Reasoning for Intelligence Analysts: A Multidimensional Approach of Traits, Techniques, and Targets. By Noel Hendrickson. Lanham, MD: Rowan & Littlefield, 2018.

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***Reasoning for Intelligence Analysts: A Multidimensional Approach of Traits, Techniques, and Targets*. By Noel Hendrickson. Lanham, MD: Rowan & Littlefield, 2018. ISBN 978-1-4422-7231-6. Tables. Figures. Notes. Sources cited. Index. Pp xix, 335. $55.00.**

Intelligence analysis is both an art and a science. There are numerous ways to examine the "how" and the "why" behind it. Many books and articles on how to analyze intelligence have hit the street in the last twenty years. Noel Hendrickson's *Reasoning for Intelligence Analysts* falls well above center mass in this vast body of work. Containing myriad valuable insights on process and critical thinking, it relies heavily on formulaic equations and is best suited for the beginner vice the long time practitioner.

The author is an academic with a Ph.D. in Philosophy who teaches at James Madison University, where he helped establish an intelligence analysis program. The back cover of the book states he "has over a decade of experience teaching reasoning methods to aspiring intelligence analysts."

The author appears to place more confidence in academic models and theories than in practical application and the experience of those with many years of intelligence analysis under their belts. He uses an academic platform to apply educational methodologies to Intelligence Community practices. At times, he seems to be so enamored of the process that the analytic results themselves come off as more of a by-product or side effect of the theories and paradigms.

A principal flaw of the book is that the author does not appear to have performed practical work as an intelligence analyst. Any buyer would have serious reservations about a medical textbook written by someone with no hands-on experience as an M.D., or an accounting textbook written by someone with no hands-on experience as a CPA. And yet, Dr. Hendrickson has done precisely that with a volume on intelligence analysis.

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Despite the author's lack of hands-on experience as a practitioner of intelligence analysis, this is a solid, credible textbook for the beginner (recommend second or third semester) learning about the topic. It provides multiple reasoning (albeit formulaic) approaches to give the aspiring analyst a series of critical thinking acid tests to help them establish some sense of analytic perspective.

To his credit, the author contributes a credible, sincere effort to provide intelligence analysts with a useful beginner's tome of approaches – a "cognitive toolkit" by any other name. He relies on his background in philosophy to better understand the "why" as well as the "how." This cross-disciplinary approach brings in a veritable flood of analytic methodologies and merits further examination in the field of intelligence analysis.

Hendrickson skillfully explains the uses of inductive and deductive reasoning methodologies. He advocates Abductive reasoning (an artful melding of inductive reasoning and deductive reasoning) that integrates multiple approaches. His integrative approach has a solid theoretical foundation. His causal analysis examples lend themselves well to outlining the art and science of intelligence analysis. His "thinking about thinking" approach is a good reminder and foundational practice for any analyst at any level of expertise.

The author's abductive reasoning approach combines hypothesis testing, causal analysis, counterfactual reasoning, and strategic assessment. All of these are solid analytic techniques – all that is lacking is more practice to bolster the theories. The seemingly endless models and theories need more practical application to serve as a "reality check" touchstone for the academic side of the book. The author seems to spend more time justifying why his arsenal of methodologies trumps an experienced analyst's toolkit.

His overall approach is broken down into five themes loosely woven together. The first theme is that ideal intelligence analysis reasoning integrates both theory and practice. While he does pay tribute to practical application, he maintains that analysis without an underlying theory is intellectually isolated and adrift. While that approach may work in academia, real analysis often takes place in a context more dependent

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upon immediate, extant realities in a real-time, real-world situation rather than a theory or model.

The second theme is that ideal analyst reasoning is personal in both theory and practice. The factors intrinsic to the analyst's personality are intellectual courage, intellectual self-control, discernment, and intellectual fairness. These factors, combined with humility, versatility, efficiency, and realism, round out the analyst's cognitive toolkit to assist the analyst in personal reflection to examine their own work.

The third theme is that ideal analyst reasoning is procedural in both theory and practice. This theme brings together the analyst's technical prowess and cognitive approach. In so doing the analyst will identify relevant background information, infer plausible conclusions, imagine possible alternatives, and interpret broader meaning. These factors then incorporate thoroughly researching the subject, challenging every inference, continually evolve judgments, and identifying evidential limitations. All of that put into practice helps the analyst maintain analytic transparency and procedural balance.

The fourth theme is that ideal analyst reasoning is problem-specific in both theory and practice. This addresses the ideal questions the analyst asks. The analyst employs hypothesis development, causal analysis, futures exploration, and strategy assessment. Within this framework, the analyst also employs the key interrogatories (who, what, why, when, where, and how) to "ask the right question."

The fifth theme is ideal analyst reasoning as being an example of good reasoning. This consists of maintaining objectivity by transcending politics, personal and political agendas, and public debates in search of the truth.

The author skillfully blends multiple thought disciplines (sociology, logic, and critical thinking) to represent theory-oriented approaches. He pays homage to the analyst's intuition and experience. He provides an infrastructure for aspiring analysts to learn "how to think" as they hone decision making and critical thinking skills.

He understands that the intelligence analyst adds more value through the

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use of structured analytic techniques and provides multiple avenues of those techniques for consideration. Ironically, some of the authors he cites (Mark Lowenthal, David T. Moore, Richards Heuer) have written works of more immediate, practical value than the book citing them.

In summary, this is a valuable book for the beginner or someone looking for a refresher on intelligence analysis. The over-reliance on theory instead of practical experience stems from the author's academic background. It would be a solid resource at the freshman or sophomore level.

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