelligence analysts arrange the information and data in order to have a reasonable order and form.

Intelligence analysts may also analysis or synthesis the information's patterns, anomalies, relationships and trends, which are analysis and or synthesis stage (Moore and Krizan, 2003). This stage of information process is a kind of categorization information and examination of information. Interpretation stage is based on the transformation of information into the intelligence. Intelligence analysts analyze and synthesize information through critical thinking that results in intelligence (Moore and Krizan, 2003). Therefore, intelligence analysts begin to perceive and then evaluate the information by critical thinking. Information is getting currency by interpretation, which results in evaluation of information as intelligence.

Dissemination stage of process is based on dissemination of information turned into intelligence to the users. In addition, most of dissemination is electronic (Moore and Krizan, 2003). Coordination is another part of the information gathering and manipulation process. Intelligence analysts and managers need to have collegial skills (Moore and Krizan, 2003). They need to have coordination skills in order to gain information and to have manipulation of information.

The last stage of gathering information and manipulation is evaluation. By evaluation, intelligence can be discussed more than single agency (Moore and Krizan, 2003). Therefore, there is a kind of collaboration, which results in determination of intelligence requirement and enhancement of intelligence.

### **Project / Process Management**

Project management is based on limited scope and goals whereas process management is based on infinitive scope and open ended goals. Besides, project and process management require planning implementation, monitoring and negotiation skills (Moore and Krizan, 2003). Both of them are essential skills that intelligence analysts should have them because of the fact that project and process management can define needs, requirements and intelligence

analysts may have an outline to have successful intelligence work.

### **Knowledge**

*“Without a solid knowledge base concerning the region or issue to which the analyst is assigned... the individual will not even know what questions to ask. That is, the person will not really be qualified to be called an analyst”* (Ronald et al., as cited in Moore and Krizan, 2003:120).

It might be argued that knowledge is one of the most required competencies of the intelligence analysts because of the fact that intelligence analysts cannot have any kind of success in the intelligence work without having enough and qualified knowledge. Moore and Krizan illustrate a table, which indicates knowledge of intelligence analysts. The most fundamental requirement of intelligence analysis is based on having knowledge, which directs and determines intelligence processes, requirements and priorities. For example, knowledge has the power of defining and configuration on questions that intelligence analysts are responsible to ask questions and find reasonable answers to that questions.

*“Knowledge consists of familiarities, awareness, or understanding gained through experience or study; it includes both empirical material and that derived by inference or interpretation. Depending on the specific target, the knowledge required can vary widely”* (Moore and Krizan, 2003:120).

There are familiarities, awareness or understanding in knowledge that might be gained thorough experience or study. Moreover, required knowledge can be differing from other knowledge that is defined by specific target. Therefore, all kinds of different and specific target result in variations of knowledge are required.

### **Target Knowledge**

According to Moore and Krizan (2003), intelligence analysts need to know context, background, history, common knowledge, social resources in order to give an answer to the consumers.

*“By providing the context into which analysts place their work, fields of study such as anthropology, comparative religion, economics, geography, history, international relations, psychology, and sociology all interact to contribute vital knowledge about the target, which both analysts and consumers need to understand”* (Moore and Krizan, 2003:121).

These fields of studies have interaction with each other, which may contribute to have essential knowledge about target. Moreover, target knowledge creates a context where intelligence analysts may determine and shape knowledge about target by using fields of studies that mentioned above. Lewis (2005) argues that

*“Target knowledge provides context and understanding which is derived from cultural*

familiarity, the subtle messages in language, and other indicators that can only be divined from knowledge and understanding of the target. Target knowledge is what makes an analyst truly valuable to his commander or customer” (33).

Intelligence analysts may have context and perception by having by target knowledge that benefit from indicators such as language, culture, sociology, history etc. Moreover, Intelligence analysts become more valuable for their customer or commanders because of the fact that intelligence analyst can submit target knowledge, which corresponds to customers’ goals, priorities and interest.

### Professional Knowledge

Intelligence analysts need to know professional knowledge on intelligence work in order to have success in their intelligence work. Furthermore, intelligence analysts have to be aware of state’s policies, goals, interest and priorities in order to frame their intelligence work. Lewis (2005) argues that

*“Professional knowledge comprises the remainder of the knowledge competency. It incorporates knowledge of the larger Intelligence Community, knowledge of the unit, commander, or customer, and knowledge about the analytic resources directly and indirectly available to the analyst. Professional knowledge allows the analyst to anticipate and answer the unique needs of her/his customers in a manner that influences their decisions most effectively”* (34).

By professional knowledge including different types of knowledge such as knowledge of the larger Intelligence Community, knowledge of the unit, commander, or customer, and knowledge about the analytic resources intelligence analyst can forecast the consumer’s needs or interest in order to find a reasonable solutions. Moore and Krizan argues that

*“Analysts need to know what specific sources of information relevant to a particular inquiry are available for exploitation. Knowing which expert sources and subject matter experts can guide the analytic process, or can offer different or additional perspectives, enhances intelligence work”* (2003:122).

Intelligence analysts need to have specific knowledge while they search on intelligence work that searching according to professional knowledge may be a decisive factor on success of intelligence work. Moreover, having specific and professional knowledge can direct process on intelligence work and it may result in exhibition of different kinds of aspects. Hence, professional knowledge may enhance the intelligence work. To illustrate, intelligence analysts should be aware of the intelligence communities and governments’ policies and politics that are useful knowledge in order to delivering accurate and reliable intelligence.

In conclusion, Moore and Krizan argue that there are core competencies that make intelligence analysts more successful. Therefore, as the intelligence analysts have more

success in their intelligence work, the possibility of effectiveness of intelligence is also increased. They define and construct the core vital features that intelligence analysts should have in order to produce more successful and effective intelligence. According to Lewis (2005),

*“The NSA Moore and Krizan model of functional core competencies for intelligence analysis is the best, most complete, and perhaps the only model in the IC that addresses the competencies required of successful intelligence analysts. Their study suggests that the necessary skills, abilities, and knowledge can be trained and refined by rigorous institutional training programs tailored to the communities and consumers they serve. The characteristics required of intelligence analysts cannot be trained and therefore must be identified prior to selection for analytic training or at least in the very early stages of it”* (34).

It might be argued that Moore and Krizan enhanced a well-qualified, deterministic and structured model that might be unique. Intelligence analysts need to have these competencies in order to have successful intelligence analysis. By application of such model, intelligence analysts may have skills, abilities and knowledge that can be improved by training programs. Moreover, although characteristics of intelligence analysts cannot be trained, characteristics required of intelligence analysts can be identified prior to selection for analytic training. Therefore, intelligence communities and intelligence’s consumers may have intelligence that is more effective.

## 2. Conclusion

Moore and Krizan argue that there might be core competencies as skills, abilities, characteristics and knowledge that make intelligence analysts more successful. Lewis (2005) argues that

*“In May of 2003 the JMIC published Moore and Krizan’s model of the functional core competencies for intelligence analysis. This study offers possibly the best model of competencies by which analysts should be recruited, educated, trained, and assessed or certified against”* (45).

Moore and Krizan constitutes a model as functional core competencies in order to define and construct the core vital features that intelligence analysts should have in order to produce more successful and effective intelligence. Moreover, their model offers essential answers and solutions on analysts’ recruitment, education, training and assessment.

It is argued that Moore and Krizan enhanced a well-qualified, deterministic and structured model that might be unique (Lewis, 2005). Intelligence analysts need to have these competencies in order to have successful intelligence analysis. They argue that the purposes of intelligence analysts are to produce successful intelligence. They define success as a kind of adhering effective process where there has to be accurate, certain and reliable analysis, management and qualified production as intelligence. Furthermore, this effective process can disseminate intelligence and consumer’s needs, interests and goals can be satisfied. To

realize having successful intelligence, there has to be core competencies for intelligence analysts. As intelligence analysts are getting to apply the core competencies, they have more success on intelligence, which increases efficiency of intelligence.

## References

- [1] Bruce, J. & George, R. (2008). *Intelligence Analysis: The Emergence of a Discipline*. Georgetown University Press.
- [2] Foster, G. (1996). *Research, Writing and the Mind of the Strategist*. National Defense University Washington DC Inst for national Strategic Studies.
- [3] Lewis III, G. (2005). *Army Intelligence Analysis: Transforming Army Intelligence Analysis Training and Doctrine to Serve the Reasonable Expectations and Needs of echelons Corps and Below Commanders, Consumers and Customer*. *Army Command and General Staff Coll Fort Leavenworth Ks School of Advanced Military Studies*.
- [4] Moore, D. & Krizan, L. (2003). *Core Competencies for Intelligence Analysis at the National Security Agency*. Swenson, R. (Eds.). *Bringing Intelligence About Practitioners Reflect on Best Practices*. Centre for Strategic Intelligence Research. *Joint Military Intelligence Collage*.
- [5] Swenson, R. (2003). *Bringing Intelligence About: Practitioners Reflect on Best Practices*, Centre for Strategic Intelligence Research, Joint Military Intelligence Collage, [http://www.au.af.mil/au/awc/awcgate/dia/bring\\_intel\\_about.pdf](http://www.au.af.mil/au/awc/awcgate/dia/bring_intel_about.pdf) (Accessed March 28, 2014).

## Author Profile



I graduated from Bilkent University department of Political Science, 2012. Then, I start my MA in the Republic of Turkish Police Academy in the International Security program. I completed my thesis 'Core Components of Effective Intelligence' in 2015. I have been studying Political Science and Public Policy PhD program of Ankara University since 2016 and I work as an expert in Turkish Presidency. My research interests include security and intelligence studies.