

Chapter 1

Cognitive Science, Orientism Management (OM), and Intelligence Analysis

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ABSTRACT

Intelligence analysts are a task force of experts in the field of politics, economics, technology, military, and terrorism analysis. They possess the knowledge, sufficient capacity for imagination, and creativity to relate data predict events. The intelligence approach (basically) tries to reduce the uncertainty of this analysis to forecast the future without being privy to alternatives in the minds of policy decision makers. This chapter intends to describe a new interpretative socio-cognitive paradigm, Orientism, to understand and manage the fluid nature of knowledge, but at the same time to seize and manage the unpredictability and risks of dynamics of risk decision management in relationships complex environment. The new elements are five key factors and criteria to direct and motivate people in the choosing process and following 10 different and key relationships between them.

INTRODUCTION

A long tradition of studies analyzed the risk components (i.e. logical-probabilistic, cognitive, regulatory, socio-systemic, and socio-cultural), inherent in a decision-making process. The multiple variables, able to cause an unstable condition of unpredictability in a decision-making process, found a catalytic function of

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management in the information factor, or factor 'k', in the regulatory role of external agents (social environment) and the cooperation between action makers.

Worldwide Analysts have common problems and similar challenges, such as:

- Understanding and interpretation of information by management of intelligence
- Competition with media and other information brokers who communicate and disseminate information on world events instantaneously
- Overabundance of information
- Level of knowledge and application of technical analysis, scientific methodologies, tools, techniques, for different contexts, "clients" and intelligence products
- The effective use of the analysis in the decision-making process
- Intelligence estimable to design future developments, allowing the development of strategic plans

Richard Betts (2007) has made the greatest contributions to shifting the evaluative metric from the unattainable ideal of accuracy to something more realistic with his argument that intelligence failures, consisting of either inaccuracy or surprise, are inevitable. Betts' argument is a sophisticated one which acknowledges that

The Analyst is a real *risk manager* that establishes proceedings towards analysis, design, development, and evaluation of decision-making effects. The paradigm requires a *complex decision screenplay* (scenario): a macro project (about operation modes), a micro project (about contents and activities types), and scripts of activity sequences.

He designs in phases and dynamic structures, deciding on

- *Declarative knowledge*, which describes "how things are", in a format that may be manipulated, decomposed and analyzed by its reasoners. Declarative knowledge tends to be flexible and broadly applicable
- *Procedural knowledge*, is related to the procedure how to perform actions. Procedural knowledge tends to be more fluent and automatic
- *Propositional thoughts*, which translates experience into knowledge semantics
- *Mental images*, which can recognize and identify the information retained. It allows "factual knowledge", an important skill area for a self-managing set of attitudes and behaviors
- *Narrative thought*, able to interpret own experience, comparing it with the experience of others.

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