



## DYNAMIC THINKING

Intelligence Analysis Edition (3 days)

### OUT THINKING THE ENEMY

The role of our Intelligence and Security agencies is forever evolving in response to an increasingly unpredictable range of global threats. Our security environment is fragile and we must do all that can to protect it. Consequently, never has the demand for intelligence been so great. The skills required to meet these demands require individuals and teams that can think-on-their-feet, under pressure, employ advanced critical and creative thinking, and often in complicated and uncertain circumstances. This course helps meet this demand.

Chris Jagger, 2creatEffects

# Dynamic Thinking in Intelligence Analysis

**A unique and highly acclaimed training course that helps individuals form habits of mind that allow them to process information critically and creatively.**

## Introduction

'Dynamic Thinking in Intelligence Analysis' is an education and training course that helps intelligence officers form a vigilant and inquiring mindset capable of putting critical and creative thinking into effect. The course has been delivered to several thousand students across the defence, national security, law enforcement and intelligence communities.

After an initial introduction to intelligence principles, theory, tools and techniques, we focus on case studies and scenario based exercises. During and after each exercise, we help participants reflect on what they have done and why they have done it, consequently highlighting dependence on previous norms rather than fresh thought and initiative. This is learning through experience; no prior knowledge of the scenario is necessary and most find the experience both fun and importantly, liberating.

We aim to consider the core principles of these issues and how they can be adapted dynamically for strategic and tactical situations, rather than taken off the shelf and used in a formulaic manner.

A series of experiments, exercises and group discussions are used to highlight and emphasise the principles of these core competencies. The facilitators use personal experience to provide examples to reinforce theory throughout the programme.

We challenge our participants to think and work outside of their comfort zones. Combining cutting edge academic research with real world case studies, our courses are insightful, inspiring, engaging, fun and sometimes even exciting!

## Our Aim

We will leave participants inspired to continue developing their Dynamic analytical mindset. They will depart armed with a collection of tools and techniques for thinking analytically, critically and creatively. Confident with risk, and equipped to think through the consequences, they will be better equipped at tackling and communicating uncertainty, forming hypotheses and making complex decisions.

## Workshop Objectives

- Break away from conventional thinking.
- Learn to challenge norms and old ways of doing business using constructive positive techniques; think critically and creatively using positive techniques; helps individuals to identify and change thinking, cultures, procedures and processes that lead to business failure;
- Explore and internalise Problem Restatement methods;
- Explore and internalise various critical thinking theories (e.g. Paul and Elder's Elements of Thoughts);
- Practice dynamic listening and strategic questioning;
- learn to think from the perspective of others and adjust behaviour accordingly (client facing thinking);
- learn to quickly assimilate and evaluate large quantities of information under pressure;
- learn to prioritise time in crisis situations;
- practice negotiating with difficult individuals;
- be more confident making decisions under pressure;
- become more accurate in communicating and presenting recommendations and judgments;
- increase confidence in giving presentations and communicating uncertainty;
- improve team-working;
- Practice and internalise hypotheses building techniques,
- Explore and experiment with argument mapping processes;
- see more collaborative and partnership opportunities – think on behalf of the team, not just yourself;
- identify paradigm shifts, understand when business change is both inevitable and essential;
- prepare participants with a positive mind-set for business change.
- participants are left inspired, and armed with an intellectual framework on which to continue personal, team and organisational development.

## Course Overview

### Day 1

*“The dynamic thinker is a person who continuously invests in adopting and adapting habits of mind that allow them to think and respond to challenges critically and creatively”*

*Chris Jagger – Founder of 2creatEffects*

**0900-0930:** Welcome, Overview, Learning Objectives, Guidelines and Introductions

**0930-1100:** Case studies of human and institutional failure in intelligence are examined placing particular emphasis on lessons identified from the British deployment of Armed Forces in Iraq and the US Governments 911 Commission Report. Case-studies are followed by a facilitated group discussion.

**1100-1230:** The Psychology of how the brain succeeds and fails in complex analytical environments will be discussed. Issues such as mirror imaging, paradigm shifts, confirmation bias, group-think, cognitive dissonance, perception, functional fixedness, bias, memory, imagination and unintended consequences will be experienced by participants during a series of specially designed experiments and case studies.

**1330-1430:** Lunch

**1430-1530:** The theory of divergent, convergent, lateral, critical and creative thinking is discussed and experienced through the use of a series of mini-challenges, exercises and case-studies. Participants will be experience the benefits of challenging assumptions, especially those which relate to problem solving.

**1530-1600:** The working ethos of high-performing innovative teams will be examined and then discussed in the context of the participants own organisation.

**1600-1700:** Lecture followed by discussion focused on ‘how to form a team’ that is capable of thinking and acting Dynamically within an intelligence and security context.

## **Day 2**

**0900-1000:** Recap and reflection of day 1 followed by Q&A

**1000-1230:** Participants will be introduced to a collection of highly effective tools and techniques for critical and creative thinking, hypotheses building, measuring risk and decision making. Each technique will be introduced and then practiced in a mini exercise.

**1230-1330:** Participants will organise themselves into teams. Each team member will be appointed a specific role in accordance with our prior observations about Dynamic teamwork.

**1330-1430: Lunch**

**1430-1630:** Intelligence Failure Exercise: Individual teams will be charged to put their new skills and dynamic mindset to the test in an Intelligence Failure themed exercise. The exercise requires participants to identify failures at Strategic and Tactical levels caused by a lack of critical and creative thinking. At conclusion, each team will present their findings and recommendations to a panel of experts who will challenge their thinking.

**1630-1700:** We finish off the day with a discussion about how to apply the lessons observed thus far in the participants own work environment.

### Day 3

**0900-1600:** A full day team simulation exercise. In teams, participants will be challenged to manage and respond to a complex and fastmoving intelligence environment. Throughout the day the teams will be 'drip-fed' intelligence reports originating from a spectrum of sources, agencies and countries from all over the world. Their job will be to determine what is happening, identify courses of action, and finally make recommendations. In doing so they will build multiple hypotheses and identify risks in all of their recommended courses of action.

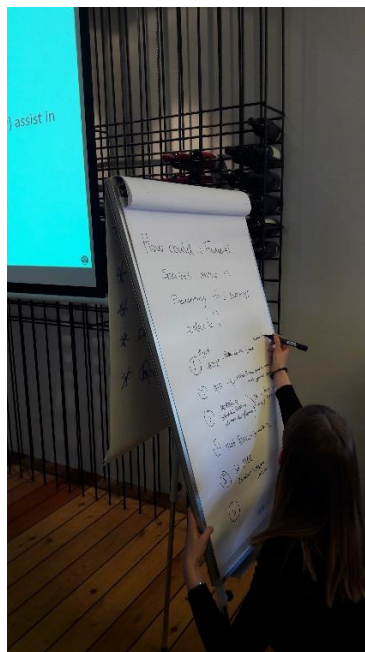
In addition to coaching and training participants critical and creative thinking skills, the exercise includes requirements for teamwork, judgment and decision making under pressure, briefings and presentations, communicating uncertainty, strategic questioning, negotiation-persuasion-influence, developing action-plans and thinking about how to plan for skills and process development in the future. Intelligence Partnerships, and the relationship between Defence and Civil Agencies will also be explored. A range of media and role-play is used throughout this exercise.

The exercise will conclude with team presentations followed by a facilitated group debate whereby each team will challenge the opposing groups recommendations.

**1600-1700:** The course will conclude with a discussion about the all-important So What questions? What does Dynamic Thinking mean to me, my team and my organisation?

## Course Delivery

A combination of lecturing, real case-studies, experiments, realistic simulation exercises, group work, discussion, questions and answers, reflection and debate is employed to ensure the course remains engaging and thought provoking throughout. The course is delivered in such a way that participation is encouraged and new mental habits are formed.



## Course Facilitators

Our facilitators have a wealth of practical experience in tackling organised and crime and terrorism from both national and international perspectives. Engaging, inspiring and entertaining, they bring a combination of practitioner experience combined with academic vigour.

### **Mr. Chris Jagger**

Mr. Jagger is Company Leader of 2creatEffects (2CE). In addition to leading his companies' consultancy and training portfolio, Mr. Jagger is a seasoned security and intelligence practitioner and academic. A regular contributor in academic works on Intelligence, he serves at University Rey Juan Carlos as professor of Intelligence. His approach to Intelligence Analysis forms a chapter in the book *The Art of Intelligence Analysis: Games Simulations and Exercises*.

Prior to forming 2CE, Mr. Jagger worked for the British Government, United Nations and NATO in numerous senior Intelligence roles spanning operations, investigations, liaison, analysis, policy, and strategy. During his time at NATO he reached the civilian rank of Colonel acting as an advisor to the Command Group (4 star US Admiral and a 3 start British General). His career has caused him to gain unique experience in bridging civil and defence security agencies to achieve joint effects against organised crime, extremism and terrorism. His thematic specialisations include International Critical and Creative thinking in Intelligence, Organised Crime, Counter-Terrorism, Cyber Security (Human behaviour), Maritime Security, Crime in Conflict with extensive experience in the Balkans.

He studied Law at the Open University (Certificate in Legal Studies) and holds an MA in Intelligence Studies (Distinction) from Buckingham University. Mr. Jagger is author of *Escorting the Monarch, the history of the Metropolitan Police Special Escort Group* (released October 2017).

### **Mr. Shaun Romeril**

Mr Romeril is the Lead consultant at 2CE. Mr. Romeril is an intelligence professional with a unique blend of operational leadership, strategy development and planning expertise. Shaun was the Program Manager for the National Counter Terrorist (CT) network Olympic plan and responsible for the its design and delivery during the highly successful London Olympic and Paralympic games. Throughout his career, he has developed intelligence analysis and management systems both in the CT and Organised crime arena and designed and delivered training in support of them.



## Origins of Dynamic Thinking in Intelligence Analysis

Dynamic Thinking finds its footings in Lord Butlers review into the intelligence aspects of the UK Governments decision to go to Iraq. The review had identified that a number of ‘intelligence failures’ had taken place. The review recommended increased critical and creative thinking within the intelligence community. Mr. Jagger was invited by one of the UK intelligence agencies to build a tailored course in response to the Butler review.

Simulation exercises; We get very good feedback from our simulation exercises. They are designed to coach individuals and groups into specific tools and techniques which students learn to adapt to their own circumstances. The exercise follows a security theme which is fast moving and highly realistic. The exercise causes students to think laterally and to practice using new methods for analytical thinking. At the end of the exercise the students are invited to present their recommendations and hypotheses.



## Tailoring Service

The majority of courses are tailored to our clients specific learning and behavioral change needs. Following a short consultancy (SKYPE, EMAIL or in Person) we are usually able to gather enough information to allow this process to undergo seamlessly.

Furthermore, our facilitators are extremely experienced in delivering training, and are able to adjust course tempo and change emphasis in reaction to individual groups as the course is underway.

## 2creatEffects

2creatEffects was established in 2012 and has delivered bespoke and tailor-made educational programmes to over 4000 individuals across numerous professional disciplines. Our courses are embedded into the Swedish Police Academy and a Masters' Degree in Intelligence Analysis. Our clients include Europol, European Commission, NATO, several governments as well as a large number of private sector entities.

## Pricing

Our courses are priced in accordance to group size, location and the length of the event (our courses range from 4 hours – 2 weeks). We offer competitive rates in accordance with industry standards and are usually able to work within the budget of our client. Discounts may apply for in some instances.

For a free quote, please write to us through our website. [www.2createffects.co.uk](http://www.2createffects.co.uk) or call 003546925007