

# Hipótesis

CON-TEXTOS DE INTELIGENCIA COMPETITIVA

## PROFESORES VISITANTES

# Interview with Chris Jagger

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ARCHIVADO BAJO ANALYTICAL THINKING, CHRIS JAGGER, INTELLIGENCE,  
INTELLIGENCE COMMUNITY, MÁSTER EN ANALISTA DE INTELIGENCIA, NATIONAL  
CRIMINAL INTELLIGENCE SERVICE, NATO

### **Who are you and what is your professional background?**

My name is Chris Jagger and I was born and raised in North London – although I've not lived in the UK for many years I will always proudly call myself a Londoner!

Shortly after leaving school in 1998 I started out my career with the Metropolitan Police working out of their HQ at New Scotland Yard. Discovering a talent for analytical thinking I quickly found myself working at the National Criminal Intelligence Service; then a new agency responsible for tackling organised crime in the UK. In late 2001 joined the United Nations in Kosovo as the Head of Military Liaison. Following a short stint in London I secured a job with NATO as an advisor on organised crime, border and maritime security. Whilst at NATO I was promoted to the civilian equivalent of Colonel and held the position of Director of National Security Vetting in Kosovo. It was during my time at NATO that I decided to take some time away from full time work and commit to academic studies at Buckingham Universities Centre of Intelligence and Security Studies. I finished at NATO as the Director of the Mediterranean Maritime Security Forum. I then formed 2creatEffects.

### **What are the origins of the course?**

During my time in academia I maintained close relations my colleagues within the intelligence and security community. In fact I was encouraging my colleagues to get more involved in academic life because I am a strongly of the view that universities could and should play an important role in assisting building valuable knowledge and debate about security important issues. It was during this time that I got involved in a discussion about 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 a number of things including a need for increased critical and creative thinking within the intelligence community. I was invited by one of the UK intelligence agencies to build a tailored course in response to the Butler review. In doing so I reached out to my colleagues at Buckingham University who assisted me in the design of the first version of the course. The title of that course, 'Secrets and Mysteries', was taken from an observation offered by the authors of the review; that secrets are knowable – given the correct intelligence gathering, but

some things are simply not knowable, they are mysteries – often because humans are unpredictable. One of the learning outcomes of the course is to teach students how to tackle such phenomena and communicate uncertainty.

### **Can you give me a short description of the sorts of issues you cover in the course?**

Students are taught into using the 2creatEffects model for thinking. The course is structured using a special balance of theory, exercises and practical techniques. This approach provides an atmosphere of “on-the-job-learning” or “learning through action”. Specifically we teach our students how to think critically and creatively by adapting and adopting certain habits of minds. We call this Dynamic-Thinking. Throughout the course we examine case studies of human and institutional failure placing a special focus on intelligence failure. 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.

### **What gave you the inspiration for creating the course?**

A number of things actually! I have been fortunate to have worked closely with a number of different nations law enforcement, intelligence and militaries and I have seen how they have been trained – often participating in the training myself. Generally I have found the experience of training to be unsatisfactory for anything other than teaching people to follow relatively basic procedures and analytical methods. I felt that most training was over prescriptive causing individuals to become rigid and inflexible in their approach. This sort of training is ok for many routine scenarios but is not ok for teaching individuals to respond dynamically in complex, fast moving or crisis situations. This coupled with my deep interest in unconventional approaches in intelligence operations inspired me to create my own course. I was keen to develop a course that helped people develop dynamic thinking skills which would assist them in responding to difficult and unusual challenges. The feedback I got from delivering the first version of the course to the UK intelligence community gave me the inspiration to continue developing new courses and forming 2creatEffects.

### **Who is the course intended for?**

Since the original version of the course which was designed for the intelligence community it has evolved and is now delivered for a range of professional sectors. The skills we teach are generic and relevant for most professional disciplines.

### **How do University students benefit from doing the course?**

In addition to teaching students important lessons that have been learned from intelligence failure, the dynamic-thinking skills we teach are essential for anyone who works within the intelligence and security community. Our course provides students with a valuable insight into some of the key challenges that the intelligence community is faced with.

### **Lastly, what do you think of Barcelona?**

Wow – what a beautiful city! This was my first time in Barcelona and I was completely in awe of the architecture. Barcelona is clearly a city with a very strong and vibrant creative energy!

## Comentarios

### Un comentario en “Interview with Chris Jagger”

1. Very informative blog post. Really thank you! Keep writing. dckdbagackkd

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