

Strategic Technology and Innovation Management Programme

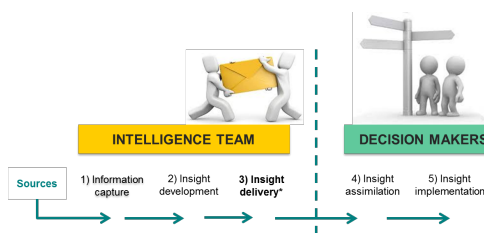
Communicating Intelligence

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Intelligence – the activity of capturing and delivering insight about threats and opportunities – is a fundamental activity for firm survival. However, no matter how insightful the intelligence, it does not hold any value if it is not assimilated. To improve the take up of early warnings of threats and opportunities, intelligence messages need to be communicated in an effective way.

Aims

The aim of this project has been to develop an understanding of how intelligence can be communicated effectively, accounting for the natural cognitive barriers which exist between intelligence operatives and decision makers.



How to package and disseminate intelligence messages to overcome cognitive barriers?

Typical problems encountered in intelligence communication

Recipient	Cognitive distance	Confirmation bias - low attention span (e.g. communication of unexpected intelligence, no intelligence sponsor, decision maker expecting a different type of analysis, result of 'Scan' for 'Unknown Unknowns').
	Anchoring and adjustment	Undue influence of initial information which shapes the absorption of subsequent information (e.g. interim (hence incomplete) finding requested by decision makers).
	Intelligence distortion	Insights from intelligence are interpreted and fed into the firm through a chain of decision makers. Messages can lose their original meaning and be used to support individual agendas.
Messenger	Lack of kudos	Messengers have low credibility (e.g. internal vs. external intelligence).
	Impact for the messenger	"Don't shoot the messenger!" (e.g. hired consultants can lose client's trust when bearing bad news).

Five archetypal problems in intelligence delivery

Progress

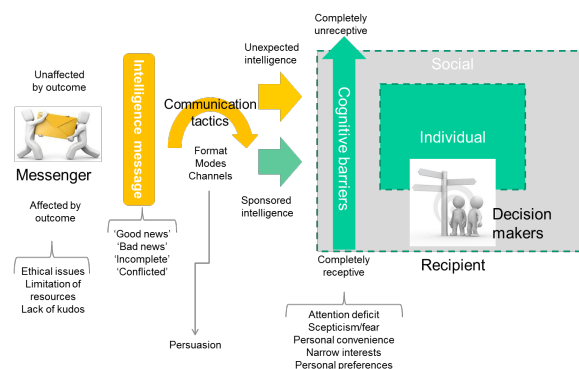
Through literature review, consultation and case studies, the research has identified:

- 1) Archetypal situations where intelligence communication is challenging.
- 2) A framework describing the overall communication of intelligence.
- 3) A set of generic rules which improve communication of intelligence.
- 4) Examples of potential tactics for communicating insights.

Deliverables

A set of guidelines to describe:

- 1) Psychological traits in decision making.
- 2) Observed problems in intelligence delivery (case study examples).
- 3) Generic principles for effective communication (based on current scientific evidence from applied psychology).
- 4) Communication tactics derived by theory applied to specific examples.



Emerging theoretical framework