

BUILDING THE COHESIVE TEAM

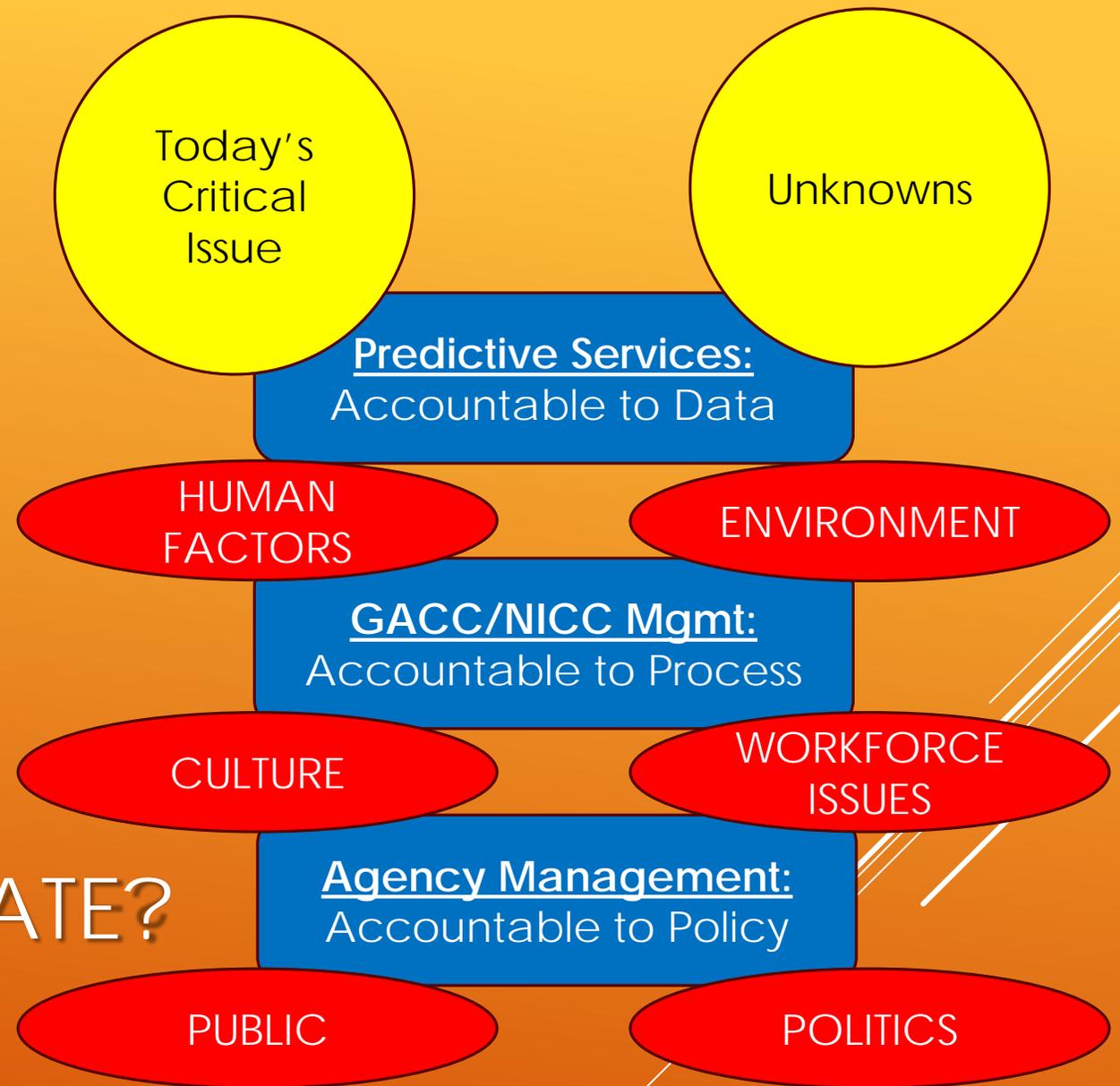
Evolving Predictive Services' Role in
Management Decision-making

- ▶ We can say, unequivocally, that all the parts work.
- ▶ Collectively, all the parts have value.

SO WHO ARE WE TALKING ABOUT?

How do we (the parts)
navigate the operating
environment?

HOW SHOULD WE NAVIGATE?



Predictive Services Guiding Principles

- ▶ Predictive Services functions as an OPERATIONAL INTELLIGENCE UNIT integral to the National Coordination System.
- ▶ Predictive Services staff provide decision support to geographic and national level leadership.
- ▶ Predictive Services must “blend the functions” of intelligence, fire management analysis, and meteorological components
- ▶ Work as “one cohesive group.”
- ▶ Consistent dialogue with the Interagency Wildland Community will serve to inform the larger preparedness program needs.

Both Managers and Predictive Services staff are responsible for applying these principles in achieving program objectives

WHO'S ON THE COHESIVE TEAM?

PULLING THE TEAM TOGETHER

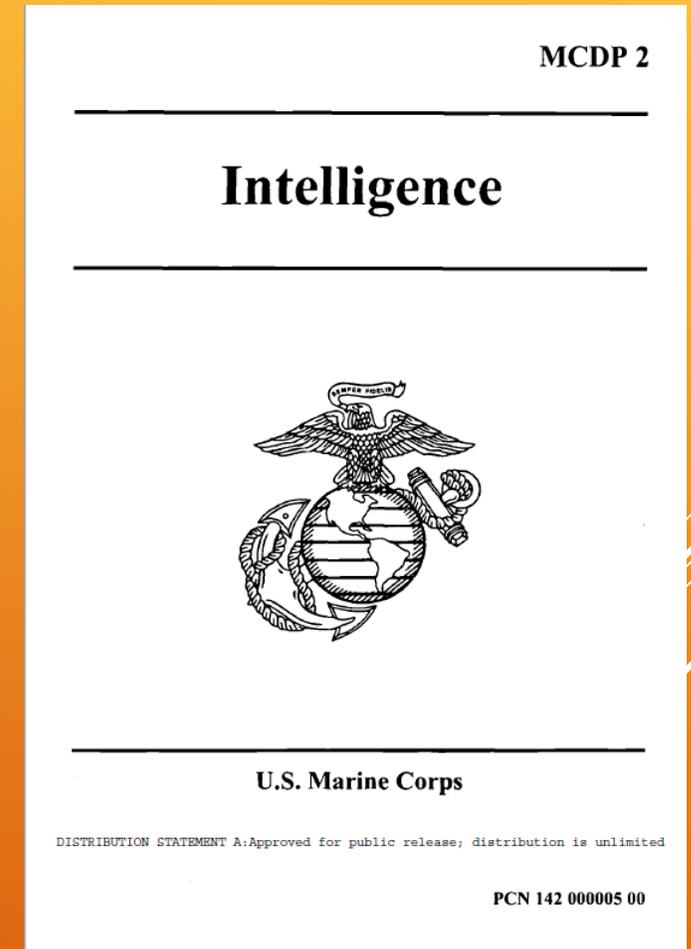
- It's not enough to simply say "work together."
- As management, we also have a role as a member of the team; namely, to provide the common purpose that pulls all players into a central focus.
- This creates synergy that makes teamwork necessary.
- This also informs the team's identity, making it more than a sum of disparate parts.



PREDICTIVE SERVICES FUNCTIONING AS AN OPERATIONAL INTELLIGENCE UNIT, BEGINS WITH MANAGEMENT EXPECTATIONS. WHY?

- “Intelligence is at once inseparable from command and operations.”
- “Intelligence activities are driven by the need to answer questions crucial to the planning and execution of operations.”
- “Intelligence shapes (some would say drives) the decisions made during the conduct of operations”

“Good intelligence BEGINS [my emphasis] with commanders clearly identifying their intelligence needs and concerns.”



- ▶ Data: any empirical (numeric), factual (non-numeric) or anecdotal (assumed, unverified) bit of information.
- ▶ Information: one or more data bits collected, sorted, analyzed and interpreted for meaning relevant to one or more management concerns or actions.
- ▶ Knowledge: learning that results from information meaningfully analyzed and displayed and from which management implications can be discerned.
- ▶ **Intelligence: the direct application of knowledge in formulating a decisive management action.**

SOME DEFINITIONS

*"Good intelligence does not simply repeat the information which a source reveals...it develops this raw material in order to tell us what the information means **and identifies the implications for decision-making.**"*

- ▶ Identify and evaluate existing conditions and operational capabilities;
- ▶ Evaluate possible courses of action providing insight to future management actions;
- ▶ Identify potential vulnerabilities; and
- ▶ Assist in developing and evaluating selected management actions.

FIRST STEPS: SET INTELLIGENCE OBJECTIVES

"Intelligence is the analysis and synthesis of information into knowledge."

"Information, and the intelligence which results from it, is perishable...we seek to have the right information available when needed and in a useful form, and so it is with intelligence."

0 to 3 Days: great certainty, high resolution.



Out to 7 Days: less certainty, function with "degrees of confidence".



Out to 14 Days: long wait times, low forecast confidence, identify flags for future awareness.



Climatology: beyond 14 Days, mark seasonable norms, calibrate to present.



MANAGEMENT EXPECTATIONS: IDENTIFYING ACTIONABLE TIMELINES

National and GACC Strategic Decision-making

- ▶ Location and timing of critical events.
- ▶ Expected intensities of anticipated events.
- ▶ Expected resource value supporting management response.
- ▶ Management impact to available resources.
- ▶ Probability of success for invested resources.

IMMEDIATE OPERATIONAL TIME FRAME:
0 TO 3 DAYS

National and GACC Strategic Decision-making

- ▶ Assessment of the post-event environment, expected change & rates of change.
- ▶ Possible modifications to the spatial arrangement of invested resources.
- ▶ Estimate the capability for sustaining current efforts.
- ▶ Assess the ability to respond to additional events.

INTERMEDIATE TIME FRAME:
3 TO 7 DAYS

National and GACC Strategic Decision-making

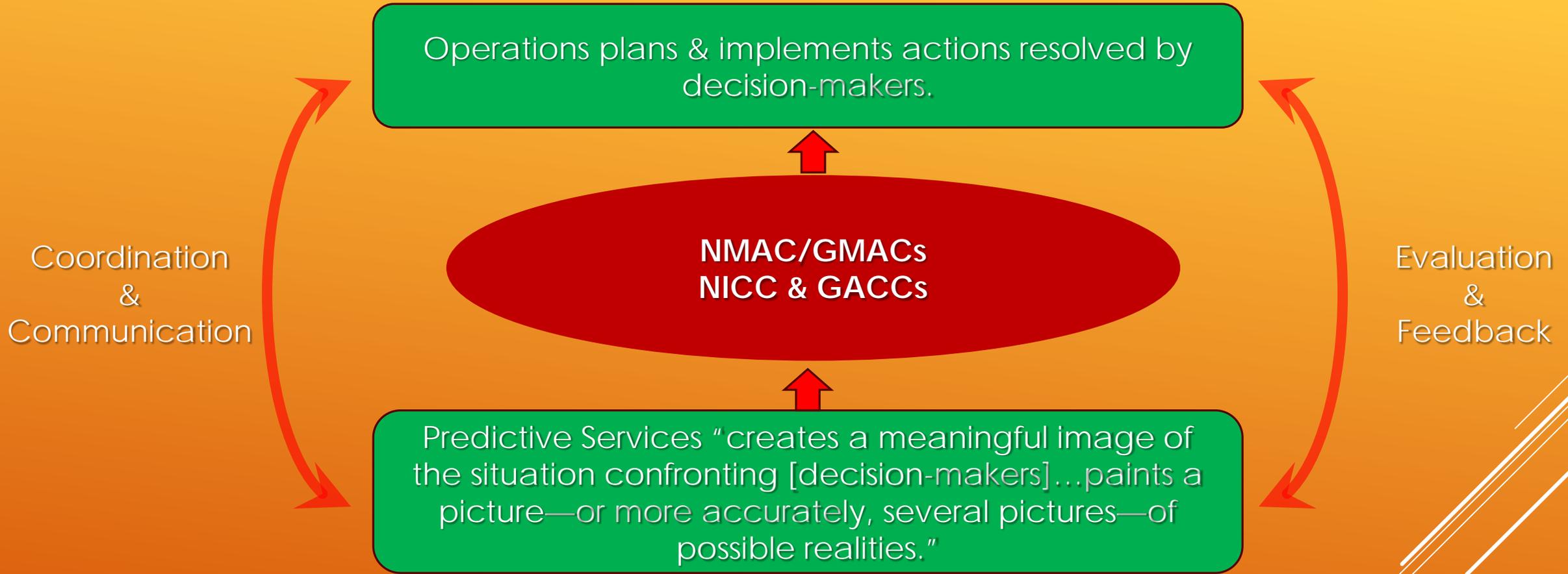
- ▶ Evaluate anticipated trends in operating environment and associated management implications.
- ▶ Assess resource capacity through time given accomplishment of incident objectives, mandatory days off, etc.
- ▶ Determine workforce resiliency through the time period.
- ▶ Assess needs and availability for additional capacity.

EXTENDED PLANNING TIME FRAME:
7 TO 14 DAYS

National and GACC Strategic Decision-making

- ▶ Locate/update position in the seasonal timeline, is the trend up, down or at peak?
- ▶ Flag recurring peak events within the seasonal timeline.
- ▶ Calibrate the seasonal timeline based on observed/anticipated conditions.
- ▶ Address implications relative to workforce capacity, sustainability.

“OVER THE HORIZON” PLANNING:
BEYOND 14 DAYS



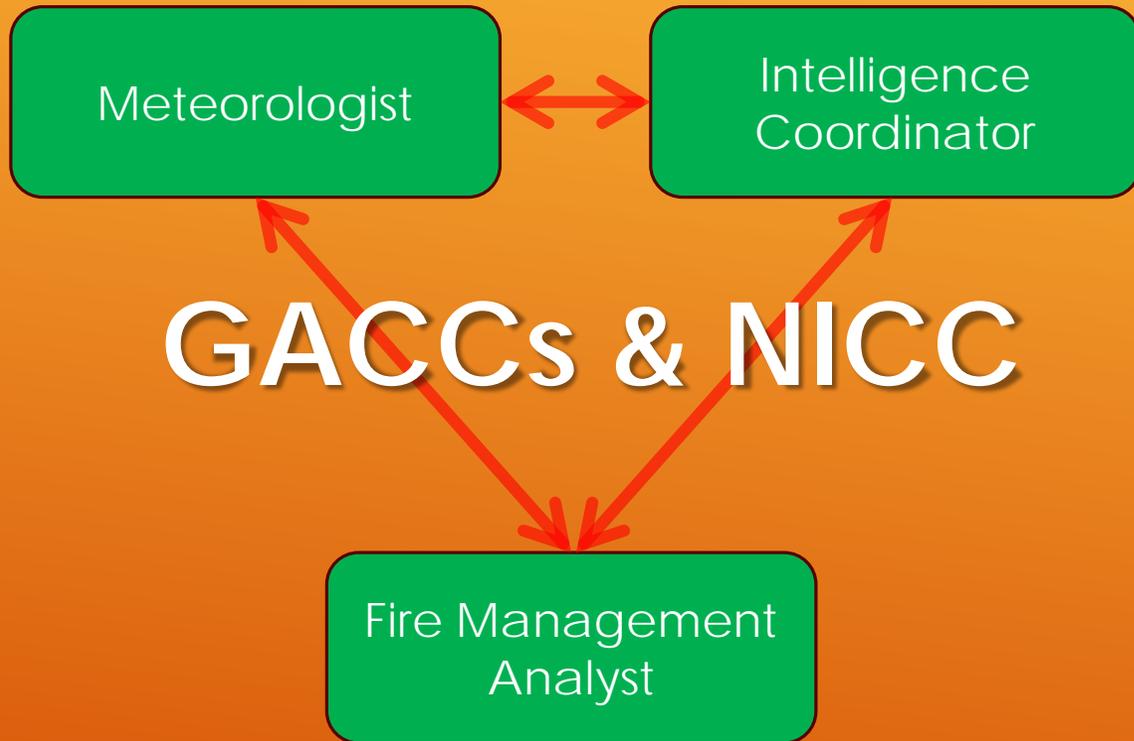
MANAGEMENT AND PREDICTIVE SERVICES INTERACTIONS

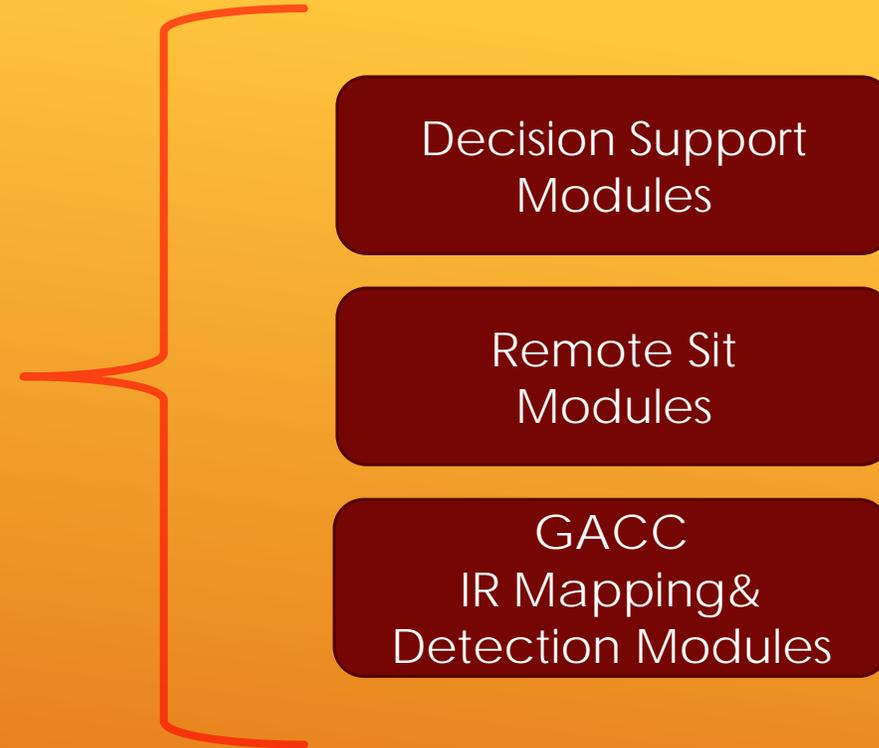
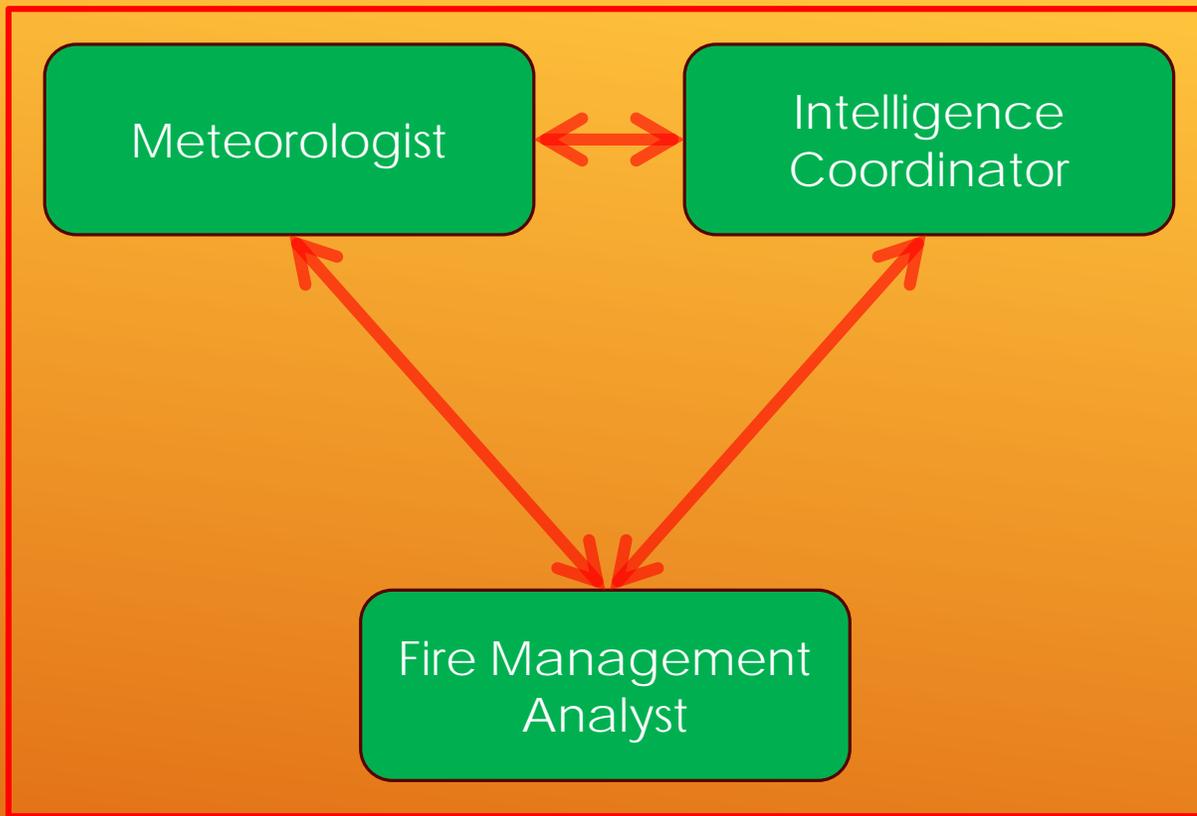
MANAGEMENT EXPECTATIONS: PREDICTIVE SERVICES COHESIVE TEAM

All functional areas have a supporting role in all management activities highlighted in the operational timelines.

It's expected that Predictive Services integrated products and services will be highly coordinated and interactive.

When the time comes to brief management, they will deliver a highly coordinated presentation in which all specialists have input and ownership.





Tactical Intelligence Support

Predictive Services can also integrate tactical functions, resourcing and managing support modules as a service to incidents/units and to add further value to strategic awareness.



The “TEAM” consists of management and Predictive Services (i.e. all the functional areas) integrating awareness and capability to achieve operational objectives.

Integrating intelligence analysis as an operational function will require us to embrace change from past practices.

Change will require us to be intentional about how we staff and organize if we are going to be successful.

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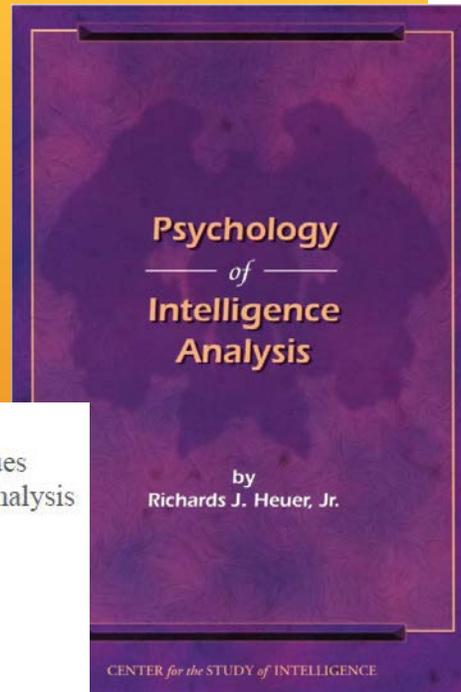
A Tradecraft Primer: Structured Analytic Techniques for Improving Intelligence Analysis

In the Moneyball movie, Oakland Athlet team's loss to New York Yankees in the e wanted to win the championship. Anoth three of his star players — Damon, Gi

The next challenge, Billy Beane had was with a measly budget of \$38million com million to spend on recruiting players. B

Prepared by the US Government

March 2009



Psychology of Intelligence Analysis

by Richards J. Heuer, Jr.

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Intelligence



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QUESTIONS?