BOOK REVIEW

Analyzing Intelligence: Origins, Obstacles, and Innovations, edited by Roger Z. George and James B. Bruce

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Roger George, a career CIA intelligence analyst and adjunct professor at Georgetown University, and James Bruce, a retired career CIA intelligence analyst, senior political scientist at RAND Corporation, and adjunct professor at Georgetown University, assembled a collection of articles written by a number of renown personalities in the intelligence community for the purpose of exposing and critiquing the U.S. intelligence analysis process and practice.

In *Analyzing Intelligence*, the editors present the voices of John Hedley, Richard Kerr, Rebecca Fisher, Rob Johnston, John McLaughlin, James Steinberg, Gregory Treverton, Michael Bennett, David Thomas, Jack Davis, John Gannon, Mark Lowenthal, Carmen Medina, Richard Heuer Jr., Timothy Smith, and Bruce Berrowitz.

The editors felt that in 2007, and after fifty years since the American scholar and pioneer intelligence analyst Sherman Kent remarked on the lack of professional literature for the discipline of intelligence analysis, the community still lacked scholarly writings on intelligence analysis.

If intelligence analysis were defined strictly as a scientific discipline, then I would agree that there is not one textbook that guides the intelligence analyst through procedures from A to Z, in a sequential order, and without the possibility of deviation from this set of instructions. However, this is not the case, because intelligence analysis is a combination of science and art. Indeed, the editors provide a definition that asserts exactly that: intelligence is as much an art as it is a science. According to George and Bruce, the complete analyst "must be more than a well-educated individual who can write concisely. The complete intelligence analyst must combine the skills of historian, journalist, research methodologist, collection manager and professional skeptic. That is, at a minimum, he or she must demon-

strate a very unique skill set: . . . imagination and scientific rigor to generate as well as test hypothesis" (3).

A similar definition of the complete analyst was presented by Lieutenant General Michael T. Flynn, Captain Matthew Pottinger, and Paul Batchelor of their "Fixing Intel: A Blueprint for Making Intelligence Relevant in Afghanistan." The authors state that "analysts must absorb information with the thoroughness of historians, organize it with the skill of librarians, and disseminate it with the zeal of journalists."[1]

While I believe that analysts can draw from a rich collection of intelligence literature, they lack a single tome that compiles those resources. Participating in intelligence forums, I often hear of good recommendations for books of interest for intelligence analysts. I would like to see a formal compilation of the literature geared for the discipline of intelligence.

I find *Analyzing Intelligence* to be a book suitable for those outside the intelligence community who want to know what intelligence analysis is all about and for very junior analysts who would like to have a superficial overview of some of the pitfalls common to the intelligence community in the areas of the politicization of intelligence, relationships between intelligence analysts, collectors and policymakers, and epistemological issues. There is one exception: chapter 15, "The New Analysis," written by Carmen Medina, is an excellent wake-up call for the "old guard" of analysts who may be resistant to abandoning the status quo and beginning a new path in this era of data challenge and nonconventional actors.

For junior intelligence analysts, I would like to suggest that they stop after chapter 1, "The Evolution of Intelligence Analysis," to read the latest edition of *The US Intelligence Community* by Jeffrey Richelson. He describes in detail the mission and vision of each member of the intelligence community that will provide the junior analyst with a better understanding of where some of the issues brought by George and Bruce are most applicable.

I find the book to be weak due to its lack of depth, leaving the reader with nothing new to ponder other than Medina's chapter. Presenting a criticism and a collection of problems in the intelligence community without providing a solution for each instance is, in my opinion, of limited use. With that in mind, and the aforementioned lack of a solid collection or anthology to guide intelligence analysts in their selection of books, here is my suggestion to

supplement the individual chapters whose themes are introduced in *Analyzing Intelligence.*

For Part One: "The Analytic Tradition," readers will really profit from reading "A Century of Spies" by Jeffrey Richelson and "Legacy of Ashes: The History of the CIA" by Tim Weiner. Part Two: "The Policy-Analyst Relationship" begs for reading "Essence of Decision: Explaining the Cuban Missile Crisis" by Philip Zelikow and Graham Allison and "The Israel Lobby and U.S. Foreign Policy" by John J. Mearsheimer and Stephen M. Walt. Part Three: "Enduring Challenges" and Part Six: "New Frontier Analysis" can be enhanced by reading "Structured Analytic Techniques for Intelligence Analysis" by Richards J. Heuer Jr. and Randolph H. Pherson; "Thinking in Time" by Richard E. Neustadt and Ernest R. May; and "Intelligence Analysis: How to Think in Complex Environments" by Wayne Michael Hall and Gary Citrenbaum.

George and Bruce conclude with a piece about "The Age of Analysis" and wonder whether intelligence analysis will become a profession in its own right. From the moment that academia began offering master's degrees in Intelligence Analysis and Strategic Intelligence, the discipline, in my opinion, has been professionalized. Now, it is a matter of finding the right mix of instructional materials, standards of practice, and internships to support the development of the best professionals in this field.

Note

1. Major General Michal T. Flynn, Captain Matt Pottinger, and Paul D. Batchelor, "Fixing Intel: A Blueprint for Making Intelligence Relevant in Afghanistan," Center for a New American Security, January 4, 2010, http://www.cnas.org/files/documents/publications/AfghanIntel_Flynn_Jan2010_code507_voices.pdf.

Cecilia Anastos holds an MA in Strategic Intelligence with Specialization in Middle East Issues. She is a consultant Senior Intel Analyst—OSINT and Cybercrime Specialist, and the founder of Meta-Intelligence.com. Fluent in five languages, she is an avid reader and a source of knowledge in contemporary issues, foreign policy, and international affairs.