



I-INTELLIGENCE

LEARNING SERVICES

COURSE CATALOG

2024 - 2025





Contents

Developing the 21st Century Workforce	5
Why Work with Us?	6
 Digital Literacies	 8
OSINT: Foundations	10
OSINT: Monitoring the Web.....	13
OSINT: Advanced Web Monitoring and Automation.....	15
OSINT: Advanced Search Skills	18
OSINT: Source Discovery	21
OSINT: Online Investigations	23
OSINT: Working with the Dark Web.....	29
Working with the Dark Web: Advanced	33
Social Media Intelligence (SOCMINT): Foundations	38
Social Media Intelligence (SOCMINT): Intermediate.....	42
 Foreign-Language Research	 45
OSINT: Searching the Internet in a Foreign Language	47
OSINT: Searching the Chinese Internet.....	49
OSINT: Searching the Arabic Web	52
OSINT: Searching the Russian Internet.....	55
 Analytic Literacies	 58
Analysis for Investigators	60
Intelligence Analysis: Foundations	63
Intelligence Analysis: Advanced	66
Strategic Foresight and Scenario Planning.....	69
Reporting for Analysts	72
Improving Requirements Planning.....	75



Executive Training	78
Sensemaking and Situational Awareness.....	80
Asking Good Questions.....	81
Problem Analysis.....	82
Introduction to Conceptual Reasoning.....	83
Managing Uncertainty	84
Learning from Experience.....	85
Managing Complexity and Chaos with Cinefin Framework.....	86
Analysing Complex Policy Challenges.....	87
Generating Recommendations for Decision Makers	88
Decision Making: A Practical Introduction	89
Action Planning: The Art of Getting Things Done.....	90
Managing Policy Risks.....	91
Leading Through Complexity	92
Company Overview	93
About the Company	95
Our Instructors	96
Contact Us	99



Proudly Swiss with a global footprint.



Developing the 21st Century Workforce

i-intelligence is one of the world's leading providers of training and advisory services to organisations wishing to improve their research and analytic capabilities. We have trained analysts in fields as diverse as fraud prevention, organizational security, law enforcement, defence, national security, disaster management, competitive intelligence, IP protection, cybersecurity, the pharma industry, luxury goods, and financial services.

Our mission is to provide every professional with the skills needed to realise their fullest potential. To this end, our courses are designed with reference to the latest standards in adult learning. They are updated after every iteration to ensure participants benefit from the latest tools and technologies, as well as from our experience as researchers and consultants.

Join us and learn how to:

- Identify and manage your information requirements
- Use structured approaches to streamline your research and investigative efforts
- Automate the collection of mission or business critical data from web-based sources
- Enhance your information and knowledge management capabilities
- Improve your online privacy and security
- Protect the physical and digital data assets of your organisation
- Apply scenarios and strategic foresight to issues of concern
- Improve judgement and decision making
- Enhance policy, process, and workflow
- Boost efficiency and productivity in the workplace



Why Work with Us?

A Global Leader

i-intelligence is Europe's foremost provider of intelligence training solutions. Over the past decade we have worked with governments, international organisations, non-profits, large multinationals, start-ups, and enterprising SMEs. Our experience has been sought by national and regional capacity-building projects, as well as by security, intelligence and law enforcement services eager to develop training programs of their own. Every one of these engagements has been used to refine and improve our training courses.

Made-to-Measure

We endeavor to maintain long-term relationships with our clients, allowing us to help them navigate ever-more challenging operating environments. To this end, our foremost objective is to understand your needs and provide the right combination of training and advisory services to help you realise your goals.

Experienced Practitioners

All of our instructors are seasoned researchers, analysts and investigators in their own right. Our experience spans such disciplines as fraud investigations, corruption, money laundering, law enforcement intelligence, crime analysis, defence and national security intelligence, competitive intelligence and foreign policy analysis, to name but a few. We are acutely aware of the challenges faced by our peers. As such, our courses are designed to impart the mindsets, skillsets and toolsets needed to increase efficiency, manage complexity, reduce uncertainty and limit anxiety. Moreover, our work as strategists and policy advisers gives us a unique perspective on the capabilities needed by employers whether in pursuit of national security or competitive advantage.



Professionally Relevant

We guarantee concrete results. We design our curricula around professional standards and best practices. We draw on the knowledge, input and experience of the world's foremost practitioners and use real-world case studies and simulations to help students internalise lessons learned and apply these skills in the workplace.

Cost Effective

Finally, we are committed to making our courses as affordable as possible. Our courses have been competitively priced, and we offer discounts to organisations wishing to train large numbers of participants.



I-INTELLIGENCE

DIGITAL LITERACIES

Our course portfolio reflects the ever-changing array of digital literacies needed by professionals to find and deploy business-critical information.



Nothing is impossible if you
have the right skills.



OSINT: Foundations

This course lays the foundations for effective open source research and investigations. You will learn how to identify and manage your information needs and to translate these into a rigorous collection plan. From there you will be shown how to automate the collection of intelligence from web and social media sources, thus allowing more time for reading and reflection. You will also be shown how to employ a broad range of search strategies to find the information you need, and how to organise this information to support analysis, pattern detection and insight generation. Finally, you will be given guidance on how to improve your security posture, protect your privacy and manage your digital footprint.

Level: Foundational
Delivery: Live online, onsite
Available as: Public or in-house workshop
Duration: 2.5 days
Who is this Course For?

This course is intended for anyone engaged in online research, including investigators, journalists and other OSINT practitioners wishing to consolidate their skills before taking on more challenging courses.

Course Prerequisites

No prior knowledge of open source research or open source intelligence is needed to take this course.

How You Benefit

On completion of this course, you will have the ability to:

- Identify and manage your intelligence needs
- Use the Lean Intelligence methodology to enhance research workflows
- Automate the collection of data using a custom monitoring solution
- Improve the quality, accuracy and relevance of your search results
- Organise data to support effective collection and analysis
- Manage your digital footprint for improved privacy and security
- Practice OSINT legally and ethically



Course Outline

Session 1: Requirements Planning

- | | |
|-----------------------|--|
| Introduction to OSINT | <ul style="list-style-type: none">• The varieties of OSINT (online, offline, etc.)• The benefits and limitations of OSINT• Strategic and operational dimensions of OSINT• The Lean Intelligence Methodology• Legal and ethical constraints |
| Managing Requirements | <ul style="list-style-type: none">• Working with intelligence customers• Identifying collection requirements• The Key Intelligence Topics (KITs) process• Collection planning: tools and frameworks• Establishing a keyword index |

Session 2: Automating Intelligence Collection I

- | | |
|-----------------------------|--|
| Prepping Your Browser | <ul style="list-style-type: none">• Configuring your privacy settings• Configuring your search settings• Essential OSINT tools and extensions• OSINT tools management |
| Automating OSINT Collection | <ul style="list-style-type: none">• Working with RSS feeds• Working with data aggregators• Generating data from news sources• Generating data from the blogosphere |

Session 3: Automating Intelligence Collection II

- | | |
|-------------------------------|---|
| Automating SOCMINT Collection | <ul style="list-style-type: none">• Generating data from social media platforms• Generating data from academic resources• Generating data from foreign language sources• Expanding your source base: best practices• Feed management: tips and best practices• Indexing and sharing your OSINT sources |
|-------------------------------|---|

Session 4: Searching the Web



Searching the Web

- Contemporary search challenges
- Foundational search strategies
- Recommended search engines
- Working with search operators
- Constructing complex search queries
- Enhancing productivity through search extensions
- Working with foreign language content
- Automating search queries

Session 5: Improving Privacy and Productivity

Effective Data Management and Exploitation

- Data management tools and techniques
- Analysis through data collation and synthesis
- The pre-analysis checklist

Privacy and Security for OSINT Practitioners

- Understanding the threat landscape
- Managing your digital footprint
- Choosing the appropriate level of security

Privacy and Security Tools

- Securing your user accounts
- Secure searching and browsing
- Privacy-enhancing search engines
- Working with VPNs
- Working with password managers
- Antivirus and antimalware protection

What You Receive

- A full set of course slides and user guides in PDF
- Templates to support requirements planning and data collation
- Tip sheets and cheat sheets to enable rapid learning
- An index of recommended OSINT tools as bookmarks
- Six months of post-course support
- A certificate of completion



OSINT: Monitoring the Web

If information is power, knowing how to automate the collection of information will make you more powerful still. Moreover, doing so need not cost you or your organisation thousands of euros per month. With the right tools, real-time intelligence can be had for less than a EUR 100 per year, or nothing at all.

This course will show you how to build a customised web monitoring dashboard of your own. Over two sessions we will teach you how to automate the collection of information from a variety of web and social media sources. Whether you're looking to monitor customers, competitors, industries, countries, job opportunities or specific topics of interest, this course is for you.

Level: Foundational
Delivery: Live online, onsite
Available as: Public or in-house workshop
Duration: 1 day

Who is this Course For?

This course is intended for anyone engaged in online research, including investigators, journalists and other OSINT practitioners wishing to consolidate their skills before taking on more challenging courses.

Course Prerequisites

No prior knowledge of open source research or open source intelligence is needed to take this course.

How You Benefit

On completion of this course, you will have the ability to :

- Build a free web-monitoring dashboard
- Monitor web and social media content
- Integrate your favourite social media platforms to facilitate sharing
- Effectively process the flood of real-time information
- Maintain your dashboard over time



What You Receive

- A full set of course slides and user guides in PDF
- Tip sheets and cheat sheets to enable rapid learning
- Six months of post-course support
- A certificate of completion



OSINT: Advanced Web Monitoring and Automation

To be effective, OSINT should allow as much time as possible for reading, analysis, insight generation and reporting. To this end, practitioners should know how to simplify or automate routine workflows, particularly those that support the rest of the intelligence value chain. They should also know how to leverage an extended range of sources, including those in foreign languages. This course builds on our OSINT: Foundations and OSINT: Web Monitoring programs to help you accelerate the collection and processing of information. We will also show you how to use standard office productivity tools to automate data processing and support collation, analysis and reporting.

Level: Intermediate

Delivery: Live online, onsite

Available as: Public or in-house workshop

Duration: 2 days

Who is this Course For?

This course is designed for OSINT practitioners wishing to improve workflow and process automation. It is also recommended for professionals working in news monitoring, conflict management, crisis response, reputational risks or similar watch keeping roles.

Course Prerequisites

We recommend that participants first complete our OSINT: Foundations or OSINT: Monitoring the Web course.

How You Benefit

On completion of this course, you will have the ability to:

- Develop and maintain an extended index of OSINT sources
- Generate news feeds and alerts en masse, including in foreign languages and from specific locations
- Use process automation tools to capture and organise data relevant to your work



Course Outline

Session 1: Source Discovery

- | | |
|----------------------------|--|
| Working with OSINT Sources | <ul style="list-style-type: none">• Defining your "topic ecologies"• Expanding your source base• Going beyond "traditional" OSINT sources• Building and maintaining a source directory• Validating OSINT sources |
| Advanced Feed Discovery | <ul style="list-style-type: none">• Prepping the browser for feed discovery• Feed discovery strategies• Feed discovery tools• Working with URL conventions• Automating feed / source discovery |

Session 2: Feed Generation and Processing

- | | |
|--------------------------|---|
| Generating Feeds | <ul style="list-style-type: none">• From basic to advanced feed generation tools• Working with content selectors• Working with HTML code• Validating feeds |
| Advanced Feed Processing | <ul style="list-style-type: none">• Mixing feeds• Filtering feeds• Working with multilingual feeds• Feed to newsletter tools |

Session 3: Workflow Automation

- | | |
|---------------------------------|---|
| Page Monitoring | <ul style="list-style-type: none">• Page monitoring tools• Page monitoring extensions |
| Workflow and Process Automation | <ul style="list-style-type: none">• Automating OSINT workflows• Working with workflow automation tools (IFTTT, Zapier) |



Session 4: Mastering Change in OSINT

Enhancing Your OSINT Knowledge

- The knowledge ecology of OSINT
- Monitoring the OSINT community
- Recommended sources
- Recommended experts
- Customising your strategy
- Becoming a master practitioner

What You Receive

- A full set of course slides / user guides in PDF
- Templates to support source indexing
- Tip sheets and cheat sheets to enable rapid learning
- Six months of post-course support
- A certificate of completion



OSINT: Advanced Search Skills

Knowing how to navigate the many levels of the internet and overcome the limitations of traditional search engines is key to surfacing competitive insights or advancing national policies. This course will show you how to plan, organise and execute a range of research projects, leverage an extended set of search tools and strategies, and mine the internet for different insights, expertise and content types. Further, we will show you how to capture, organise and process the data you collect for analysis and reporting purposes. Finally, we will provide guidance on how to sustain your knowledge of the OSINT discipline and which sources you should consult for learning and inspiration.

Level: Intermediate
Delivery: Live online, onsite
Available as: Public or in-house workshop
Duration: 2.5 days

Who is this Course For?

This course is intended for researchers and investigators wishing to strengthen their portfolio of online research skills.

Course Prerequisites

We recommend that participants wishing to take this course first complete our OSINT: Foundations course.

How You Benefit

On completion of this course, you will have the ability to:

- Maximise your research efficiency and effectiveness
- Apply an extended portfolio of search tools and strategies
- Mine the many levels of the internet for relevant information
- Develop and maintain custom search tools
- Validate the information collected using different schemas
- Use web scrapers to capture and organise relevant information
- Manage your research findings to improve learning and sharing
- Create an action plan to develop and maintain your OSINT skills



Course Outline

Session 1: Planning Your Research

- | | |
|---------------------------|--|
| Introduction | <ul style="list-style-type: none">• Advanced search: challenges, principles, and axioms for OSINT practitioners• Advanced search strategies• Searching across the many levels of the internet• Crowdsourcing information requirements |
| Advanced Keyword Indexing | <ul style="list-style-type: none">• Extending your keyword index• Keyword research tools• Working with online dictionaries• Working with SEO tools |

Session 2: Mastering Google

- | | |
|---------------------------------------|--|
| Advanced Search Strategies for Google | <ul style="list-style-type: none">• Mining the web with advanced queries• Working with URL conventions• Working with search parameters• Working with dork and exploit databases• Searching in foreign languages• Managing and manipulating your results• Developing a custom search cookbook |
|---------------------------------------|--|

Session 3: Going Beyond Google

- | | |
|-------------------------|--|
| Searching Beyond Google | <ul style="list-style-type: none">• The varieties of search engines• Choosing the right search engine• Working with Bing, DuckDuckGo and Yandex• Layering and comparing results• Working with foreign-language and specialist search engines |
| Mining the Deep Web | <ul style="list-style-type: none">• Deep web search strategies• Working with directories and databases• Finding cached and archived data• URL manipulation for deep web research |



Session 4: Custom Search

Working with Google's
Custom / Programmable
Search Tool

- Building a programmable / custom search engine
- Defining your source base
- Configuring your search engine
- Finding third-party search engines online
- Monitoring the web for new search engines

Session 5: Managing Your Search Results

Web Scraping

- Working with data scrapers
- Scraping data via Google Sheets

Advanced Research and Data
Management

- Personalising your research productivity
- Key principles of effective data management
- Understanding data quality issues
- Data validation schemas

What You Receive

- A full set of course slides / user guides in PDF
- Tip sheets and cheat sheets to enable rapid learning
- An index of research workflows
- An index of recommended OSINT sources
- Six months of post-course support
- A certificate of completion



OSINT: Source Discovery

Source Discovery is the discipline of finding, indexing and managing the sources you need to give you a competitive advantage, whether in business, national policy or life. A rich source base can enhance insight and perspective. It can help us identify new voices and pick up on trends and ideas we would otherwise be oblivious to. Indeed, our preference for the familiar can blind us to the abundance of quality resources available on the web.

Over two half-day sessions, we'll show you how to improve source discovery and awareness in your organisation. We'll introduce you to the proprietary frameworks we use to help our clients expand their source base. We'll also show you the many tips, tricks and tools you can use to find new sources with ease and speed.

Level: Intermediate
Delivery: Live online, onsite
Available as: Public or in-house workshop
Duration: 1 day

Who is this Course For?

This course is intended for anyone engaged in open source or online research who wishes to extend their ability to find, index, and manage web-based sources.

Course Prerequisites

We recommend that participants wishing to take this course first complete our OSINT: Foundations course.

How You Benefit

On completion of this course, you will have the ability to:

- Enhance your source awareness and that of your team
- Use our "Source Checklist" to improve source discovery
- Use our OSINT Source Taxonomy to find unconventional sources
- Discover new sources using popular web and social media platforms
- Mine the web for source lists generated by others



What You Receive

- A full set of course slides / user guides in PDF
- Tip sheets and cheat sheets to enable rapid learning
- Six months of post-course support
- A certificate of completion



OSINT: Online Investigations

The success of any online investigation is determined by the researcher's ability to leverage a rich set of technical, procedural and analytical tools. This five-day course will provide guidance on how to investigate organisations, individuals and websites in a manner that is rigorous and legally compliant. You will be shown how to develop your investigative skills using hands-on case studies and exercises. You will also be shown how to manage an online investigation from the moment you receive your tasking up to and including the submission of your final report.

Level: Intermediate
Delivery: Live online, onsite
Available as: Public or in-house workshop
Duration: 5 days

Who is this Course For?

This course is intended for investigators, intelligence analysts, security officers and law enforcement professionals wishing to improve the rigour and effectiveness of the entire investigative process.

Course Prerequisites

We recommend that participants first complete our OSINT: Foundations course and / or our OSINT: Advanced Search course.

How You Benefit

On completion of this course, you will have the ability to:

- Understand the elements of a successful online investigation
- Use structured approaches to streamline your investigative efforts
- Apply a broad range of investigative tools and strategies
- Maintain a detailed record of your investigation
- Capture, organise and validate data relevant to your investigation
- Leverage geospatial data for investigative purposes
- Use Maltego to generate and analyse investigative data
- Generate concise, effective investigative reports
- Conduct your investigations legally and ethically



Course Outline

Session 1: Effective Investigations

Course Introduction	<ul style="list-style-type: none">• The variety of online investigations• The mindset of an effective investigator• The investigative skillset and toolset• Investigative challenges and trade-offs
Planning and Management for Online Investigators	<ul style="list-style-type: none">• Defining the scope of your investigation• The "Getting Started Checklist"• Process planning and management• Process monitoring and adjustment• OpSec for investigators• Defining and working to your legal obligations• Understanding the ethical complexities• Learning while doing and after-action reviews
Prepping Your Browser	<ul style="list-style-type: none">• Selecting the right browser• Configuring your browser settings• Essential browser tools and extensions
Documenting Your Investigation	<ul style="list-style-type: none">• Maintaining an audit trail: how and why?• Working with Hunchly and its alternatives
Capturing and Organising Your Data	<ul style="list-style-type: none">• Developing custom approaches• Working with a casebook• Working with target profiles and templates• Useful tools and extensions
Validating Your Data	<ul style="list-style-type: none">• Data validation schemas• Data validation strategies• Legal admissibility tests



Session 2: Investigating Individuals

Introduction to People Search	<ul style="list-style-type: none">• The people search process• Overcoming challenges to people search
Finding People Online	<ul style="list-style-type: none">• Working with key identifiers• Recommended search tools• Recommended search queries• Recommended search strategies• Mapping an individual's online footprint• Building your target profile• Monitoring an individual's online activity
Investigating Online Profiles	<ul style="list-style-type: none">• Investigating usernames and IDs• Investigating avatars and profile photos• Investigating profile content• Investigating comments and interactions• Investigating a target via friends and followers
Investigating Emails and Phone Numbers	<ul style="list-style-type: none">• Finding emails and phone numbers• Working with email permutation tools• Validating emails• Email tracing and trafficking analysis• Reverse lookups• Phone numbers and e-mails as starting points for data collection
"Grey" OSINT Strategies and Sources	<ul style="list-style-type: none">• Leveraging breached data• Working with archived data• Legal and ethical constraints
Geolocating Individuals	<ul style="list-style-type: none">• Mining for geospatial identifiers• Mining for geolocational data• Geolocating through imagery data• Geolocating through IP and technical data



Session 3: Investigating Websites

Introduction to WEBINT	<ul style="list-style-type: none">• Internet fundamentals for investigators• Working with a WEBINT research template• Key identifiers for WEBINT• Essential WEBINT tools and extensions
WEBINT Footprinting	<ul style="list-style-type: none">• Working with IPs, DNS and Whois data• Reverse IP checks• Investigating IP histories• Dedicated hosting checks• Investigating domain and subdomains• Investigating inbound and outbound links• Investigating site content• Investigating web caches and archives• Working with IDs and unique identifiers• Working with site technologies• Risk profiling a URL• Generating site maps• Leveraging IoT search engines
Identifying Site Owners	<ul style="list-style-type: none">• Identifying and validating site owners• Finding contact details• Recommended elicitation strategies
Working with Metadata	<ul style="list-style-type: none">• Understanding metadata• Working with document metadata• Working with image / video metadata• Metadata extraction tools• Running metadata investigations

Session 4: Investigating Organisations

Introduction	<ul style="list-style-type: none">• Investigating organisations and corporations• Investigative and due diligence frameworks• Working with research templates• Key identifiers
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Strategies for Investigating Organisations

- Investigating ownership
- Investigating subsidiaries
- Investigating an organisation's digital footprint
- Working with official records and registries
- Working with news and industry sources
- Working with grey literature
- Identifying clients and business partners
- Recommended elicitation strategies
- Monitoring an organisations online footprint

Session 5: Working with Maltego / Reporting

Working with Maltego

- Set up and configuration
- Security considerations
- Understanding the Maltego interface
- Working with entities
- Working with transforms
- Working with machines
- Running investigations in Maltego
 - Investigating organisations
 - Investigating individuals
 - Investigating digital assets
 - Vetting and validating your results
 - Analysing your results
- Alternatives to Maltego

Reporting for Investigators

- The varieties of reports
- Understanding the audience
- Developing and working with templates
- On effective briefing and presentation



What You Receive

- A full set of course slides / user guides in PDF
- Tip sheets and cheat sheets to enable rapid learning
- An index of recommended search queries for investigators
- An index of investigative workflows
- Templates to capture and organise investigative data
- Templates to generate written reports
- Six months of post-course support
- A certificate of completion



OSINT: Working with the Dark Web

The Dark Web is one of the most challenging environments for OSINT practitioners to work in. This three-day course will give you the tools and strategies needed to investigate Tor-based entities and resources. You will learn how to plan and execute a Dark Web investigation in a legal, secure and rigorous manner. You will also be shown how to leverage surface web resources to help you investigate and monitor Dark Web targets.

Level: Expert
Delivery: Live online, onsite
Available as: Public or in-house workshop
Duration: 2.5 days

Who is this Course For?

This course is limited to security, intelligence and law enforcement professionals tasked with investigating the Dark Web. Researchers, journalists, and private investigators interested in using the Dark Web for their work will be admitted upon verification.

Course Prerequisites

Participants wishing to take this course are encouraged to take our OSINT: Foundations course as well as our Social Media Intelligence and Online Investigations courses as a prelude to the Dark Web course.

How You Benefit

On completion of this course, you will have the ability to:

- Understand how to access and navigate the Dark Web
- Understand the strengths and limitations of the Tor network
- Plan and conduct rigorous and legal Dark Web investigations
- Investigate a broad range of Tor-based entities and resources
- Use virtual machines and Tor-optimised OSs for enhanced security



Course Outline

Session 1: Understanding the Dark Web and Tor

- | | |
|--------------------------|---|
| Introduction to Dark Web | <ul style="list-style-type: none">• Tor and other dark web entry points• Debunking myths and misconceptions• Learning terminology• Understanding risks and challenges |
| The Tor Network | <ul style="list-style-type: none">• The history of Tor• The structure and mechanics of Tor<ul style="list-style-type: none">• Nodes• Relays and bridges• Onion routing• Directory servers |

Session 2: Finding Tor Resources

- | | |
|---------------|--|
| Tor Resources | <ul style="list-style-type: none">• Hosting services• Email and messaging services• Social networks• Tor marketplaces• Forums and discussion boards• Chat rooms• Websites, blogs, wikis• Popular “legal” Tor resources• Monitoring for new Tor resources |
|---------------|--|

Session 3: Planning and Conducting Dark Web Investigations I

- | | |
|-----------------------------|---|
| Prepping for Investigations | <ul style="list-style-type: none">• Planning your investigation• Configuring your laptop• Installing and launching Tor• Creating your online persona• Working with virtual machines• Working with the Tails OS• Working with alternatives to Tails• Maintaining a track record of an investigation• Managing data and knowledge |
|-----------------------------|---|



Configuring Tor's Security Settings

- Tor's security features
- Tor's vulnerabilities
- Two-way anonymity
- Safeguarding your activity on Tor
- Using Tor with VPN

Finding Onion Sites

- Gateway sites
- Tor search engines
- Directories and link lists
- Dark web news sites
- Dark web-focused interest communities
- Working with pastebins
- Other types of specialist resources

Session 4: Planning and Conducting Dark Web Investigations II

Investigative Strategies and Approaches

- Investigating unique identifiers
- Content and text analysis
- Metadata analysis
- Link and relationship analysis
- Requirements and gap analysis
- Web monitoring and entity tracking
- Validating data and content
- Extracting and examining code

Session 5: Planning and Conducting Dark Web Investigations III

Investigative Workflows

- Investigating individual users
- Investigating vendors and marketplaces
- Investigating products and services
- Investigating illicit behavior
- Investigating multimedia content
- Investigating websites
- Investigating forums and discussion boards

Extending Your Toolkit

- Alternate browsers and investigative tools
- Third party solutions



What You Receive

- A full set of slides / user guides in PDF
- An index of Dark Web access points and search strategies
- Tip sheets and cheat sheets to enable rapid learning
- Six months of post-course support
- A certificate of completion



Working with the Dark Web: Advanced

This five-day course provides an extended introduction to the many disciplines needed to research and investigate the Dark Web. To begin, you will be shown how to identify resources on Tor and other peer-to-peer networks. Thereafter, guidance will be provided on the tools and strategies needed to investigate these assets as rigorously as possible, including via the surface web and social media as appropriate.

Level: Expert
Delivery: Live online, onsite
Available as: Public or in-house workshop
Duration: 5 days

Who is this Course For?

This course is intended for investigators, intelligence analysts, security officers and law enforcement professionals wishing to improve the rigour and effectiveness of the entire investigative process.

Course Prerequisites

Participants wishing to take this course are encouraged to take our OSINT: Foundations course as well as our Social Media Intelligence and Online Investigations courses as a prelude to the Dark Web course.

How You Benefit

On completion of this course, you will have the ability to:

- Leverage the Dark Web as part of a holistic OSINT capability
- Understand how to access and navigate the Tor network
- Access and navigate alternatives to the Tor
- Identify hidden sites and other Dark Web resources
- Investigate a broad range of Tor-based entities (websites, individuals, etc.)
- Use virtual machines to improve security and content discovery



Course Outline

Session 1: Working with the Tor Network

- | | |
|------------------------------|---|
| Course Introduction | <ul style="list-style-type: none">• Defining the Dark Web• The history of the Dark Web• Key terms• Common myths and misconceptions• Technical requirements• Legal and ethical obligations• Working with the Tor Browser |
| Working with the Tor Browser | <ul style="list-style-type: none">• The Tor browser• Setup and configuration• Security settings• Alternative browsers• Tor circuits• Tor vulnerabilities• Privacy / security checks |
| The Tor Network | <ul style="list-style-type: none">• How the Internet works• Network Architecture• Guards, bridges and exit relays• Onion routing• Onion domains• Directory servers• Tor protocols• Tor metrics• Node analysis• Network investigation tools |

Session 2: Source Discovery and Exploitation I

- | | |
|------------------------------------|--|
| Finding Hidden Sites and Resources | <ul style="list-style-type: none">• Dark web entry points• Dark Web search engines• Dark Web link directories• Dark Web news sites• Dark Web paste bins• Source discovery via the surface web |
|------------------------------------|--|



- Source discovery via social media
- Recommended resource discovery tools

Working with Scripts and Crawlers

- Optimising your virtual machine
- Setting up and running crawlers
- Using Python scripts
- Finding new scripts

Session 3: Source Discovery and Exploitation II

Dark Web Services

- Marketplaces
- Communities, forums and discussion boards
- Email and messaging services
- Social networks
- Hosting services

Monitoring the Dark Web

- Source / resource discovery via RSS
- Dashboard setup and optimisation
- Generating Dark Web-related news
- Monitoring Dark Web directories
- Tracking specific sites and resources
- Generating investigative leads / clues

Alternative Peer-to-Peer Networks

- Accessing i2P
- Accessing Freenet / Hyphanet
- Accessing Zeronet
- Working with IRC clients
- Working with file sharing clients
- Deep Web resources and strategies

Session 4: Investigating Dark Web Sites I

Getting Started

- Generating your requirements
- The investigators toolkit
- Managing your investigation
- Working with unique identifiers
- OpSec and digital hygiene for investigators

Investigating Domains

- Domain reconnaissance and footprinting
- Establishing a domain history
- Investigating network / technical identifiers
- Investigating HTML data



- De anonymisation strategies
 - De-anonymisation strategies
- Investigating URLs
- Crawling / indexing URLs
 - Identifying and analysing URL patterns
 - Link and relationship analysis
 - Discovering mirror sites
- Investigating Content
- Content / file capture
 - Text analysis
 - Media analysis
 - Metadata analysis
 - Investigating content identifiers

Session 5: Investigating Dark Web Sites II

- Investigating Target Entities
- Username investigations
 - Email investigations
 - Phone number investigations
 - Investigating companies
 - Working with breached data
- Investigating Mirror Sites on the Surface Web
- Generating site maps
 - Investigating IPs
 - Investigating DNS data
 - Investigating MX data
 - Running reverse lookups
 - Investigating domain and subdomains
 - Investigating inbound and outbound links
 - Investigating sites caches and archives
 - Working with IDs and unique identifiers
- Case Study
- Timed investigation of a hidden website
 - Presentation of key findings



What You Receive

- A full set of course slides and user guides
- Templates to support requirements planning and data collation
- Tip sheets and cheat sheets
- An index of recommended Dark Web resources
- An index of recommended tools as bookmarks
- Recommended readings to support further study
- Six months of post-course support
- A certificate of completion



Social Media Intelligence (SOCMINT): Foundations

Our Social Media Intelligence: Foundations course is the perfect entry point for researchers and investigators wishing to make effective use of existing and emerging social media platforms. The course begins with guidance on the legal and ethical conduct of social media investigations. We go on to explore the more immediate sources of information such as Twitter and Telegram, and the platforms commonly used by online communities and interest groups. From there we explore the many sources of video content before ending with guidance on the Alt-Web and the many platforms popular with fringe and extremist groups.

Level: Foundational
Delivery: Live online, onsite
Available as: Public or in-house workshop
Duration: 2.5 days

Who is this Course For?

This course is intended for researchers, investigators and intelligence professionals of all backgrounds, regardless of prior work experience.

Course Prerequisites

We recommend that participants wishing to take it first complete our OSINT: Foundations course to ensure they understand the technical standards and operating principles that underpin our approach to data collection and analysis.

How You Benefit

On completion of this course, you will have the ability to:

- Leverage popular social media platforms for research and investigative purposes
- Track and monitor issues of interest across a range of messaging apps and social media channels
- Leverage emerging social media platforms catering to niche interests and extremist ideologies
- Conduct social media investigations in a legal and ethical manner



Course Outline

Session 1: Working with the Blogosphere

- | | |
|--------------------------------|--|
| Getting Started | <ul style="list-style-type: none">• Building your sock puppet• OPSEC essentials for SOCMINT investigations• The Search-Monitor-Investigate (SMI) Model• Prepping your browser• Building and maintaining your SOCMINT toolkit |
| Keywords and Search Strategies | <ul style="list-style-type: none">• Social media search strategies• Indexing keyword and search phrases• Indexing hashtags• Working with emojis |
| Working with Blogs | <ul style="list-style-type: none">• Blog discovery: tools and strategies• Working with blog platforms• Monitoring a blog's content• Mapping a blogger's online footprint• Validating bloggers and their content |

Session 2: Working with Twitter

- | | |
|----------------------------------|--|
| Searching and Monitoring Twitter | <ul style="list-style-type: none">• Finding Twitter users• Finding issue-specific content• Searching Twitter: syntax and strategies• Monitoring Twitter profiles |
| Investigating Twitter | <ul style="list-style-type: none">• Generating user stats and analytics• Investigating Twitter profiles• Investigating profile interactions• Investigating friends and followers• Investigating conversations and threads• Capturing and saving Twitter content |



Session 3: Working with Messaging Apps

- | | |
|-----------------------|--|
| Working with Telegram | <ul style="list-style-type: none">• Finding and searching Telegram groups• Finding and searching Telegram channels• Monitoring Telegram channels• Capturing and labelling content• Investigating Telegram profiles |
| Working with Discord | <ul style="list-style-type: none">• Finding and searching Discord channels• Monitoring Discord channels• Capturing and labelling content• Investigating Discord profiles |
| Working with Forums | <ul style="list-style-type: none">• Working with forums and discussion boards• Working with chan sites and image boards• Working with Reddit and its alternatives• Independent social media platforms• Finding interest-based communities• Scraping and monitoring forum data |

Session 4: Working with Video Content

- | | |
|-------------------------|--|
| Video Sharing Platforms | <ul style="list-style-type: none">• Video search strategies and resources• Working with video hosting platforms• Monitoring video platforms, channels and users• Investigating video content and metadata• Geolocating video content• Verifying and validating video content• Downloading and saving video content |
| Working with TikTok | <ul style="list-style-type: none">• Finding TikTok users and their content• Investigating profiles and their followers• Investigating and analysing a profile's reach• Monitoring TikTok channels and content |



Session 5: Working with the Alt-Web

Alt-Tech and the Alt-Web

- Introduction to the Alt-Web
- Finding alternative social media platforms
- Tracking themes, memes and conversations
- Investigating user profiles
- Understanding influence and reach
- Capturing and labelling content
- Monitoring alt-web platforms

What You Receive

- A full set of course slides and user guides
- Templates to support requirements planning and data collation
- Tip sheets and cheat sheets
- Recommended SOCMINT tools / services as bookmarks
- Recommended readings to support further study
- A certificate of completion



Social Media Intelligence (SOCMINT): Intermediate

Our Intermediate course on Social Media Intelligence is dedicated to investigating online communities and profile-oriented platforms. The course begins with guidance on footprinting and the mapping of a target's online presence. From there we demonstrate how to investigate specific communities and platforms and the content posted to them. The course ends with detailed guidance on the use and investigation of images, memes and other visual content posted to social media platforms.

Level: Foundational
Delivery: Live online, onsite
Available as: Public or in-house workshop
Duration: 2.5 days

Who is this Course For?

This course is intended for researchers, investigators and intelligence professionals of all backgrounds, regardless of prior work experience.

Course Prerequisites

We recommend that participants complete our Social Media Intelligence: Foundations course before this program.

How You Benefit

On completion of this course, you will have the ability to:

- Footprint and monitor a target's online presence
- Investigate web-based communities, forums and interest groups
- Investigate social media platforms, profiles and content
- Investigate images, memes and other visual content



Course Outline

Session 1: Investigating Users and Profiles

Footprinting Tools and Strategies

- Defining your target
- Finding your target online
- Mapping a target's online footprint
- Investigating profile identifiers
- Unmasking hidden identities
- Investigating hidden or deleted profiles
- Data capture and collation

Session 2: Working with Online Communities

Groups, Communities and Forums

- Working with forums and discussion boards
- Working with Reddit and its alternatives
- Finding and exploiting interest-based communities
- Scraping and monitoring forum data

Session 3: Social Media Platforms I

Working with Facebook

- Finding Facebook pages, groups and profiles
- Mapping relationships and networks
- Scraping and downloading Facebook content
- Investigating individual users
- Investigating pages and groups
- Investigating profile content

Working with Instagram

- Searching Instagram content
- Monitoring Instagram accounts
- Investigating profiles, content and hashtags
- Investigating friends and followers
- Investigating profile content
- Understanding the role of influencers



Session 4: Social Media Platforms II

Working with LinkedIn	<ul style="list-style-type: none">• Searching LinkedIn content• Monitoring LinkedIn users• Exploring LinkedIn groups• Scraping LinkedIn content• Automating data extraction and analysis
Working with Snapchat	<ul style="list-style-type: none">• Finding Snapchat profiles and users• Capturing user content• Investigating users and content
Non-Western Social Media Platforms	<ul style="list-style-type: none">• Mapping the SOCMINT universe• Popular social media platforms around the globe• Searching for social media content in foreign languages• Monitoring strategies for foreign social media content

Session 5: Working with Images and Imagery Sources

Images and Imagery Sources	<ul style="list-style-type: none">• Image search strategies and resources• Working with chan sites and image boards• Reverse image search tools• Investigating memes• Investigating image metadata• Checking for image manipulation• Validating images
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What You Receive

- A full set of course slides and user guides
- Templates to support requirements planning and data collation
- Tip sheets and cheat sheets
- Recommended SOCMINT tools / services as bookmarks
- Recommended readings to support further study
- A certificate of completion



I-INTELLIGENCE

FOREIGN-LANGUAGE RESEARCH

The best intelligence is often in a language we don't speak. We offer a series of language-specific OSINT courses for researchers, analysts, and investigators wishing to access Russian, Chinese and Arabic-language content.



There's no single path to
getting the data you want.



OSINT: Searching the Internet in a Foreign Language

This course is dedicated to helping public and private sector professionals make better use of foreign language content, regardless of their current level of fluency. The course begins with an introduction to the dominant languages on the internet and the types of challenges they present to researchers. From there, we will demonstrate how to set up your desktop and mobile devices to facilitate your efforts. Thereafter, we will elaborate on the principles and process of finding, interpreting and using foreign language content, including in non-Latin alphabets. We will also discuss the many search tools and browser extensions one can use to support one's work. Overall, we'll help you breach existing language barriers and leverage a richer set of resources as part of your work.

Level: Intermediate
Delivery: Live online, onsite
Available as: Public or in-house workshop
Duration: 0.5 days

Who is this Course For?

This course is intended for anyone wishing to make better use of foreign-language sources on the Internet. The course is recommended for public and private sector professionals, academic researchers, due diligence specialists and online investigators.

Course Prerequisites

Proficiency in English and basic knowledge of the Internet suffices.

How You Benefit

On completion of this course, you will have the ability to:

- Search the web using different languages
- Use structured workflows to discover foreign-language content relevant to you
- Apply a range of tools to tackle the problem of translation and transliteration



Course Outline

Session 1

Course Preliminaries	<ul style="list-style-type: none">• Browser setup• Mobile device setup
Working with Foreign Languages	<ul style="list-style-type: none">• Obstacles and opportunities• Language identification techniques• Lost in translation: the importance of attention to detail
Search Strategies	<ul style="list-style-type: none">• Research methodology• Search tools and strategies• Web-based translation platforms and extensions• Optical character recognition (OCR) tools• International naming practices• Research resources and source discovery• Case studies

What You Receive

- A full set of course slides in PDF
- An index of recommended tools / resources
- A course certificate on completion



OSINT: Searching the Chinese Internet

This course is dedicated to helping researchers, academics and business professionals make better use of Chinese-language internet and social media sources. The course begins with a general introduction to the Chinese language and the Chinese internet. From there, we will demonstrate how to set up your desktop and mobile devices to support data collection, processing and translation. We will then walk you through the different strategies, tools and resources you can use to research or investigate Chinese-language sources and social media platforms. Throughout, attention will be given to those aspects of Chinese language and culture that you should be sensitive to as a researcher.

Level: Intermediate
Delivery: Live online, onsite
Available as: Public or in-house workshop
Duration: 2.5 days

Who is this Course For?

This course is intended for anyone wishing to make better use of Chinese language resources on the Internet. The course is recommended for business professionals, academic researchers, due diligence specialists and social media investigators.

Course Prerequisites

Trainees do not need prior knowledge of the Chinese language; basic knowledge of the Internet suffices.

How You Benefit

On completion of this course, you will have the ability to:

- Understand the main characteristics of the Chinese language
- Navigate the Chinese internet with greater confidence
- Find specific content in Chinese (news reports, documents, etc.)
- Find people through their web and social media footprints
- Apply a range of tools to tackle the problem of translation and transliteration



Course Outline

Session 1: Getting Started

Introduction and Configuration

- The differences between the Chinese and “Western” internet
- Online obstacles and how to manage them
- The Chinese language
- Chinese characters and transliteration
- Keyboard setup
- Web-based translation platforms
- Mobile device setup and translation applications
- Optical character recognition (OCR)

Session 2: Searching the Web in Chinese

Search Strategies

- Searching the web in Chinese: tools and strategies
- Reconciling information inconsistencies in English and Chinese
- Accurate vocabulary use
- Working with satellite imagery
- Recommended research resources

Session 3: Chinese Social Media

Social Media and Smartphone Apps

- Working with Chinese names
- Finding Chinese email addresses
- Working with Chinese content on Western social media platforms
- Working with Chinese social media platforms
- Working with Chinese mobile applications



Session 4: Chinese Corporate Research

Researching Chinese Companies

- Introduction to Chinese corporate research
- Mapping a company's online footprint
- Finding a company's registration number
- Verifying and researching ownership
- Chinese business license information
- Verifying a company's legitimacy and reputation
- Additional resources and toolbox

Session 5: Training Exercises

- Applying lessons learned through training exercises

What You Receive

- A full set of course slides in PDF
- An index of recommended tools / resources
- A course certificate on completion



OSINT: Searching the Arabic Web

This course is dedicated to helping researchers, academics and business professionals make better use of Arabic-language internet and social media sources. The course begins with a general introduction to the Arabic language. From there, we will demonstrate how to set up your desktop and mobile devices to support data collection, processing and translation. We will then walk you through the different strategies, tools and resources you can use to research or investigate Arabic-language sources and content on popular social media platforms. Throughout, emphasis will be given to those aspects of the language and culture that you should be sensitive to as a researcher.

Level: Intermediate
Delivery: Live online, onsite
Available as: Public or in-house workshop
Duration: 2.5 days

Who is this Course For?

This course is intended for anyone wishing to make better use of Arabic language resources on the Internet. The course is recommended for business professionals, academic researchers, due diligence specialists and social media investigators.

Course Prerequisites

Trainees do not need prior knowledge of the Arabic language; basic knowledge of the Internet suffices.

How You Benefit

On completion of this course, you will have the ability to:

- Understand the main characteristics of the Arabic language
- Navigate Arabic online sources with greater confidence
- Find specific content in Arabic (news reports, documents, etc.)
- Find people through their web and social media footprints
- Apply a range of tools to tackle the problem of translation and transliteration



Course Outline

Session 1: Getting Started

- | | |
|------------------------------|---|
| Set-Up and Translation Tools | <ul style="list-style-type: none">• Working with the Arabic language on the internet• Translation tools setup• Working with Google Translate• Working with numbers• Optical Character Recognition (OCR)• Text extraction and input using a mobile device for translation• Typing in Arabic using a floating Arabic Keyboard |
|------------------------------|---|

Session 2: Searching the Web in Arabic

- | | |
|-----------------------------|--|
| Search Tools and Strategies | <ul style="list-style-type: none">• Search Strategies• Searching Google in Arabic• Reconciling information inconsistencies in English and Arabic• Satellite imagery and location-specific searches• Recommended research resources |
|-----------------------------|--|

Session 3: People Search and Social Media

- | | |
|---|--|
| Finding People and Social Media Content | <ul style="list-style-type: none">• Working with Arabic names• Finding Arabic email addresses• Working with Arabic content on social media platforms |
|---|--|

Session 4: Additional Research Techniques

- | | |
|-----------------------|--|
| Social Media Research | <ul style="list-style-type: none">• Satellite imagery and location searches• Working with an emulator• “Secret handshakes” and other techniques to enter social media groups |
|-----------------------|--|



Session 5: Training Exercises

Testing Your Knowledge

- Applying lessons learned through training exercises

What You Receive

- A full set of course slides in PDF
- An index of recommended OSINT tools / resources
- A certificate of completion



OSINT: Searching the Russian Internet

This course is dedicated to helping researchers, academics and business professionals make better use of Russian-language internet and social media sources. The course begins with a general introduction to the Russian language and the Russian Internet. From there, we will demonstrate how to set up your desktop and mobile devices to support data collection, processing and translation. We will then walk you through the different strategies, tools and resources you can use to research or investigate Russian-language sources and content on popular social media platforms. We will also show you how to identify and validate Russian companies. Throughout, emphasis will be given to those aspects of the language and culture that you should be sensitive to as a researcher.

Level: Intermediate
Delivery: Live online, onsite
Available as: Public or in-house workshop
Duration: 2.5 days

Who is this Course For?

This course is intended for anyone wishing to make better use of Russian language resources on the Internet. The course is recommended for business professionals, academic researchers, due diligence specialists and social media investigators.

Course Prerequisites

Trainees do not need prior knowledge of the Russian language; basic knowledge of the Internet suffices.

How You Benefit

On completion of this course, you will have the ability to:

- Understand the main characteristics of the Russian language
- Navigate Russian sources with greater confidence
- Find specific content in Russian (news reports, documents, etc.)
- Find people through their web and social media footprints
- Apply a range of tools to tackle the problem of translation and transliteration



Course Outline

Session 1: Getting Started

Introduction to the Russian Web

- The Russian Internet ecosystem
- The Russian language
- Setting up a Russian-language keyboard
- Typing in Russian
- Translation tools setup and use (web and mobile)
- Optical Character Recognition (OCR)

Session 2: Searching the Web in Russian

Search Tools and Strategies

- The Russian media landscape: players, propaganda and control
- Russian bots
- Searching Google in Russian
- Searching Yandex in Russian
- Alternative Russian search engines
- Reconciling information inconsistencies in English and Russian
- Satellite imagery, location-specific searches, Russian addresses

Session 3: People Search and Social Media

Finding People and Social Media Content

- Working with Russian names
- Finding Russian email addresses
- Investigating Russian phone numbers
- Understanding Russian personal documents
- Working with Russian content on Western social media platforms
- Working with Russian social media platforms
- Working with Russian forums
- Additional resources and toolbox



Session 4: Russian Corporate Research

Corporate Research

- Introduction to Russian corporate research
- Mapping a company's online footprint
- Finding a company's registration number
- Verifying and researching ownership
- Russian business license information
- Verifying a company's legitimacy and reputation
- Investigating web resources in Russian

Session 5: Training Exercises

- Applying lessons learned through real world examples and simulated case-study exercises

What You Receive

- A full set of course slides in PDF
- An index of recommended tools / resources
- A certificate of completion



I-INTELLIGENCE

ANALYTIC LITERACIES

Collection is just the beginning. Analysis turns raw information into insight, foresight and action. We offer a range of courses to improve analysts' ability to support strategic and operational decision making.



Confidence in ability equals
certainty in action.



Analysis for Investigators

This five-day simulation-based course provides guidance on a broad range of techniques to support investigations. The course introduces participants to the fundamental principles of analytic reasoning. Trainees are shown how to structure and organise information from a diverse range of sources to support their investigative work. Emphasis is given to the disciplines of charting and data visualisation as means of improving sensemaking and evidential reasoning. By the end of the course, participants have the tools, resources and confidence needed to improve the ordering and presentation of case evidence.

Level: Foundational
Delivery: Live online, onsite
Available as: In-house workshop
Duration: 5 days

Who is this Course For?

This course has been developed for investigators willing to improve their ability to organize, analyse, and present evidence.

Course Prerequisites

No prior knowledge of analysis or analytic reasoning is needed to take this course.

How You Benefit

On completion of this course, you will have the ability to:

- Understand and manage the challenge of uncertainty
- Structure and organise evidence to support analytic reasoning
- Build and maintain an evidence base over the course of an investigation
- Support group sensemaking and situational awareness
- Use a range of charting techniques to structure, organise and interrogate intelligence, evidence and other investigative data
- Generate and evaluate analytic judgements and conclusions
- Develop simple, evidence-based presentations to communicate one's findings



Course Outline

Session 1: Key Investigative Skills and Success Factors

On Analysis and Analytic Reasoning

- What is analysis?
- The three modes of analytic reasoning
- The challenge of analysis
- Working with structured analytic frameworks
- Managing the structured analytic process

Thinking like an Investigator

- Introduction to the case study
- Investigative skillset, toolset, and mindset
- Fundamentals of a sound investigative process
- Planning your investigation
- Documenting your investigation

Working with KITs and Assumptions

- The Key Intelligence Topics process
- Working with assumptions
- Group exercises

Session 2: Working with Timelines and Hypotheses

Working with Hypotheses

- Building investigative hypotheses
- Multi-hypothesis generation
- Group exercises

Working with Charting Tools I

- Benefits and limitations of charting
- Working with chronologies
- Working with timelines

Working with Charting Tools II

- Working with event charts
- Working with Gantt charts
- Working with VIA charts



Session 3: Link and Association Charts

- | | |
|-------------------------|---|
| Social Network Analysis | <ul style="list-style-type: none">• Introduction to social network analysis• Working with association charts• Working with link diagrams• Working with link charts |
|-------------------------|---|

Session 4: Working with Flow Charts

- | | |
|---------------|--|
| Flow Charting | <ul style="list-style-type: none">• Introduction to flow charting• Working with commodity flow charts• Working with communication charts |
|---------------|--|

- | | |
|-----------|--|
| Reporting | <ul style="list-style-type: none">• Guidelines for effective reporting |
|-----------|--|

Session 5: Group Presentations

- | | |
|------------|---|
| Group Work | <ul style="list-style-type: none">• Finalising analysis• Preparing group presentations |
|------------|---|

- | | |
|---------------------|---|
| Final Presentations | <ul style="list-style-type: none">• Group presentations• Instructor feedback• Closing remarks and reflections |
|---------------------|---|

What You Receive

- A full set of course slides in PDF
- An index of analytic techniques
- Templates to support the application of the techniques taught
- Six months of post-course support
- A certificate of completion
- One hour of individual consulting if needed



Intelligence Analysis: Foundations

Our introductory intelligence analysis course offers a solid introduction to the art and science of analytic reasoning. The course provides the foundational knowledge you need to establish and grow your analytic toolkit. Attention is given to descriptive and predictive modes of analysis, and the complimentary skills of trend identification, pattern detection, evidential reasoning, and ideation. You will also learn how to identify and explore multiple lines of analytic enquiry, including via the Analysis of Competing Hypothesis. The guidance provided on this course offers an essential prelude to our more advanced programs.

Level: Foundational
Delivery: Live online, onsite
Available as: Public or in-house workshop
Duration: 2.5 days

Who is this Course For?

This course is for anyone working in an analytic role, regardless of professional background or prior work experience.

Course Prerequisites

No prior knowledge of intelligence analysis or analytic reasoning is needed to take this course. We recommend this course as an essential starting point for all our analysis courses.

How You Benefit

On completion of this course, you will have the ability to:

- Justify the importance of structured approaches to analytic thinking
- Apply a range of critical and creative thinking skills
- Make your reasoning transparent to others
- Develop causal narratives using descriptive analytic techniques
- Analyse events and trends and extrapolate their impacts
- Generate and evaluate multiple hypotheses
- Anticipate future outcomes using predictive analytic techniques



Course Outline

Session 1: Introduction to Analytic Reasoning

Introduction to Intelligence Analysis

- What is analysis?
- The three modes of analytic reasoning
- The challenge of analysis
- The role of the analyst
- The critical disciplines of analytic work

Analytic Thinking and Reasoning Skills

- Scoping and managing your uncertainty
- Measuring and monitoring your thinking
- Working with structured analytic techniques

Session 2: Thinking Descriptively

Descriptive Analytic Techniques

- The 5W1H model and its variants
- Causal mapping
- Actor / factor analysis
- Temporal analysis
- Link / association charting

Applications of Descriptive Analysis

- Issue analysis
- Event analysis

Session 3: Thinking Predictively

Working with Hypotheses

- What makes a good hypothesis?
- Multiple hypotheses generation
- Analysis of Competing Hypotheses (ACH)
- Variations of ACH

Predictive Analytic Techniques

- What if analysis
- Trend / impact analysis
- Impact / probability analysis
- The futures wheel
- Consequence trees



Applications of Predictive Analysis

- Risk analysis
- Alternative futures analysis
- Operational planning

Session 4: Thinking Relationally

Charting Techniques

- Event charts
- Link / association charts
- Activities charts
- Commodity flow charts
- VIA Diagrams
- Communication charts
- Comparative case analysis

Session 5: Thinking Creatively

Brainstorming

- Creative ideation and its role in analysis
- The varieties of brainstorming
- Dos and don'ts of brainstorming
- Brainstorming techniques for analysts

Mind and Concept Mapping

- Types of mind / concept maps
- The uses of mind mapping in intelligence
- Individual vs. group application

What You Receive

- A full set of course slides in PDF
- An index of analytic techniques
- Templates to support the application of the techniques taught
- Six months of post-course support
- A certificate of completion
- One hour of individual consulting if needed



Intelligence Analysis: Advanced

Our Advanced Intelligence Analysis course looks to extend the toolkit provided in our Foundations program. To begin, you will be shown how to develop concrete plans and policy recommendations using prescriptive analytic techniques. Thereafter you will be shown how to manage and mitigate the cognitive challenges common to analytic work. Finally, using a series of guided exercises, you will be shown how to evaluate and improve the practice of analysis in your organisation, and how to identify and remove the roadblocks to effective reasoning.

Level: Intermediate
Delivery: Live online, onsite
Available as: Public or in-house workshop
Duration: 2.5 days

Who is this Course For?

This course is intended for experienced analysts and investigators, as well as for those working in strategic planning, policy planning and operational planning.

Course Prerequisites

We recommend that participants first complete our Intelligence Analysis: Foundations course before undertaking this program. This is to ensure they understand our approach to critical, creative and conceptual reasoning.

How You Benefit

On completion of this course, you will have the ability to:

- Develop recommendations using prescriptive methods of analysis
- Understand the role of mindsets, biases and other cognitive pathologies in analytic reasoning
- Challenge analytic conclusions in a manner that is rigorous and impartial
- Improve the conduct of analysis in your organisation
- Deploy a range of strategies to improve analytic culture and uncertainty management



Course Outline

Session 1: Thinking Prescriptively

Prescriptive Analysis

- If / then analysis
- Feasibility analysis
- Course of action analysis
- Critical path analysis
- Cost-benefit analysis
- Roadmaps and solution pathways
- Stakeholder analysis
- Rolestorming / Roleplaying

Session 2: Thinking Opportunistically

Opportunity Analysis

- Thinking and working opportunistically
- Finding and evaluating opportunities
- Inside Out / Outside In thinking
- The Opportunity Canvas
- Working with opportunity matrices

Session 3: Thinking Adversarially

Challenge Analysis

- Adversarial profiling
- Red teaming
- Team A / Team B method
- Devil's advocacy
- The Key Assumptions Check
- Pre-mortem analysis

Session 4: Mindsets, Blind Spots and Biases

Cognitive Challenges to Analytic Reasoning

- A typology of cognitive pathologies
- Perception, memory, and reasoning
- Dealing with mindsets, blind spots and biases
- Bias mitigation strategies



Session 5: Enhancing Analysis in Your Organisation

Toward Effective Analysis in Organisations

- Analytic function within organisations
- Factors determining analytic success
- Common obstacles and roadblocks
- Easy fixes vs larger scale change
- From good to master analysts
- An analyst with influence
- Analyst as an internal consultant

What You Receive

- A full set of course slides in PDF
- An index of analytic techniques
- Templates to support the application of the techniques taught
- Six months of post-course support
- A certificate of completion



Strategic Foresight and Scenario Planning

This course combines our Strategic Foresight and Scenario Planning programs for the convenience of those who prefer online instruction. You will be introduced to a unique portfolio of tools and frameworks to support predictive reasoning. You will be shown how to scan your operating environment for trends, how to amplify and analyse weak signals, and how to anticipate and capitalise on future challenges and opportunities using a range of scenario planning methodologies.

Level: Intermediate
Delivery: Live online, onsite
Available as: Public or in-house workshop
Duration: 2.5 days

Who is this Course For?

This course is intended for experienced analysts, as well as for those working in the domains of horizon scanning, strategic analysis, risk management and crisis management and response.

Course Prerequisites

We recommend that participants first complete our Intelligence Analysis: Foundations course before undertaking this program. This is to ensure they understand our approach to critical, creative and conceptual reasoning.

How You Benefit

On completion of this course, you will have the ability to:

- Establish strategic foresight as an institutional / operational capability
- Identify, analyse and monitor weak signals and other change indicators
- Apply a range of foresight techniques to explore risk / crisis scenarios
- Apply a broad range of scenario-based models and frameworks
- Identify, analyse and monitor trends that are likely to impact your work
- Imagine and explore multiple futures and their consequences
- Define contingency and action plans in preparation for an uncertain future
- Think critically and creatively about future challenges to one's organisation



Course Outline

Session 1: Horizon Scanning

Introduction to Foresight

- Sensing the future: how and why
- Understanding the dynamic of change
- The many challenges of foresight

Scanning the Horizon

- The role of perspective and perception
- Working with weak signals
- PESTLE and its variants
- The GRNL / GRNO Models
- Identifying macro, meso and micro trends
- Scanning for stakeholder-specific trends
- Building your own scanning frameworks

Session 2: Trend Analysis

Analysing Trends and their Impacts

- Trend stage analysis
- Temporal impact analysis
- Multi-layered impact analysis
- Identifying n-order effects
- Identifying, anticipating and analysing counter trends
- Monitoring trends online
- Building a foresight toolkit

Session 3: Generating Scenarios I

Basic Scenario Building Techniques

- What If analysis
- Generating If / Then contingencies
- The Three Futures Model
- Constructing timelines
- Backcasting techniques
- Working with consequence radars



Session 4: Generating Scenarios II

- | | |
|---------------------------------------|--|
| Advanced Scenario Building Techniques | <ul style="list-style-type: none">• Dator's Scenario archetypes• The Intuitive Logics methodology• The Resilient Futures model |
| Reporting Scenarios | <ul style="list-style-type: none">• The elements of effective storytelling• Structuring your scenario reports• Alternative scenario communication strategies |

Session 5: From Scenarios to Strategies

- | | |
|---------------------------------------|---|
| Translating Scenarios into Strategies | <ul style="list-style-type: none">• From analytic insights to strategic objectives• Identifying and analysing strategic options• Identifying strategic opportunities• Evaluating strategic fit• Means-End Analysis• The Plan–Do–Check–Act model• Resource planning• Implementing your strategy |
|---------------------------------------|---|

What You Receive

- A full set of course slides in PDF
- An index of analytic techniques
- Templates to support the application of the techniques taught
- Six months of post-course support
- A certificate of completion



Reporting for Analysts

This course provides a rigorous introduction to the development and delivery of written intelligence products. The course begins with guidance on how to structure and organise your key findings and analytic judgements. From there, you will learn how to draft and edit copy that is clear, coherent and concise. Finally, instruction will be provided on how to develop a product portfolio that satisfies your customers' requirements.

Level: Intermediate
Delivery: Live online, onsite
Available as: Public or in-house workshop
Duration: 2.5 days

Who is this Course For?

This course is intended for all analysts, regardless of background or work experience.

Course Prerequisites

It is generally recommended that participants complete our Intelligence Analysis: Foundations course before undertaking this program, but this is not essential.

How You Benefit

On completion of this course, you will have the ability to:

- Understand their audience and their needs
- Structure and organise their written work
- Work to the BLUF standard of intelligence reporting
- Draft copy that is clear and concise
- Revise, edit and proofread their work
- Develop a product typology to support routine production efforts



Course Outline

Session 1: Getting Started

- | | |
|-----------------------|--|
| The Writing Cycle | <ul style="list-style-type: none">• Working to the Writing Cycle• Auditing your reporting efforts |
| Knowing Your Audience | <ul style="list-style-type: none">• Identifying customers and consumers• Analysing the audience• Clarifying their requirements• The Know, Feel, Do Model |
| Situating Yourself | <ul style="list-style-type: none">• Gathering your data• Defining what to communicate and why• Working with ideation tools• Working with data collation tools• Establishing event narratives |

Session 2: Pre-Writing Strategies

- | | |
|----------------------------------|---|
| Pre Writing Tools and Strategies | <ul style="list-style-type: none">• Finding your central point• The Rule of One model• Wilbur's model• The Five Boxes model• The 3-30-3 model |
|----------------------------------|---|

Session 3: Effective Intelligence Writing

- | | |
|--|--|
| The Principles of Intelligence Writing | <ul style="list-style-type: none">• The BLUF standard• Writing to the BLUF standard• Drafting titles and subtitles• Drafting the lead• Drafting and organising your paragraphs• Working with topic sentences• Communicating analytic confidence• Working with words of estimative probability |
|--|--|



Session 4: Editing and Proofing Your Work

The Editing Process

- Revising your work
- Editing and proofing
- Checking for clarity
- Checking for consistency
- Checking for persuasiveness
- Peer review and customer feedback

Session 5: Working with a Product Portfolio

Drafting Analytic Products

- Drafting alerts
- Drafting situation assessments
- Drafting short-form reports

Developing Analytic Products

- The varieties of analytic product
- Defining a product portfolio
- Developing and working with templates
- Building your template library

What You Receive

- A full set of course slides in PDF
- An index of templates to support pre-writing
- An index of templates to support intelligence reporting
- Checklists and tip sheets
- Six months of post-course support
- A certificate of completion



Improving Requirements Planning

Intelligence fulfils its function when it satisfies a specific information need. Accordingly, effective requirements planning is the cornerstone of sound intelligence. Our requirements planning course provides researchers and intelligence professionals with the skills needed to identify, prioritise, and manage intelligence requirements effectively. The course provides a rigorous and exacting approach to requirements planning. Emphasis is given to understanding the needs and expectations of one's customers and dealing with common challenges to the requirements planning process.

Level: Expert
Delivery: Live online, onsite
Available as: Public or in-house workshop
Duration: 2.5 days

Who is this Course For?

This course is intended for anyone looking to develop or improve a structured requirements planning process in their organisation.

How You Benefit

On completion of this course, you will have the ability to:

- Define and develop a typology of intelligence requirements
- Identify, validate, and prioritise intelligence requirements efficiently and effectively
- Develop and implement a structured approach to requirements planning
- Manage the needs, expectations, and preferences of different stakeholders
- Address routine challenges that may affect the process of requirements planning
- Operationalise simple workflows to improve the first step in the intelligence cycle



Course Outline

Session 1: Introduction to Requirements Planning

- | | |
|---|---|
| On Intelligence Requirements | <ul style="list-style-type: none">• Intelligence requirement as a need• A typology of intelligence requirements |
| Understanding Requirements Planning | <ul style="list-style-type: none">• What is requirements planning?• The importance of requirements planning• The goals and objectives of requirements planning• Requirements planning frameworks• Common challenges and how to address them |
| The Art and Science of Asking Questions | <ul style="list-style-type: none">• Why does questioning matter?• How to improve your questioning skills?• Applying questioning to requirements planning• Tools to automate questioning |

Session 2: Managing Stakeholders and Customers

- | | |
|--|---|
| On Intelligence Stakeholders | <ul style="list-style-type: none">• Who is an "intelligence stakeholder"?• Stakeholder types and characteristics• Identifying and classifying intelligence stakeholders• Understanding intelligence stakeholders |
| Stakeholder Needs Analysis | <ul style="list-style-type: none">• A typology of stakeholder needs• Gathering stakeholder needs and expectations• Prioritising stakeholder needs• Anticipating the evolution of stakeholder needs |
| Working with Requests for Information (RFIs) | <ul style="list-style-type: none">• Key definitions• Best practice guidance• Prioritising RFIs• Managing RFIs |



Session 3: Operationalising Requirements Planning

Best Practices for Requirements Planning

- Identifying, validating and prioritising intelligence requirements
- From general to specific intelligence requirements
- Working with structured frameworks and models
- Managing and documenting requirements
- Updating requirements
- Beyond Requirements Planning

Session 4: Beyond Requirements Planning

On Collection Planning and More

- From requirements to collection planning
- Building the resource base
- Understanding the work to be done

What You Receive

- A full set of course slides in PDF
- An index of analytic techniques
- Templates to support the application of the techniques taught
- Six months of post-course support
- A certificate of completion



I-INTELLIGENCE

EXECUTIVE TRAINING

Short courses for leaders, managers and the people who get things done. However you define your role, we're committed to helping you get ahead.



Learn, reflect, then scale
new heights.



Sensemaking and Situational Awareness

Sensemaking is how analysts and policy professionals situate themselves in dynamically changing policy environments. This module will demonstrate how to anchor yourself, initiate the analytical process, and give meaning to information that is often ambiguous or fragmentary. You will also be shown how to clarify the facts of a situation and construct a picture or narrative that facilitates understanding and action.

Delivery: Live online, onsite
Available as: In-house workshop
Duration: 1 day

How You Benefit

On completion of this course, you will have the ability to:

- Situate yourself and your colleagues
- Establish the facts on a given issue
- Clarify issues of uncertainty and why they matter
- Facilitate subsequent research and analysis
- Communicate your findings with confidence

What You Receive

- A full set of course slides in PDF
- Templates to support the application of the techniques taught
- Six months of post-course support
- A certificate of completion



Asking Good Questions

Good questions are a catalyst for constructive dialogue, effective problem solving and fruitful negotiations. This course will give you a taste of the many tools and approaches you can use to improve your capacity for critical analysis and enquiry. We will also demonstrate how good questions can spur new solutions and generate greater trust between stakeholders.

Delivery: Live online, onsite
Available as: In-house workshop
Duration: 1 day

How You Benefit

On completion of this course, you will have the ability to:

- Clarify your understanding of specific issues
- Identity novel solutions using critical enquiry
- Improve your understanding of rival or alternative perspectives
- Improve the quality and clarity of your communications
- Strengthen relationships with key stakeholders

What You Receive

- A full set of course slides in PDF
- Templates to support the application of the techniques taught
- Six months of post-course support
- A certificate of completion



Problem Analysis

Problems abound in professional environments. Understanding the nature of these problems can help us determine the appropriate strategies for either managing or solving them. This course will give you a range of tools to classify and analyse problems, including from the perspective of different stakeholders. We will also demonstrate how problems can be reframed into opportunities, thus facilitating the search for solutions.

Delivery: Live online, onsite
Available as: In-house workshop
Duration: 1 day

How You Benefit

On completion of this course, you will have the ability to:

- Identify problems proactively
- Analyse and address root causes
- Reframe problems into concrete policy opportunities
- Identify solutions using different stakeholder perspectives
- Plot detailed strategies to manage or resolve specific challenges

What You Receive

- A full set of course slides in PDF
- Templates to support the application of the techniques taught
- Six months of post-course support
- A certificate of completion



Introduction to Conceptual Reasoning

This course introduces the discipline of conceptual thinking and explains its utility. You will be shown how to use the "building blocks" of analysis - shapes, symbols and other visual markers - to enhance your capacity for critical thinking, creative ideation and problem solving. The course will also explore the importance of working with matrices, tables and other "liberating structures" to capture and organise analytic insights.

Delivery: Live online, onsite
Available as: In-house workshop
Duration: 1 day

How You Benefit

On completion of this course, you will have the ability to:

- Use concept mapping to explore the parameters of a specific domains
- Use the principles of abstraction and classification to structure your thinking
- Use matrices to understand the relationships between different actors, factors and policy variables
- Develop basic concept models to support data collation and analytic reasoning

What You Receive

- A full set of course slides in PDF
- Templates to support the application of the techniques taught
- Six months of post-course support
- A certificate of completion



Managing Uncertainty

Uncertainty is a constant in every knowledge-driven work environment. Knowing how to manage this phenomenon can significantly enhance your capacity for learning, innovation and adaptation. This course outlines the many forms uncertainty can take and provides guidance on how to analyse, manage and communicate this dynamic effectively.

Delivery: Live online, onsite
Available as: In-house workshop
Duration: 1 day

How You Benefit

On completion of this course, you will have the ability to:

- Identify and analyse the forces driving uncertainty in your operating environment
- Clarify critical uncertainties to better calibrate your research efforts
- Anticipate possible policy outcomes and articulate suitable contingency plans
- Communicate uncertainty in a manner that is clear and unambiguous

What You Receive

- A full set of course slides in PDF
- Templates to support the application of the techniques taught
- Six months of post-course support
- A certificate of completion



Learning from Experience

This course explores how experiential learning can concretely inform decision making and policy development. You will be introduced to a range of techniques that support individual and group reflection. You will also be shown how to evaluate existing workflows and make them more effective. Finally, we will discuss the importance of reflective learning as a tool to support your professional development.

Delivery: Live online, onsite
Available as: In-house workshop
Duration: 1 day

How You Benefit

On completion of this course, you will have the ability to:

- Conduct rigorous “after action” assessments of your projects, stakeholder engagements and policy initiatives
- Use pre-mortem techniques to anticipate project risks and how to mitigate them
- Apply simple analytical tools to improve workflow and process improvement
- Practice individual and group-based reflection

What You Receive

- A full set of course slides in PDF
- Templates to support the application of the techniques taught
- Six months of post-course support
- A certificate of completion



Managing Complexity and Chaos

The Cynefin Framework is a conceptual model used to support sensemaking and decision making in environments marked by complexity, uncertainty and change. This course will introduce you to the framework and demonstrate how it can be used to explore or resolve challenges in your work environment.

Delivery: Live online, onsite
Available as: In-house workshop
Duration: 1 day

How You Benefit

On completion of this course, you will have the ability to:

- Classify current and emerging problems using the Cynefin framework
- Identify where and how to apply best practices and standard operating procedures to known problems in the workplace
- Identify the knowledge and expertise needed to address complicated policy and decision making predicaments
- Define “probes” that can be used to sense and respond to complex challenges Operationalise the Cynefin framework in your day-to-day work

What You Receive

- A full set of course slides in PDF
- Templates to support the application of the techniques taught
- Six months of post-course support
- A certificate of completion



Analysing Complex Policy Challenges

This course will examine how complexity theory can be used to analyse policy challenges. We will define the properties of complex systems. We will also explore how complex phenomena such as emergence, non-linearity and self-organisation can alert us to opportunities that we might otherwise ignore.

Delivery: Live online, onsite
Available as: In-house workshop
Duration: 1 day

How You Benefit

On completion of this course, you will have the ability to:

- Apply complexity theory to your policy issues
- Map and analyse the actors, values, and variables shaping specific policy issues
- Understand the role emergence, self-organisation and other complex dynamics play in determining policy outcomes
- Anticipate the major policy shifts resulting from gradual, incremental changes in your operating environment
- Anticipate plausible policy trajectories and how to respond

What You Receive

- A full set of course slides in PDF
- Templates to support the application of the techniques taught
- Six months of post-course support
- A certificate of completion



Generating Recommendations for Decision Makers

No briefing or report is complete without recommendations to the decision-maker. In this module you will be shown how to use creativity techniques to identify practical recommendations. You will then be shown how to evaluate these ideas using simple metrics, and how to communicate them in a manner that's coherent and engaging.

Delivery: Live online, onsite
Available as: In-house workshop
Duration: 1 day

How You Benefit

On completion of this course, you will have the ability to:

- Understand the importance of innovative thinking in the workplace
- Tap the creativity and inspiration common to all professionals
- Apply a broad range of creativity and brainstorming techniques
- Identify solutions that are both innovative and practical in a political context
- Manage the process of creative ideation

What You Receive

- A full set of course slides in PDF
- Templates to support the application of the techniques taught
- Six months of post-course support
- A certificate of completion



Decision Making: A Practical Introduction

Personal decision making is a capacity every manager should work to improve, regardless of where you stand in the organisational hierarchy or the issues you are asked to contend with. This course begins by examining the variety of decisions you are likely to make in an organisational setting and the challenges common to them. The course goes on to provide guidance on the tools you can use to improve decision analysis, decision making and related processes.

Delivery: Live online, onsite
Available as: In-house workshop
Duration: 1 day

How You Benefit

On completion of this course, you will have the ability to:

- Orient yourself to the range of decisions you are expected to make
- Scrutinise and improve your decision options
- Enhance decision-related processes at your organisation
- Evaluate your decision-making process, as well as its outputs and outcomes

What You Receive

- A full set of course slides in PDF
- Templates to support the application of the techniques taught
- Six months of post-course support
- A certificate of completion



Action Planning: The Art of Getting Things Done

Action Planning is the process of identifying and sequencing the steps needed to achieve your project or policy objectives. This course will provide guidance on the tools you can use to this end. You will be shown how to define, analyse and implement specific courses of action. Further, you will be shown how to manage the risks and dependencies that might derail your objectives.

Delivery: Live online, onsite
Available as: In-house workshop
Duration: 1 day

How You Benefit

On completion of this course, you will have the ability to:

- Clarify your objectives and the actions needed to realise them
- Clarify the knowledge needed to act with confidence
- Develop roadmaps to support project implementation

What You Receive

- A full set of course slides in PDF
- Templates to support the application of the techniques taught
- Six months of post-course support
- A certificate of completion



Managing Policy Risks

This course demonstrates how risk management can support policy and project development and implementation. The course goes on to introduce a handful of tools that can be used to anticipate, manage or resolve common stakeholder and project-related risks.

Delivery: Live online, onsite
Available as: In-house workshop
Duration: 1 day

How You Benefit

On completion of this course, you will have the ability to:

- Understand and apply the basic principles of risk identification, risk analysis and risk management to your policy development efforts
- Identify and analyse the vulnerabilities of a specific policy proposal
- Anticipate and respond to policy obstacles and objections
- Use the Dilemma Resolution model to analyse and reconcile conflicting interests, objectives and values

What You Receive

- A full set of course slides in PDF
- Templates to support the application of the techniques taught
- Six months of post-course support
- A certificate of completion



Leading Through Complexity

The course applies complexity theory to the practice of leadership in political environments. We will begin by exploring the skills and qualities needed by those tasked with navigating challenging policy domains. From there, we go on to examine how complex phenomena can inform leadership activities such as sensemaking, strategic planning, team development and organisational change.

Delivery: Live online, onsite
Available as: In-house workshop
Duration: 1 day

How You Benefit

On completion of this course, you will have the ability to:

- Understand how complexity informs the practice of leadership
- Leverage complex dynamics to steer or influence policy outcomes
- Use the principles of complexity theory to inform team development
- Use the theories of emergence and double loop learning to clarify your objectives and improve dialogue and collaboration within and beyond your team

What You Receive

- A full set of course slides in PDF
- Templates to support the application of the techniques taught
- Six months of post-course support
- A certificate of completion



I-INTELLIGENCE

COMPANY OVERVIEW

Meet our team. We look forward to working with you.



Whatever the challenge,
our experience and expertise
are at your disposal.



About the Company

i-intelligence is a commercial intelligence consultancy based in Zurich, Switzerland. Established in 2010, The company provides research, training and advisory services to public and private sector organisations around the globe. Our clients include governments, international organisations, non-governmental organisations, media agencies, large multinationals and enterprising SMEs.

i-intelligence is recognised as a leading provider of training solutions to organisations wishing to improve their research and analytic capabilities. Our course portfolio covers the entire intelligence cycle as well as related disciplines such as information and knowledge management, futures and foresight and risk and strategy analysis.



Our Instructors

Chris Pallaris

Chris Pallaris is Director and Principal Consultant of i-intelligence. Over the past 20 years Chris has occupied a range of investigative, analytical and advisory roles, including as a strategist and policy advisor to governments, international organisations and the private sector. In addition to his work with i-intelligence he teaches at a number of universities in Europe and the United States and holds advisory positions in such fields as intelligence, emerging risks, and strategic foresight.

Vytenis Benetis

Vytenis Benetis is the Director of i-intelligence in Asia. Vytenis has worked as an intelligence analyst for almost a decade. His professional experience covers a wide range of missions and organisations including the Lithuanian Ministry of Defence, NATO, and the European Union on both the operational and strategic level. While working as an analyst, and later as a team leader, Vytenis developed practical solutions to tackling large information flows and delivering actionable intelligence to senior decision makers. Since joining i-intelligence, Vytenis has provided research, training and advisory services to public and private sector clients across Asia. His mandates have spanned a range of intelligence disciplines including criminal intelligence, cyber intelligence, fraud investigations, and general open source and social media investigations. As the company's lead instructor in Asia, Vytenis has provided training to dozens of government agencies in the region.

Aleksandra Bielska

Aleksandra Bielska is the Head of Training at i-intelligence. She is responsible for the development of training curricula, the preparation of training materials, and the planning and delivery of training and ideation workshops. She is a researcher and book author specialising in intelligence and its related disciplines. She is also a consultant and trainer with more than 10 years-experience working with public and private sector



organisations in Europe, North America, and Asia. Her advisory work covers such fields as open source intelligence, intelligence analysis, foresight, and the management of research and analytic units. Active in numerous organisations dedicated to improving the research, analytic, and intelligence capabilities of business, security and law enforcement professionals, Aleksandra also currently serves as the Zurich Greater Area Manager at Swissintell, the Swiss Association for Market Research, Competitive Intelligence, and Strategic Planning, and a board member at IAFIE EC, the European Chapter of International Association for Intelligence Education (IAFIE).

Yves Baumgartner

Yves Baumgartner is an investigator specialising in physical surveillance and open source intelligence (OSINT). He has over 15 years of experience as a researcher and investigator and has worked for public institutions and on behalf of private clients. As a consultant with i-intelligence, he has taught OSINT and investigative skills to security, defence and law enforcement professionals. He is a regular speaker on OSINT including at NATO's Centre of Excellence – Defence Against Terrorism (COE-DAT) in Ankara, Turkey, the NATO School in Oberammergau, Germany and the European Union Agency for Law Enforcement Training (CEPOL) in Budapest, Hungary. In addition to his work with i-intelligence Yves is also the founder of Baumgartner Research, a provider of investigative services to Swiss and international clients.

Skip Schiphorst

Skip Schiphorst is an OSINT course-developer and instructor who served 17 years in the Dutch Ministry of Defence. He deployed to several regions, during which his language and cultural skills were used. Skip, who holds a university degree in China Studies and specialises in tactics, techniques, and procedures development, has a keen interest in how to incorporate languages within the OSINT spectrum.



Cristina Viehmann

Cristina Viehmann is the Director of i-intelligence in Latin America. She has over ten years' experience as a researcher, strategic innovation consultant and educator. Cristina holds a Master's degree in Political Science from the University of Zurich and an MSc in Technological Innovation from Babson College, USA.

Phil Wilcox

Phil Willcox is a coach, facilitator and behaviour analyst specialising in human intelligence (HUMINT). He has over a decade's experience advising public and private sector organisations on the role of emotion in intelligence gathering, communication and relationship building. Phil has taught elicitation and other HUMINT strategies to analysts around the globe, and often tests these skills through virtual simulations. His academic credentials include an MSc in Emotion, Credibility and Deception.



I-INTELLIGENCE



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