

Chapter 4

Communicating Analysis Results



Ch4. Communicating Analysis Results

Among the analyst's key communication task responsibilities include:

- Delivery of the findings to the decision makers
- Gauging their understanding of the analyst's recommendations
- Making sure that no critical intelligence was lost in the exchange of ideas, and
- Understanding how the analysis product will be used
- Failure at this task can devalue or, at worst, ruin the entire analysis effort.



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Packaging the Results of Your Analysis

Analysts who develop recognized levels of communication effectiveness are more likely to present results that:

- are future oriented with detailed predictions of the evolution of the phenomena of interest;
- contain well articulated conclusions which are developed through comprehensive research and logical reasoning;
- include clear explanations of subjects that go beyond the reasonable technical grasp of their decision-making clients.

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Delivering the Message

- Face-to-Face briefings
- Written reports and briefings
- Presentations in meetings, seminars and workshops
- E-mail
- Instant messaging
- Intelligence systems
- Exercises and planning sessions (e.g., war games – see Chapter 23, shadowing – see Chapter 13)



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Common Analysis Products

- News bulletins and newsletters
- Assessments
- Competitor profiles
- Strategic impact worksheets
- Intelligence briefings
- Situations analyses
- Special intelligence summaries





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Creating the Report

When creating reports, analysts should emphasize the following items[:

- Strategic versus tactical or operational information
- Decision-oriented information
- Inclusion of only relevant supporting data
- Distribution of reports to clients on a timely, need-to-know basis
- Multiple reports versus one large report for lower to middle levels of management

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The Analyst's Report Portfolio

(See Duggl, 1998)

1. Current intelligence
2. Basic intelligence
3. Technical intelligence
4. Early warning intelligence
5. Estimated intelligence
6. Work group intelligence
7. Targeted intelligence
8. Crisis intelligence
9. Foreign intelligence
10. Counterintelligence





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Communication Difficulties. Most analysts:

- Don't understand or think through basic communication transmission models that impact their daily work.
- Have not received training and development in becoming effective communicators
- Rely upon the communication techniques that they are experienced and comfortable with, not necessarily those that are appropriate for a particular client and/or situation
- Have not learned to pick up "silent cues" in communication
- Lack a clear understanding of their client's (or sometimes their own) expectations and requirements



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Communication Difficulties 2. Most analysts:

- Do not develop a plan or strategy for communication, or think through the choice of communication vehicles with the same level of rigor that they may think through the choice of analytical tools and techniques
- Do not make their recommendations “actionable”
- Need to develop the synthesis skills to take volumes of complex data and information and convert them into brief and easy-to-understand outputs
- Have not thoroughly examined the communication expectations, channel and format needs/preferences of their decision makers
- Do not even know whether the right people are getting communicated to with the right results



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An Effective Statement of Work (SOW) covers (Mockus):

- Prioritized list of deliverables
- Primary contact and distribution list
- Anticipated timeframe of final report
- Format of final results
 - Written (paper copy, digital, e-mail, instant message)
 - Verbal (face to face, over phone, in meeting format)
- Anticipated frequency of status reports/updates
- Format of status reports/updates
 - Written (hard copy, digital, e-mail)
 - Verbal (in person, over phone)
- Anticipated Audience (titles, positions)

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Effective Listening and Answering:

- Never get into a debate, argue with, or criticize a questioner.
- Answer questions succinctly.
- Be able to admit you don't know something.
- Start and end meetings on time.



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Conduct Communication Follow-Up and Gather Feedback:

- "Was that useful?"
- "Was there anything you'd like me to clarify or elaborate upon?"
- "Did I miss anything you would like me to have covered?"
- "Did you get what you needed?"
- "Was this information valuable?"
- "Did you feel confident about acting on my recommendations?"
- "Was there anything you'd suggest I do differently next time?"



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Communicating Across Cultures:

- E-mail
- Hierarchical sensitivities
- Idiomatic expressions
- Local currencies
- Manner of communication
- Measurement units
- Meeting times
- Pace of speech
- Punctuation
- Use of color
- Written language structure



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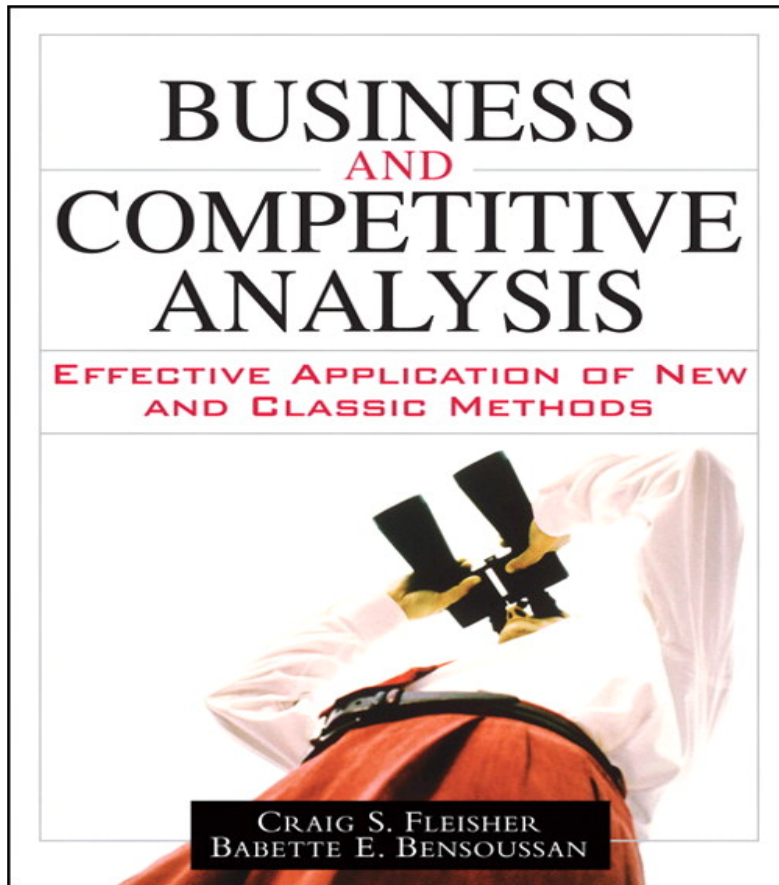
Summary:

"How can we communicate intelligence so that it does indeed make a difference? We have to begin with a commitment: We will deliver intelligence at the right time, in the right form, with a message that compels action."

Michael Sperger, Senior Market Intelligence Manager, IBM



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Fleisher, Craig S. and Babette E. Bensoussan

Business and Competitive Analysis: Effective Application of New and Classic Methods

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