

Extending the Academy: Advancing 'Functional Intelligence Studies' (FIS)

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Introduction

- Arguably, today, a more **purposeful, active + applied** form of contemporary intelligence studies = required.
- Termed here: **‘functional intelligence studies’ (FIS)**.
- FIS >>> **more operational-to-strategy/policy-orientated**, concerned + impacting in nature.
- FIS greater focus on >>> **more ahead** of the prevailing **curve of events + developments**.
- Rather than **INT Studies generally = merely mostly reactive** + more ‘behind’ - albeit at times closely - what is occurring ‘outside’ in the ‘real-world’.

Contours of FIS

- Operationally up to strategically, **improved event + development shaping** can occur + is deserving of **global advancement**.
- Greater + more timely **'all-source-ready' material** >>> offered via FIS approaches to **policy- and decision-makers**:
 - e.g. in form of supportive, **more reflexive + reflective research-originating input or 'RESINT'**.
- Arg. **demand for this support = continuing to grow** as we are all grappling with the same issues (what/wherever placement).
- The **utility, relevance, + hence value** of the overall intelligence studies field >>> **substantially enhanced** - e.g. beyond merely 'ivory towers', academic inputs/outputs, merely its own circles, etc.
- **Greater delivery potential** = offered.

FIS 'added value' + USPs

- Both **strategically + operationally**, further adopting FIS 'action-research'-related approach = useful for **contextualisation + multiple issue-management purposes** during an era characterised by complex globality.
- Esp. **movement in FIS direction** = important as **events + developments** assoc. with complex globalisation >>> take place well **beyond the scope of control of individuals + single agencies**
 - e.g. while **practitioners = striving to navigate intense multi-functional operational contexts (MFOs)** from 'war' to 'peace', as seen most pressing *vis-à-vis* SOF + their ops.
- **Much of tangible value** to practitioners (operators) can + needs >>> conveyed in ever-timelier manner during overall era of **'globalised strategic risk' (GSR) + 'multiplexity'**.

FIS-related contentions

- The **'intellectual bases'** of the intelligence studies field similarly **benefit from being constantly challenged** - e.g. address any 'complacency', 'bias', etc.
- Esp. imp. while previously identified **'missing dimensions'** + other **areas of paucity** - e.g. **'cognitive dissonance'** + **'blindspots'** - **become better addressed over time** both quant. (volume of studies) + qual. (foci).
- Further work also needs to >>> more concerned about - e.g.: **'intelligence dynamics'** (info/data flows) + their **near-to-far-ranging** influence, systemic effects + outcomes, etc.

Moreover...

- FIS >>> better **help both scholars + practitioners reach an improved + shared understanding** of contemporary issues + developments/events (inc. all of their **dynamics beyond stasis**):
 - e.g. across **full-spectrum range** of problems-to-hazards to risks + even up to threats.
- FIS harnessing **burgeoning ‘Collective Intelligence’ or ‘COLINT’** = public can similarly >>> kept better included + informed (whether wanted or not):
 - e.g. through mechs of **greater educative engagement** - e.g. with **approp.-scaled communication efforts** remaining essential - esp. during post-Snowden so-called ‘revelations’/ ‘allegations’ + when **INT confronting enhanced ‘legalisation’/‘legalism’ chals.**

Conclusions #1

- Ultimately, **FIS approaches have distinct/tangible value** as creatively:
 1. intelligence + its study continues to move >>> beyond merely a combination of the **'arts' + 'sciences'** disciplines + **extends further into 'engineering' realms** - inc. **System of Systems (SoS)** or **Federation of Systems** approaches, **all of their dynamics** (SoSD) + their **greater refinement**; together with
 2. there >>> the **better tackling of questions of response to 'what next?'**
- **Many different participants** - wherever precisely located - **benefit** if more of a mode of FIS = advanced in a **constructive 'scholar-practitioner' configured manner** into the future.

Conclusions #2

- The **overall intelligence studies academy = similarly extended** with the adoption of more advanced + sophisticated **FIS approach(es)**.
- At least, **more methodological introspection >>> benefits all round.**
- Finally, remember **end-user/client/customer/consumer intelligence-requirements criteria** of:
'STARC' = 'Specific(ity)'; 'Timely (-liness)'; 'Accurate (-acy)'; 'Relevant (-ancy)'; 'Clear' (Clarity)'.
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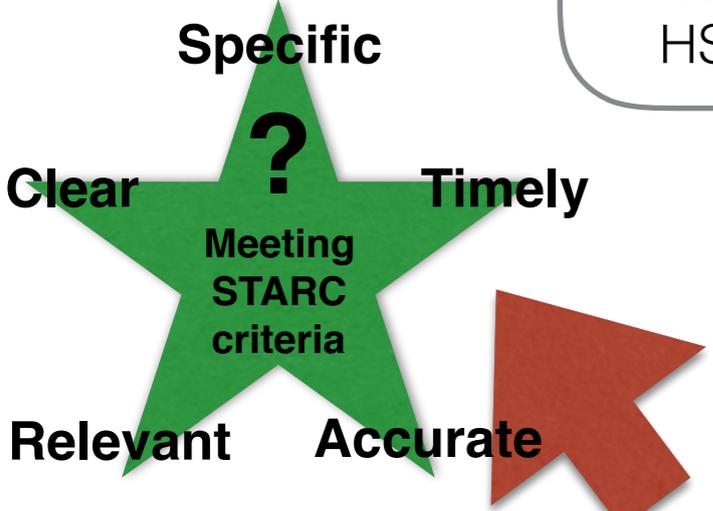
A FIS comprehensive, structured analytical framework for helping address & better manage **UNCERTAINTY**

(1) Choose focus:
 Theme(s)/
 Issue(s)/
 Problem(s)/
 Hazard(s)/
 Risk(s)/
 Threat(s)

(2) Select which 'System of Systems Dynamics' (SoSD) to use:
 STEEP(L) [B.I.]/
 PESTLE [EUROPOL]/
 PMESII [NATO]/
 DIME [USMIL.]/
 HSCB [USMIL.]

(3) Each 'system' in SoSD has following variables/attributes:

- (i) *internal influences/factors;*
- (ii) *rationale;*
- (iii) *types & forms;*
- (iv) *conditions & terms;*
- (v) *trends (inc. SWOT);*
- (vi) *functions;*
- (vii) *external influences/factors;*
- +
(viii) *effects & outcomes*



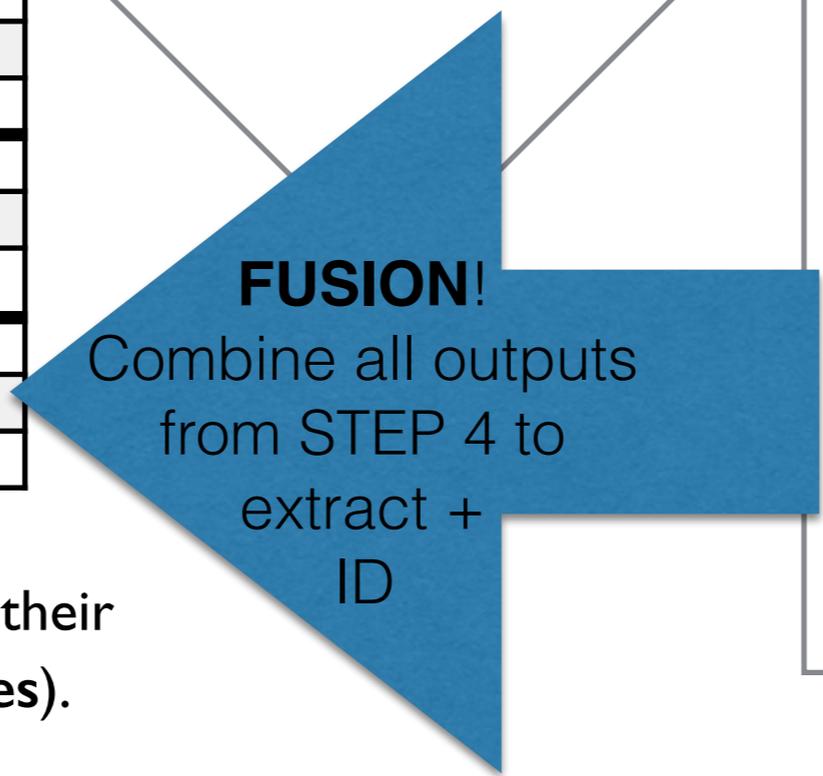
Each of factors included in STEPS 2-4 can be listed/mapped via grids/matrices for **transparency, traceability & accountability**

(5) Identify A+B+C = 'Signifier Node':

(A) 'Key Actors' - e.g. who? (e.g. OC groups, individuals, other 'targets', etc.)	(A1) Events - e.g. what? when?
	(A2) Patterns - e.g. how?
	(A3) Drivers - e.g. why?
(B) 'forces/factors of change' - e.g. what activity? (e.g. SOC areas, etc.)	(B1) Events - e.g. what? when?
	(B2) Patterns - e.g. how?
	(B3) Drivers - e.g. why?
(C) 'possible change over time' - e.g. when? / where? (e.g. environment, PESTLE/PMESII [SoSD] indicators, SWOT, etc.)	(C1) Events - e.g. what? when?
	(C2) Patterns - e.g. how?
	(C3) Drivers - e.g. why?

Aim = capture:

(i) the **players**; (ii) their **relationships**; (iii) their **drivers** (means, motives & opportunities).



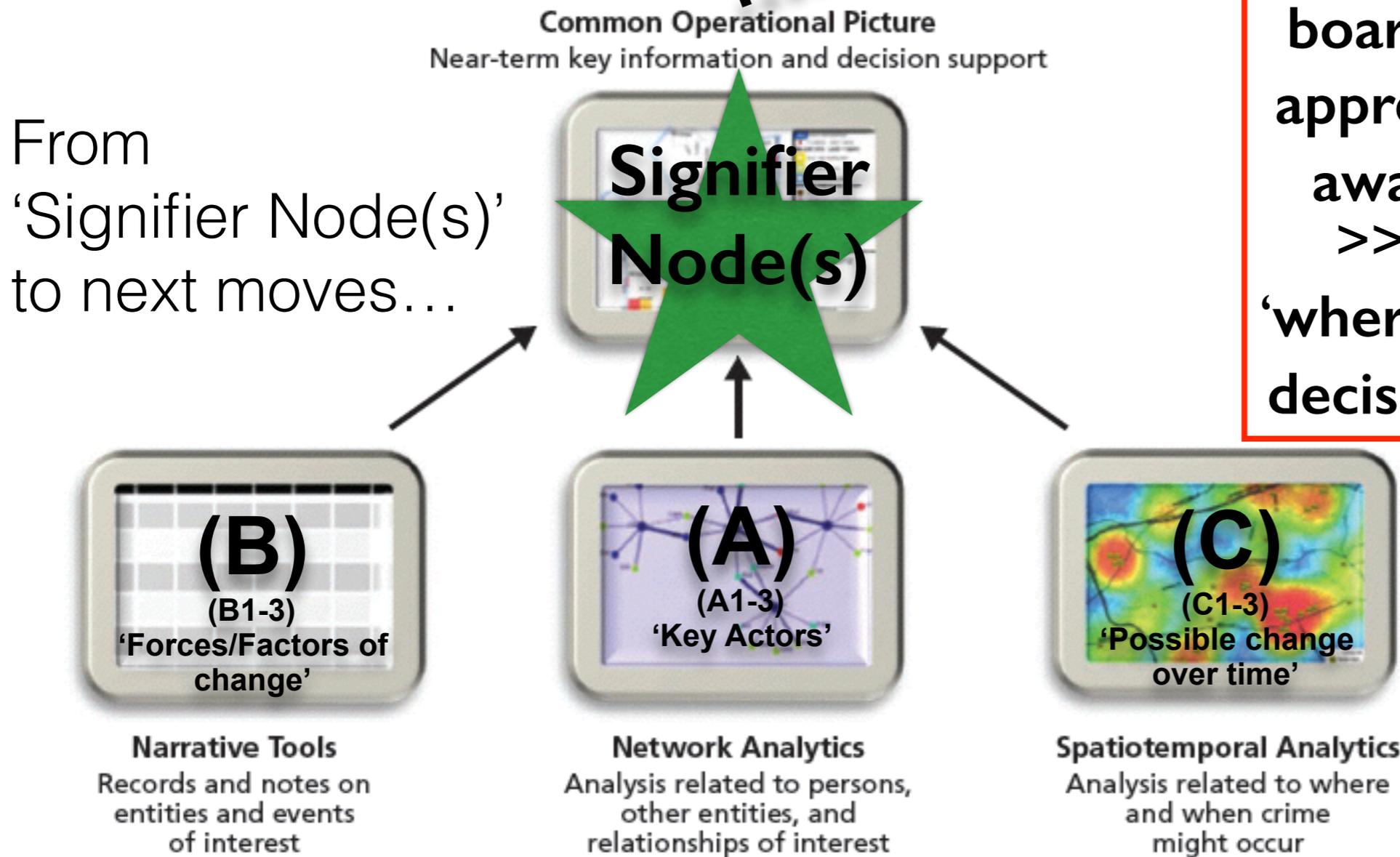
(4) In turn, each 'system variable/attribute' has following 'levels':

- (i) Ideological
- (ii) Theoretical
- (iii) Strategic
- (iv) Policy
- (v) Operational
- (vi) Tactical
- (vii) Individual (as 'professional')
- +
(viii) Personal

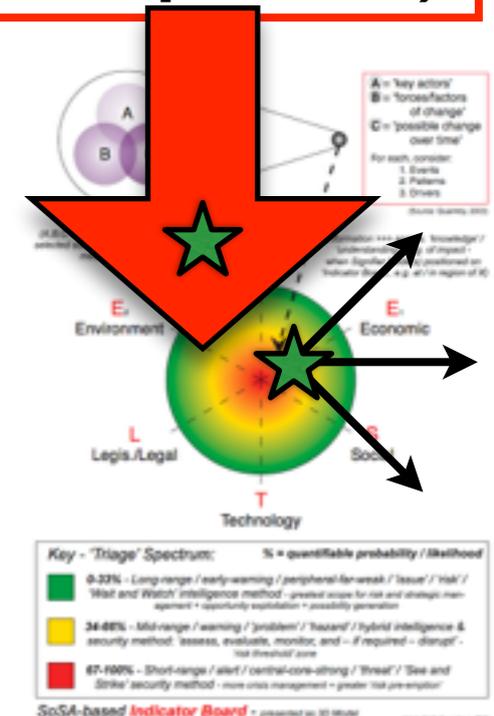
(*high-low; macro-micro ranging*)

How to put it all together?

Figure 5.5
Tools to Create Shared Situational Awareness



Generation of '**Signifier Node(s)**' for positioning on triage-related/colour-coded '**indicator board(s)**' = for context appreciation + situation awareness generation >>> help for making '**where next?**' + response decisions (SEW potent.)



Questions? + Find out more: @intstrategist

- **Further reading:**

1. A.D.M. Svendsen, ***Understanding the Globalization of Intelligence*** (Basingstoke: Palgrave Macmillan, 2012), pp.75-76.
2. **“Poacher” or ‘fellow-gamekeeper’? Researching intelligence and liaison, and accounting for wider general intelligence cooperation trends**, Chapter 3 of A.D.M. Svendsen, ***The Professionalization of Intelligence Cooperation: Fashioning Method out of Mayhem*** (Basingstoke: Palgrave Macmillan, 2012).
3. A.D.M. Svendsen, **‘Introducing RESINT: A Missing and Undervalued “INT” in All-Source Intelligence Efforts’**, *International Journal of Intelligence and CounterIntelligence*, 26, 4 (September 2013), pp.777-794.
4. Adam D.M. Svendsen, **‘Collective Intelligence (COLINT)’** in G. Moore (ed.), *Encyclopedia of U.S. Intelligence (EUSI)* (New York: CRC Press, 2014).
5. A.D.M. Svendsen, **‘Sharpening SOF tools, their strategic use and direction: Optimising the command of special operations amid wider contemporary defence transformation and military cuts’**, *Defence Studies*, 14, 3 (2014).
6. A.D.M. Svendsen, **‘Advancing “Defence-in-depth”: Intelligence and Systems Dynamics’**, *Defense & Security Analysis*, 31, 1 (2015), pp.58-73
7. A.D.M. Svendsen, **‘Contemporary intelligence innovation in practice: Enhancing “macro” to “micro” systems thinking via “System of Systems” dynamics’**, *Defence Studies*, 15, 2 (2015), pp.105-123
8. Adam D.M. Svendsen, **“Smart Law” for Intelligence!**, *Tech and Law Centre* (Italy: Milan University, July 2015).

