

Analytical Methodologies - Imaginative Technique

Table of Contents

Analytic Methodologies – Imaginative Technique	2
Red Team Analysis	3
Notices	5

Analytic Methodologies – Imaginative Technique



Analytic Methodologies – Imaginative Technique

25

**025 Imaginative structured analytical techniques. These are the other techniques that seek new insights or different perspectives and develop new alternative outcomes. We will quickly look at red team analysis.

Red Team Analysis

Red Team Analysis

- Replicates how an **adversary** would think about an issue
- Good to use to prevent mirror-imaging, raises new ideas and insights
- Places analysts in the same cultural, organizational, and personal setting (“putting them in their shoes”) in which the target individual or group operates
- Frees the analyst from the prison of a well-developed mind-set
- Turns the analyst into an “actor” operating within the adversary’s culture and political milieu



<https://www.cia.gov/library/center-for-the-study-of-intelligence/csi-publications/books-and-monographs/Tradecraft%20Primer-apr09.pdf>

26

**026 Red team analysis attempts to model the behavior of an individual or group by trying to replicate how an adversary would think about a particular issue. These are good for preventing the mirror image problem - that is, analysts can sometimes impute to a foreign actor the same motives, values, or understanding of an issue that they hold. Red team analysis places analysts in the same cultural, organizational and personal settings. It's putting them in the shoes of the adversary in which the target individual or group operates. It frees the analyst from the prison of a well-developed mindset, and often this technique can introduce new or different stimuli that might not have been factored in to doing traditional analysis. While this is sometimes hard to do, ideally a red team should be populated not just with those who

understand the language, but also people that might have experience with the culture, share the same ethnic background, or have worked in a similar operating environment as the adversary.

Sometimes I like to think as pen testers or ethical hackers that may act as red teaming-- although they might not have the ideal features of a red team, it is still putting oneself in the mindset of how an attacker would attack.

One thing that's important is don't confuse red teaming with devil's advocacy techniques or Team A or Team B techniques. So devil's advocacy is where-- that's where the purpose is to challenge a single dominant mindset, and Team A and Team B technique, that is about recognizing that there just may be competing and possibly equally strong mindsets held on an issue that need to be clarified.

Notices

Notices

Copyright 2020 Carnegie Mellon University.

This material is based upon work funded and supported by the Department of Homeland Security under Contract No. FA8702-15-D-0002 with Carnegie Mellon University for the operation of the Software Engineering Institute, a federally funded research and development center sponsored by the United States Department of Defense.

The view, opinions, and/or findings contained in this material are those of the author(s) and should not be construed as an official Government position, policy, or decision, unless designated by other documentation.

NO WARRANTY. THIS CARNEGIE MELLON UNIVERSITY AND SOFTWARE ENGINEERING INSTITUTE MATERIAL IS FURNISHED ON AN "AS-IS" BASIS. CARNEGIE MELLON UNIVERSITY MAKES NO WARRANTIES OF ANY KIND, EITHER EXPRESSED OR IMPLIED, AS TO ANY MATTER INCLUDING, BUT NOT LIMITED TO, WARRANTY OF FITNESS FOR PURPOSE OR MERCHANTABILITY, EXCLUSIVITY, OR RESULTS OBTAINED FROM USE OF THE MATERIAL. CARNEGIE MELLON UNIVERSITY DOES NOT MAKE ANY WARRANTY OF ANY KIND WITH RESPECT TO FREEDOM FROM PATENT, TRADEMARK, OR COPYRIGHT INFRINGEMENT.

[DISTRIBUTION STATEMENT A] This material has been approved for public release and unlimited distribution. Please see Copyright notice for non-US Government use and distribution.

CERT® is registered in the U.S. Patent and Trademark Office by Carnegie Mellon University.

DM20-0262

