Analysis

Proposed Analytical Model:

- Identify drivers
- Identify trends
- Weight drivers and interaction within trends
- Identify scenarios
- Reexamine drivers and weights
- Identify wildcards
- Reexamine scenarios

Double-value:
- Transparency of analysis empowers policymaker
- Drivers are at the heart of good policymaking

What is Analysis

In the broadest sense …
Analysis is the process of evaluating and transforming raw data into descriptions, explanations, and conclusions that help intelligence consumers (policymakers) take action.

Definitions

<u>Judgment</u> – a statement that goes beyond available information, enriched by your expertise, background, methodologies, assessment of sources, and knowledge of policy – interpreting …

- what's happening (and where and how)
- why it's happening
- who's making it happen
- what'll happen next and later
- to reach a conclusion on the basis of probabilities – an analytic leap from the known to the uncertain

<u>Opinion</u> – something you're entitled to but is probably of little interest or value to your client

- often influenced by bias/assumptions
- usually lacking transparency and rigor

Definitions

<u>Bias</u> – combination of experiences, facts, and opinions that influence how we approach an issue.
- Sometimes transparent; often not
- Can guide formation of hypothesis only

<u>Assumption</u> - a proposition whose truth is taken for granted and guides us in making a judgment.
- Not necessarily bad if made explicit up front
- Help us determine scope of work by ruling out certain

<u>Hypothesis</u> - A tentative assertion linking two or more phenomena, subject to testing and proof.
- To be tested with empirical evidence
- Helps build/logic of drivers, trends and scenarios

In its simplest form …   good analysis … the "key judgments":

- Provides an accurate snapshot of what we *know* and what we *think* about a current situation

    - who, what, when, where, how, why
    - **what's driving it – the "drivers"**

- Identifies the *trends*

    - what's happening with each key driver

- Identifies potential *outcomes*, with some estimation of *probability*

Good analysis educates … is transparent … policy-relevant … dynamic.