



Structured Analytic Techniques for Intelligence Analysis

By Richards J. Heuer Jr., Randolph H. Pherson

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In this **Second Edition** of **Structured Analytic Techniques for Intelligence Analysis**, authors Richards J. Heuer Jr. and Randolph H. Pherson showcase fifty-five structured analytic techniques—five new to this edition—that represent the most current best practices in intelligence, law enforcement, homeland security, and business analysis.

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Editorial Review

About the Author

Richards J. Heuer Jr. is best known for his book *Psychology of Intelligence Analysis* and for developing and then guiding automation of the Analysis of Competing Hypotheses (ACH) technique. Both are being used to teach and train intelligence analysts throughout the Intelligence Community and in a growing number of academic programs on intelligence or national security. Long retired from the Central Intelligence Agency (CIA), Mr. Heuer has nevertheless been associated with the Intelligence Community in various roles for more than five decades and has written extensively on personnel security, counterintelligence, deception, and intelligence analysis. He has a B.A. in philosophy from Williams College and an M.A. in international relations from the University of Southern California, and has pursued other graduate studies at the University of California at Berkeley and the University of Michigan. Randolph H. Pherson, Chief Executive Officer of Globalytica, LLC, helps businesses and governments develop robust analytic capabilities within their organizations. He has authored seven books on structured analytic techniques, critical thinking and writing skills, strategic foresight analysis, and communicating analysis in the digital age. He collaborated with Richards J. Heuer Jr. in launching the Analysis of Competing Hypotheses (ACH) method, and they are coauthors of *Structured Analytic Techniques for Intelligence Analysis*, 2nd ed., 2015. Mr. Pherson has taught courses at the London School of Economics, Liverpool Hope University, England; the Hertie School of Governance in Berlin; Universidad Rey Juan Carlos, Madrid; and the Autonomous University of Barcelona. He developed and holds the patent for a suite of collaborative Web-based software tools, TH!NK Suite(R). Mr. Pherson is also President of Pherson Associates, LLC and a founding Director of the Forum Foundation for Analytic Excellence. In 2000, he completed a twenty-eight-year career in the Intelligence Community, most recently serving as National Intelligence Officer (NIO) for Latin America. Previously at the CIA, Mr. Pherson managed the production of intelligence analysis on topics ranging from global instability to Latin America, served on the Inspector General's staff, and developed and implemented a strategic planning process for the CIA. He is the recipient of the CIA's Distinguished Intelligence Medal for his service as NIO for Latin America and the Distinguished Career Intelligence Medal. Mr. Pherson received his AB from Dartmouth College and his MA in International Relations from Yale University.

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