



Outward Insights is an intelligence consulting firm that works with federal and local intelligence and law enforcement agencies to provide sophisticated solutions to their toughest challenges.

Comprised entirely of senior practitioners, our instructors were groomed at the world's leading consulting and intelligence organizations. They have hands-on experience in intelligence planning and production, early warning, watch office operations, and crisis management. All hold active security clearances.

Our strength is in teaching clients the latest intelligence and strategy tools and methods so that they can anticipate emerging threats and opportunities, analyze complex issues, and deliver effective and insightful intelligence products to their consumers.

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Public Sector Training and Education

THE DEMANDS ON US INTELLIGENCE AGENCIES for insightful and actionable intelligence have never been greater. More agencies are recruiting analysts and building analytical teams to confront a range of new challenges, from counter-terrorism to proliferation to global disease pandemics. Our training programs enable intelligence practitioners in the US Intelligence Community, as well as state and local law enforcement and security agencies, to learn new skills, develop a shared toolkit, and build expertise among a common specialty. All of our instructors are experienced practitioners skilled in a wide variety of intelligence tools and techniques. We offer training in all facets of intelligence analysis and production, including customized programs that address your agency's unique issues and challenges. A sample of our courses includes:

Business Methods for Government Intelligence Analysts

As business and competitive intelligence has grown and matured as a discipline, there now exists a body of analysis methods designed specifically for business intelligence problems that have relevance for government intelligence challenges. These methods include:

- **Porter's Five Forces Analysis:** A model for understanding the power buyers, suppliers, new entrants and substitutes exert on an industry. The model can help analyze economic security issues, terrorist financing and business networks, and illicit proliferation supply networks.
- **Strengths-Weaknesses-Opportunities-Threats Analysis (SWOT):** A technique for identifying how organizations leverage strengths to create opportunities, and how their weaknesses can create vulnerabilities. It is relevant to assessing terrorist organizations, front companies, and foreign-government-owned companies that compete with US business.
- **Value Chain Analysis:** Used to identify sources of competitive advantage by suggesting how an organization's core competencies can be integrated with the external environment for optimal resource allocation. Such a technique has relevance in analyzing crime and narcotics networks, proliferation networks, and money-laundering syndicates.

- **Blindspot Analysis:** A method for explaining why analysts often misread indicators and why organizations often under- or over-estimate their strengths.
- **Short-Term Scenario Analysis:** Traditional scenario planning is a proven tool for 10-year-plus strategic and policy planning. The tool has recently been adapted for use in examining short-term (2-5 year) challenges, and for developing early warning indicators.

Given shifting intelligence priorities among US Intelligence Community players that stress a combination of traditional security and foreign policy matters with new business, economic, finance, and organizational issues, many of the tools and methods designed for private sector business intelligence analysis now apply to government issues as well. This two-day course will introduce government intelligence analysts to these and other business tools. The course stresses not only to awareness of such tools, but to provide practical, hands-on experience using them and adapting them to the intelligence issues they face.

Advanced Analytic Tradecraft

Designed for more experienced intelligence analysts, our Advanced Analytic Tradecraft course teaches more sophisticated analysis tools and methods proven to generate more sophisticated insights, credible warning assessments, and policy-relevant judgments. The course helps analysts gain a greater appreciation of the nature of intelligence consumer needs and policy agendas, and introduces an advanced toolkit of tools and methods, including Argument Mapping, the Analysis of Competing Hypotheses, and Trend and Indicator Analysis. The course concludes with instruction on how to effectively package and communicate core findings to increase the relevance and impact of intelligence to users and policy-makers.

Indications and Warning

Nothing derails well-thought-out policies and plans more than unexpected circumstances. Using early warning methods employed in both government and business settings, our Indications and Warning program helps organizations establish an effective early warning capability through focused indicator development and analysis. The result? A disciplined approach to warning suitable for intelligence, security, and law enforcement agencies.



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