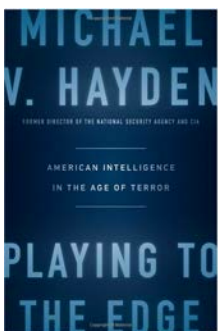## Recommended Readings

Because the general public often misunderstands the field of intelligence, the IA program suggests that prospective students pay special attention to accounts from credible sources (particularly from veterans of the field) to learn as much about the intelligence community as possible before entering it.

Below is a list of selected recommended readings and brief reviews from IA faculty. There are two categories of books reviewed – the first on intelligence in general, and the second on the actual process of intelligence analysis. Our hope is that students use these texts to guide their decision into the major and the field.
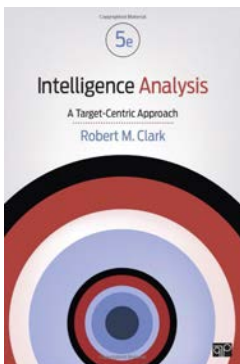
On Intelligence in General

Hayden, Michael V., *Playing to the Edge: American Intelligence in the Age of Terror* (New York: Penguin Press, 2016).

Hayden is an Air Force general who is the only person to have been head of both the Central Intelligence Agency and the National Security Agency. During his time at these organizations he dealt with issues such as terrorist attacks, drones, cyber war, monitoring US citizens' communications, proliferation of weapons of mass destruction, torture—not to mention Congress, the press, lawyers, etc.
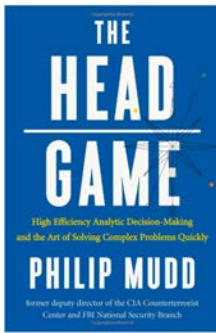
On Intelligence Analysis

Clark, Robert M., *Intelligence Analysis: A Target-Centric Approach*, 5th. Ed., (Washington, DC: CQ Press, 2016).

Clark recommends focusing on the problem—rather than the bureaucratic agency, collection platform, region, etc.—and working in a methodical, interdisciplinary manner. As shown in some of his other books, Clark is also a proponent of the application of high technology to intelligence analysis, an approach that is also an integral part of the curriculum of the Intelligence Analysis (IA) Program at James Madison University (JMU).
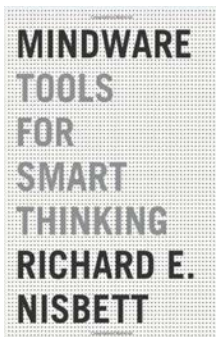
Heuer, Richards J., Jr., and Pherson, Randolph H., Structured Analytic Techniques: for Intelligence Analysis, 2nd. Ed., (Washington, DC: CQ Press, 2015).

Structured analytic techniques provide analysts with a roadmap of how to approach problems, as well as a way to overcome cognitive shortcomings, such as mindsets and biases. This book gives step-by-step guidance on how to benefit from dozens of techniques. Practice in using structured analytic techniques is another key part of the IA curriculum.
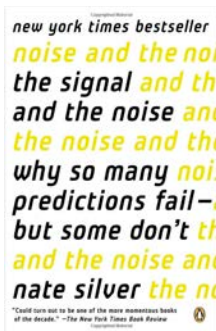
Mudd, Philip, *The HEAD Game: High-Efficiency Analytic Decision Making and the Art of Solving Complex Problems Quickly* (New York: Liveright Publishing, 2015).

Mudd was a senior official at both the Central Intelligence Agency and the Federal Bureau of Investigation, as is now a commentator on terrorism for CNN. The book includes several in-depth examples of recently declassified intelligence analysis, along with Mudd's extensive commentary on them.
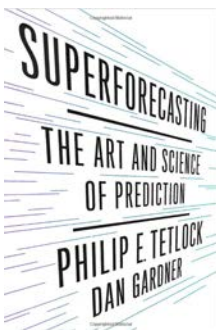
Nisbett, Richard E., *Mindware: Tools for Smart Thinking* (New York: Farrar, Straus and Giroux, 2015).

Nisbett, a psychologist, shows how the scientific method can help in daily life, as well as complicated and difficult intellectual challenges. A systematic approach to problems, based on the scientific method is another important part of the curriculum of the IA Program.

Silver, Nate, *The Signal and the Noise: Why So Many Predictions Fail—But Some Don't* (New York: Penguin Press, 2012).

Predicting the future is not the only things intelligence analysts do, but it is an important and difficult challenge. Silver has acquired an outstanding record of accurate predictions, and shows how statistical methods can be used to better understand terrorism, climate change, the stock market, epidemics, earthquakes, the weather—and poker.

Tetlock, Philip E., and Gardner, Dan, *Superforecasting: The Art and Science of Prediction* (New York; Crow, 2015).

Tetlock lays out the characteristics that make a great forecaster, such as gathering data from a wide variety of sources, working as part of a varied team and keeping an open mind. Critical thinking—assessing the quality of one's thinking—is a core part of the curriculum in the IA Program at JMU.

Please note that in addition to these resources, a number of JMU IA Faculty have also written books, journal articles, and the like on their experiences in Intelligence. A quick internet search of their names (using something like Google Scholar) will produce results that could also be potentially interesting and beneficial to students.