

Introduction: Defining Terms

Over the five decades I have been associated with national security intelligence, a handful of issues have persisted as analytic paradoxes, or if you prefer—dilemmas or cruel tradeoffs.

These are cases in which the demands on analysts for improved performance in one dimension come into conflict with pursuit of another much sought-after goal; for example, **the need to keep an assessment concise vs. the need to make sure it is authoritative.**

Last year, I wrote a paper and gave a seminar for "Future Leaders" of analysis, in which I argued that a primary responsibility for leaders and managers was to recognize these paradoxes, admit to their analysts that they exist, and work incrementally to reduce the tensions and time costs that pursuit of conflicting desiderata can create.

I tabled suggestions that, admittedly, were grounded in my own management experience of the old century.

The issue I address today is how knowledge of OSS can improve on my suggestions. Whereas I usually consider myself the expert in the room when I address an audience on analytic tradecraft, here the audience has more authority to speak to the issue, and I will be more the student, especially during question and answer.

One more concept to define before I start, because I will use it often: **diagnosticity**—think in terms of "leading indicators" or "tipping points." There is little point in drowning an issue in information; what analysts need are those facets of information that will help them do battle with substantive uncertainty.

Paradox I. Expertise (issue specialization) vs. General Wisdom (issue flexibility)

1. Traditional recommendations
2. Open source solutions

Paradox II. Close Policy Support vs. Objectivity

1. Traditional recommendations
2. Open source solutions

Paradox III. Managing Uncertainty: Elaborate Methodologies vs. Methodologies for Dummies

1. Traditional recommendations
2. Open source solutions

Paradox IV. Nonfalsifiable Judgments vs. Overconfident Judgments

1. Traditional recommendations
2. Open source solutions

Paradox V. What About Conciseness vs. Authoritativeness

1. Traditional recommendations
2. Open source solutions

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