

Frank Elizondo - Critical Thinking Bug

[00:00:00] **Mindy:** Welcome to Analyst Talk with Jason Elder. It's like coffee with an analyst, or it could be whiskey with an analyst reading a spreadsheet, linking crime events, identifying a series, and getting the latest scoop on association news and training. So please don't be that analyst and join us as we define the law enforcement analysis profession one episode at a time.

[00:00:17] **Jason:** Thank you for joining me. I hope many aspects of your life are progressing. My name is Jason Elder, and today our guest has 12 years of law enforcement analysis experience with 35 years of law enforcement experience overall. He spent time as an FBI intelligence analyst, He is now a retired senior special agent from the Department of Homeland Security.

[00:00:40] **Jason:** His cases include national security investigations, financial crimes, intelligence, counterintelligence, protective investigations, and emergency management, just to name a few. He's a U. S. Army vet and holds a master's in public service and administration, Homeland [00:01:00] Security track from the Bush School of Government.

[00:01:03] **Jason:** Please welcome Frank Lissando. Frank, how we doing? Good, how you doing Jason? I am doing well. I think I got that last name. I might have, I hope I didn't come off too cartoonish. I was really trying to announce it nicely there. Not at all, it's all good. Okay, very good. All right, so we got a lot to go over. I really want to get into your experience.

[00:01:27] **Jason:** As a federal analyst and get your perspective on training and teaching and the some of the deficiencies that you're seeing out there in the law enforcement analysis round. So lots to go over. Let's start from the beginning though. How did you discover the law enforcement analysis profession? Well, I found that while I was working

[00:01:47] **Frank:** as a, as an agent Much like my time in the military, if you wanted any analytic work or any actual information advantage, you had to do the work on your own.

[00:01:57] **Frank:** And so the way the military did it, [00:02:00] it completely differed from how a professional criminal intelligence analyst actually did things some of it was similar, but it was, it was quite different. So I spent a lot of time learning the trade and the craft. And then Gradually, much to the grins

of other, other agents, I started to move more into the analytic role becoming an analyst, getting certified and everything else.

[00:02:19] **Frank:** Just because if you at the time back in the, in the eighties, if you nineties you want it, if you wanted any, And we'll make support. You had to do the work yourself. So or go to DC headquarters where they had all the great analysts. So that's actually how I got into it.

[00:02:35] **Frank:** I decided I wanted the folks that were out in the field to have the same advantages leadership had at headquarters. And so I just kind of rolled into the analytic role.

[00:02:43] **Jason:** Right. So were you doing intelligence when you were with the army?

[00:02:47] **Frank:** So with the military, I was actually part of, you know combat Arms track, but then I switched over to Intel.

[00:02:53] **Frank:** I started doing psychological operations when it was part of the Intel branch before it became part of the special operations command. And then [00:03:00] I continued to develop my Intel skills, not only by going to more analytic trade craft classes, but also going to the counter Intel class, going to the human collection course just picking up every, every bit of, of information I could.

[00:03:14] **Frank:** Every, every skill I could, I could perfect. So throughout the military as, as they were professionalizing and the trade craft was emerging it, it was just a perfect opportunity to be able to pick up those skill sets and, and get some training and develop a network because we, we had a lot of great.

[00:03:31] **Frank:** Contact with law enforcement agencies, both federal and local law enforcement officers and Intel agents and Intel analysts and Intel agents for different law enforcement organizations. And so we were picking up and glean a lot of that information. So in the military, that's where I started picking up those skills, but then navigating over, like you said, to the criminal.

[00:03:50] **Frank:** Intelligence. Oh, it was. It was a little different because you couldn't violate people's rights. There were a lot of Oh, by the way, when you do this query, here's all the three things you need [00:04:00] to do to ensure you're not violating this person's civil rights or civil liberties. Oh, and here's the rights.

[00:04:04] **Frank:** These corporations and companies have, which again was completely alien to me coming from D. O. D. So it was a learning curve. I'll be honest with you. I think so many people underestimate that, but it was a learning curve.

[00:04:14] **Jason:** Yeah, and I've heard the same from other folks that transferred from the military to law enforcement in the public sector.

[00:04:23] **Jason:** You would think that there's some similarities, but where there are differences, it's like, it's very glaring. Yes.

[00:04:31] **Frank:** Yes. No, I mean, I always take my hat off to folks that, that are willing to, to transition over as long as they're, they're open minded and they come in with that perspective of I'm going to learn a new trade.

[00:04:41] **Frank:** Like I said, I actually enjoyed my time in the military. It was a great time for me. However, I will say I am a proud veteran, but I also don't stand behind. I don't, I don't. I used to tell other veterans, Hey, great. You accomplished a lot of things. What are you doing right now?

[00:04:57] **Frank:** And , most professionals take it the right way. And that's, I'm just trying [00:05:00] to rewind them. It's like, yeah, great. You have all the experience and knowledge. Now let's make it current. Let's make it relevant to what we're working now. So it's always been A great aspect that I picked up the lifelong learning bug, and I think that's what it takes to be a critical thinking professional which is why I gravitated towards the analytic work as an, as an analyst, because you, you, you're playing chess with, with everyone, and it's a, it's a great opportunity to really become an independent, critical thinker.

[00:05:29] **Jason:** And so let's get into that. So you're, You're starting there. You're in DC. That's that's big time, right? That's where everybody is. And you're starting out as an Intel analyst. And you got a little bit of growing pains that you mentioned there. What what are you doing? And I guess you just starting and what what types of tasks are you doing?

[00:05:51] **Jason:** What do you remember as those first first couple of months starting on the position? Well, I was kind of given a little bit of grace. I was allowed

[00:05:58] **Frank:** to work a lot of national [00:06:00] security investigations and then a lot of things that had to do with transnational threats. And then as I started to improve and get a little more drill down, get a little more polish as my

boss used to say, it's like, Hey here's a, here's a little polish we want to show you how to improve yourself.

[00:06:14] **Frank:** So once I got a little more polished I got to really work a lot of Transnational criminal organizations specifically everything from narcotics to currency fraud to individuals that were smuggling aliens folks that were sometimes backed by foreign countries or other things that were trying to deal with dual commodity assets and things like that.

[00:06:33] **Frank:** So that's kind of when I started to really get more into the investigative or law enforcement. Support role because a lot of these drug trafficking organizations or alien spying groups they're, they're very similar to working at that national level at DoD, but there's a lot of nuances because you're dealing with different jurisdictions and, And having to deal with different law enforcement agencies and the rules of, of evidence and you don't want to ruin or mess up any, any prosecutorial efforts that they're going with.

[00:06:58] **Frank:** So again, [00:07:00] as I got a little more polished, I really got to, to sink my teeth into those cases.

[00:07:04] **Jason:** So as you're working these cases, how much is What's the balance or what's the maybe what the what's the percentage of it's a desk job you're studying analyzing data versus out in the field beyond the desk getting into maybe surveillance or sitting in on interrogations or stuff beyond the data.

[00:07:30] **Jason:** Yeah, no, that's a great question. Believe it or not, we were,

[00:07:32] **Frank:** We, back, back in the 90s, it was the wild, wild west. We were criminal intel analysts were part of the interview and interrogation team. We didn't just come up with questions to validate the information of a confidential informant.

[00:07:45] **Frank:** A lot of times we would question them. And because of my language capabilities and skills and having spent so much time overseas, When they'd have some of the special interest aliens or some of these aliens that had apparent military training or experience from other [00:08:00] countries I was actually the lead interviewer and interrogator.

[00:08:02] **Frank:** Sometimes whether they're in custody or not in custody we got to go out and help set up the surveillance and everything else. I mean, obviously once I transitioned to an analyst role, it was still a safer environment, but we were in the field. And then over the years you started to see the over, the

I call it the over domestication or the over office syndrome where you start to have all these analysts and they weren't being trained and they weren't being trusted enough to participate in those field activities.

[00:08:28] **Frank:** And then fast forward to a lot of bad tragic events and other things. And just. Segregation and, and, and misunderstanding of, of the fact that because the analyst wasn't involved in the day to day operational roles of what officers or agents were experiencing, they weren't intuitively thinking about the things that would advance the case or further, or think of things that maybe the investigator wouldn't, wouldn't have thought of because they were so far removed.

[00:08:53] **Frank:** And so, you know even with, with, with the Bureau, while I was still there teaching when they, when they started to develop. The [00:09:00] basic training programs and, and initial programs, they started to actually put the analysts and the agents together along with the support personnel, the language analysts, and all these other financial analysts and accounts.

[00:09:12] **Frank:** They, they all come together at one point in time in the initial basic training. The reason being is because now they all know what, what's either, what everyone's role is. And we started to develop policy to allow. Analysts to go back out into the field to be direct participants in not just formulating questions, but actually being able to sit in and hear the audio or witness it.

[00:09:34] **Frank:** So it's, going back where we, we, we started one way, we lost all that became very suits and ties and office chairs. And the most exciting thing we did was roll our chair to the water cooler to get back to. Now we're seeing that transition folks getting back into it,

[00:09:50] **Frank:** , I think state and local law enforcement agencies have done a better job of advancing and getting the analysts back out with the investigators for interviews, being able [00:10:00] to monitor surveillance, being able to listen directly to the audio of recorded interviews or reactions just so they can interpret it a little bit better, especially if they, if they have a language skill or, cultural capabilities.

[00:10:12] **Frank:** Federal is still a little behind the curve. It's not like it was, like I said, when when I first started, we're we went out with the agents and the investigators and we participated and we knew what they were doing. So I think I'd like to see that continue and progress and hopefully get more folks, more

analytic personnel out in those roles instead of stuck behind a screen or, or behind a stack of paper.

[00:10:34] **Jason:** Yeah, and I think , there's a lot to claim from all that, and it's really the analyst can take what, they're observing from those out of office events and then come back to the office and see what they can find in the data. That either supports or or doesn't support what what they're thinking and so it's just a [00:11:00] whole other experience that they're being exposed to more information other than data that will just allow them to come back to the office and see what they can find in the data.

[00:11:12] **Frank:** No, actually, Jason, that's that's a perfect point. 1 of 1 of the examples of exactly what you're talking about. To encourage this is, is when I'm teaching classes and that man, I'm talking to leadership and managers about the need to integrate and have everyone working side by side is I give an example where an analyst is given the transcripts and translations, but they weren't participating in what was going on.

[00:11:35] **Frank:** And , when the individual says that this person is bad, the analyst just interprets that as what the notes were from, from the, from the translator, which is that The person obviously was, was crooked or, or not a good source or was going to turn on, on the officers when that came out during the briefings and everything else, they started to basically close this, this confidential informant.[00:12:00]

[00:12:00] **Frank:** And that's when another analyst who was working more closely with the actual investigative agency came out for the briefing. Along with the investigative agents, and they said, no, no, no, he has a bad hand, meaning he had a prosthetic hand. And so there was just that, that, that nuances, those little things that were missed because the analyst wasn't directly involved.

[00:12:21] **Frank:** And because that analyst was involved in, in confidential human sources and other things, they were recommending closing it. Closing the, the confidential informant who is providing great resources and advances, multiple cases, simply because they weren't out there working with, with those agents and those field analysts.

[00:12:39] **Frank:** And so I always tell people, it's like, you miss so much in context and, and real life things because you're not, you're, you're you're 500 miles away in a nice air conditioned office.

[00:12:50] **Jason:** Yeah, so let's talk about the data side now of the position one of the things that I feel with and this mainly goes with the [00:13:00] military into dealing with law enforcement is I feel that the military There is so many written reports Yes, there's so much to read and consume and as an analyst to be well read up on all the different reports that are being being produced.

[00:13:21] **Jason:** I feel like especially once you get to the local police department level. that there is really few and far between number of reports. I mean, there will be case reports, but there won't be reports just written on particular topics or, , I feel there's not as much written that an analyst can consume.

Easter Eggs: IACA 2014

[00:13:44] **Jason:** So I guess in terms of when you're an analyst, Here in the starting out in the 90s, what side of the spectrum was it in terms of the data that you had access to?

[00:13:55] **Frank:** Yeah, no, those are great points. I think when, when, when we, when I first got started in the 90s, everything else [00:14:00] as things were progressing.

[00:14:01] **Frank:** We had exactly what you're talking about. We had the investigative reports. We had the the, the local officers patrol officers initial report we had to quarry. We basically had to make sure we were reaching out to our fellow departments and trying to track everything now and get that knowledge.

[00:14:16] **Frank:** And of course fast forward now to all of the data set systems. So while we're Individuals now find themselves in a rich environment of all this, all of this raw data, statistical data, I always caution people. It's like, well, that's great. You have all that statistical data, but what's the context to it?

[00:14:34] **Frank:** Because it was actually easier for us in the nineties when there was less information that was available. We had to scrounge for it because we were able to get the context. Where was it developed? How was it developed? What was the quality? Information, how is it collected? Is it very is it first hand, second hand?

[00:14:49] **Frank:** We were able to do all that quality of information check. We were able to do all the, the, the key assumptions checks and all these other things that go into the analytic work and in the front end when we were

collecting this data [00:15:00] and tracking it down and now because it is a data rich environment.

[00:15:04] **Frank:** A lot of the shortcomings I find now is that people pay too much credence to this, to these raw numbers or all this raw DA data, and they're not looking at, well, how was it collected? Where was it collected from? What's what was the context of it? How did it, how did it, how did it was it derived?

[00:15:21] **Frank:** What agency supplied it and other things? Well analysts aren't thinking about that and, and neither is leadership or management. They're just taking these raw specific numbers and that's what they're regurgitating without. So it's, it's, it's, it's kind of a, of a hot button for, for those of us that have been around for a long time, because we like to tell people an independent critical thinker or critical thinking professional, which is what a criminal intelligence analyst is, or any type of analyst is, has to be able to ascertain.

[00:15:49] **Frank:** Where the information came from, what the validity of it is before they start to move forward, because as an analyst, your job is not to be the weather person and give what the statistics little data points [00:16:00] at your job is to provide actual context so that your end consumer, the agency you're working for has an information advantage when they're making their decision.

[00:16:09] **Jason:** It's funny, . I'm going to plug a special show that's upcoming on the, on the podcast. I am working with Randy Stickley and he is, he and I are working on a podcast show before you leap, which talks about critical thinking and all the different biases that law enforcement analysts can come across. And we, We were just talking about this idea of critical thinking and what you, what you produce, and one of the points that I made is, is when you have, when analysts have only limited sources, they have lots of holes , in, What, what they can see that can lead to need for more critical [00:17:00] thinking, more creative thinking, but it also can lead them to stick their neck out a little bit, and they may not be comfortable with doing that.

[00:17:11] **Jason:** So some folks just pull back and just, okay, here are the facts. Type of thing , without giving that context that you just mentioned.

[00:17:20] **Frank:** I think you're so right. I was actually having a conversation not that long ago with, with Jim Burganti. He, used to be one of the assistant directors for the the Bureau's Intel division as far as helping advance things.

[00:17:31] **Frank:** Now he's, he's actually helping teach a lot of these, these things for the, defense Intelligence Agency as well as the National Intelligence University and a few other law enforcement agencies. And one of the things we were discussing is exactly those points in the sense that too often analysts find themselves not understanding because they're, they haven't been trained and the, and the critical thinking and, and the analytic skills have not been reinforced in them in the sense that they don't realize that when you're lacking information or missing [00:18:00] information, that's your indicate, indicators and your indicators is a, is a, is a structured analytic technique method that actually says when you're, when, when you're missing information, you actually are in a information rich environment.

[00:18:14] **Frank:** You don't, you should not be scared because there's a lack of information or there isn't sufficient numbers or there isn't enough reporting. It's okay, why isn't it reporting? What are we missing? How do we fix it? Where's the shortcomings? To coin, to coin a phrase everyone used to make fun of Mr.

[00:18:29] **Frank:** Ronfill for saying, you know We, we, we don't know what we don't know until we know what we don't know. And it's, it's a running joke in the Intel community because we would always we were always taught in the eighties and the nineties that when there's minimal to no reporting, you actually have more information than you think you just got to look.

[00:18:48] **Frank:** You have to have, as you point out, that confidence in your critical thinking skills, in your analytic capabilities, and in your ability to be able to discern are, are [00:19:00] you the victim of, of denial and deception? Is this tactic or a skill that's being utilized by the adversaries that you're working against.

[00:19:07] **Frank:** Some so many people think that these low level criminals are not capable of, of these skills. But every time you go to jail, you're, you're, you're getting more and more educated and you're coming out and you're using the new skills that you're picking up from, from your fellow inmates to make you work.

[00:19:24] **Frank:** Basic crime, even more sophisticated and more nuanced. And so we see it all the time. And it doesn't matter whether it's a car jacking ring or if, or whatnot sometimes when you don't have that information, you actually are swimming in a bunch of information. You just, like you said, have to have the imagination and the critical thinking skills in And the confidence to, to say, Hey, I know what I'm looking at to realize when there is a lack of information, you're actually swimming in a lot of information.

[00:19:55] **Jason:** Let's, let's build on that a little bit, because I think what [00:20:00] comes to mind when you say that, and this was one of my shortcomings when, I was an analyst starting out and is that I would be tied to that desk. And I didn't necessarily have the confidence, or maybe didn't even think it was. My job to go beyond that just to get there.

[00:20:19] **Jason:** And okay, let's if I don't have it, let's go get it. Let's go find it. And that that's going beyond the data that might be finding the right person to talk to. We're finding the right scenario to to gather the information that we're asking for. And this gets back to what we were originally saying in terms of outside the office.

[00:20:41] **Jason:** Events that we were talking to but I mean, I guess just let's elaborate that on there and stuff that you know You would recommend or you you did what during your time as an analyst?

[00:20:52] **Frank:** Well honestly What what it comes down to is like I said, I was very fortunate to have a lot of training Probably [00:21:00] probably over inundated with training and so because I had that opportunity to train I had an opportunity to network and that's the thing every time you attend any training look around don't don't be a bubble don't just sit there with the folks you came from or came with from your department talk to everyone because you're going to establish that network that network of people are going to teach you things and You never knew, and they're also going to be folks that you're going to be able to reach out to who you've met face to face, who are going to remember you and are going to help you provide that information.

[00:21:30] **Frank:** The other key thing is because again, this was the wild, wild west in the, in the early nineties, we called these gaps investigative leads. And I think I have found over the years because you have so many people coming from DoD or academia that are being hired in as Intel analysts or even in private industry they don't have that measure of experience to go into it.

[00:21:52] **Frank:** And so they just call it information gaps or they call them information gains. What they don't realize is in the criminal [00:22:00] intelligence world when we're dealing with Criminal adversaries or individuals that are doing not so nice things to other people, what we refer to as undesirable activities are undesirable events.

[00:22:10] **Frank:** These are investigative leads. When you find that you're lacking certain information, you don't go to someone and say, hey, I'm missing this information. How you say, Hey, I have an investigative lead for you. How

would you, how would you try and fill this, this, this, this knowledge gap and a lot of agents and investigators will actually take it as a challenge and say, Hey, great.

[00:22:29] **Frank:** That's a great lead. I didn't think of that. Let's expand that investigation. When I was overseas teaching fellow law enforcement agencies how to do these rapid turnarounds for, for kidnapping cases that they had very complex, very whatnot in Central South America. We realized that these gaps were always there because the adversary was always refining or improving how to hide their stuff.

[00:22:52] **Frank:** So we started framing it again. As an investigative lead and these officers started taking it as a challenge to say, Hey, I'm going to [00:23:00] fill that gap. I'm going to go out and I'm going to run down this information. I'm gonna track this down. And through that investigative lead terminology, it became that coexisting constant concept of where that criminal analyst can now speak to not only their network that they've been to for training and professionalism and everything else, but they can also.

[00:23:16] **Frank:** leverage the investigative team and say, Hey we need, we're missing this information. What color the eyewitness reported that on the South side reported that the vehicle was white on the North side, the report, the vehicle was black. Do we have any other angles what investigative leads do we have from the East or the West, as far as the, the side of the, or the.

[00:23:36] **Frank:** The color of the vehicle, make, model, or other things, they sound very innocuous, but that is that investigative lead that helps direct those efforts to fill that information gap and advance that case. Because, I mean, that's the difference between a criminal analyst and a national security analyst. A national security analyst can be working a question that will never get answered.

[00:23:56] **Frank:** Where a criminal analyst is working to answer a question that's [00:24:00] going to lead to prosecution or the disruption of a, of, of an organization

[00:24:05] **Jason:** and I think, again, I'm thinking back throughout my own career is I was comfortable in the data and so that's where that's where I was and that's where I stayed but , this concept of, going and even interrogating somebody that, that to me is such a foreign concept.

[00:24:22] **Jason:** Such is so outside my comfort level to go in and and question somebody. I never did it, obviously, but it's just to me, it's so abstract. It's hard for me to wrap my head around.

[00:24:37] **Frank:** And that's just going to come down to training. And and I also say, have to caveat with, but it also depends on the comfort of the analyst, because you don't want an analyst working outside of his or her comfort zone.

[00:24:48] **Frank:** You want them to work within The confines of their comfort zone so that they can feel relaxed and they can work for them. But training has a lot to do with it. The inquisitive mind, which is [00:25:00] one of the main staples of, of, of any analyst or anyone undertaking analytic work wants to learn and grow.

[00:25:06] **Frank:** And so given the opportunity, had you sat through All the structured analytic classes, had you had a little more creative with critical thinking, had you had some of the what if or quadrant analysis or future wheels or other training and then had seen these gaps for this investigative information and then given an opportunity to participate in something as simple as maybe the read interview and interrogation technique, you probably could have felt really comfortable.

[00:25:34] **Frank:** Beginning in writing interview or questions, and then as those, as you start to develop your confidence in those interview questions based on what was being brought back from the agent or the officer that was conducting the interview of the subject or, or, or the witnesses. You would actually start to develop that that confidence say, well I can ask this question myself because that might lead to this and lead to list because now you're, you're, you [00:26:00] start to develop that parallel response where it's like, okay let me develop an argument map.

[00:26:05] **Frank:** Here's my question. If they answer a, then I'm going to go to be if they answer. I'm gonna go to E, you know. So now, instead of having to go back and forth by writing these, these, these interrogatory questions for the investigator to ask because you, you you're doing that, that, that future casting, you're doing your, your feature wheels, you're, Your what ifs, your alternatives, your quadrant crunching, you're, you're, you're doing your ACHs and everything else while you're thinking and writing up these investigative lead questions you're, you're anticipating, well, if they answer this, then this should be the next three questions if they answer this.

[00:26:41] **Frank:** So after a while. The agent's going to just look at you, or the officer's going to just look and say, why don't you come in and ask the question yourself? And that's really, and that's your comfort level, and that's really how it started in the 90s. That's what it was. I had, we had all these questions, we had all these things.

[00:26:54] **Frank:** That's really what ended up happening. An officer looked at me and said, hey, just come in and ask the questions yourself. [00:27:00] You've got so many of them, and then you have contingents. To responses, just come in and get it over with and it made it seamless and it made it smooth. Of course again, I had the benefit of that training where because my department or my agency was allowing me to go into that, that, that support role in the field.

[00:27:18] **Frank:** They're like, well, you need to be prepared for these things. So, even though, even though I had had agent training. I was actually given more training as an analyst when it came to interviewing and interrogating people and other things and and whatnot because of all the other structured LNA techniques and critical thinking techniques that I haven't had had already mastered and was able to do internally instead of having to do on a big whiteboard.

[00:27:41] **Frank:** And that just comes from training. Practice and and failure.

[00:27:45] **Fred:** Hey, this is Freddy Kroff, Lieutenant with HPD. My public service announcement is to encourage people to get a T model of skill acquisition, learn a broad set of [00:28:00] skills across many different things, and then find one that interests you and dive deep into that, learn and become a subject matter expert in it.

[00:28:09] **Fred:** Doing that will allow you to be extremely successful in your career.

[00:28:14] **Barry:** Hello, I'm Barry Fosberg, the Senior Analyst with Houston Police Department. I'm here to do a PSA for regional associations. If you're an IACA or familiar with IACA, get in, find out if you have a local association, and if for no other reason your crooks don't know you have borders, your borders typically have other crime analysts, and this is a great way to know them by name.

[00:28:39] **Shannon:** My name is Shannon Kale. Please stop clipping your fingernails in the office. The sound is annoying and no one wants a fingernail to come flying into their workspace. Keep the grooming routine in your home.

Keep the workspace clean and free of fingernail [00:29:00] debris. Thank you. I approve this message.

[00:29:08] **Jason:** So I'm curious. You talked about training and about how beneficial it was as as you're with your time as an analyst. Can you maybe as a time what you trained didn't match with. Practice, meaning that like, oh, the training's telling me to do X, but I'm reading the room and I can tell I should not do X.

[00:29:34] **Frank:** Yeah, you know that's, that's the skill of any good Intel analyst. You've got to be able to read the room. You've got to be able to, to be brave enough to to do the right things. I don't know how many times I would go in and do. A briefing at the director's level at the bureau or, or, or somewhere else where everyone was scared of leadership and it, and I would just walk in and say, Hey, look, these are the facts.

[00:29:57] **Frank:** Now, you may know something I don't know, but based on [00:30:00] what we've done, these are the facts. This is, this is, this is what, what, what's transpired. Here's how we develop that information. Here's where we, what we believe, or what I believe is, is the potential impact or ramifications that here's recommendations of future courses of action in order to remedy this.

[00:30:15] **Frank:** And I cannot tell you how many times you get grilled, you gotta be able to stand there and you gotta be able to take it and you're going to get grilled and you're going to get challenged because again a senior executive knows multiple things about multiple programs that may impact or have a derivative on yours that you're not aware of because you're working in your own little compartmental zone and you just have to have that confidence like it, it has always come, come, it's always come out where even where, where, and it sounds like kind of a, a, a bad dad joke, but even where I was wrong, I ultimately ended up being right.

[00:30:49] **Frank:** Because I stood my ground and I stood behind my, my analytic work and I stood behind my team. And luckily, because I had faith in them we, we were actually [00:31:00] able to, to overturn the, the prevailing analytic line from other agencies where five other agencies in the Intel world were reporting X, Y, and Z my group was reporting the complete opposite.

[00:31:12] **Frank:** And it ended up being because the confidence in our training, our skills and our professionalism, we didn't waver and that's what led to success. And one of the things I find is today, so many people have become

such as you were speaking to earlier. Have become so, so contingently attached to, to raw data.

[00:31:34] **Frank:** They're not doing any, any, any actual analytic work. They're just, they're just sticking to the numbers. They're just sticking to the information. And so a lot of times they're not providing that information advantage for, for the decision maker in their decision process. And so that's where you start to see the erosion in confidence and leadership with the analysts.

[00:31:54] **Frank:** And so all, all the training I've had, It comes back to they've been doing intelligence and analytic work [00:32:00] has been going on since the late 1930s, early 1940s, and it's just changed in names and structure and whatnot. But if we remember the basics and we just continue to retool it and make it current, we'll have that ability to be able to stand there, read the room and know, hey I understand this is not a popular opinion, but that's not what we, what we see, and you just got to be able to stand behind it and support it, having faith and.

[00:32:28] **Frank:** Your team, yourself and your skills.

[00:32:31] **Jason:** So you mentioned it's nineties, but obviously 9, 11 occurs and everybody changes. Oh, so I guess from, from your perspective or maybe you, you, maybe you have a unique perspective on how. 9 11 changed your position.

[00:32:48] **Frank:** Yeah. I mean, honestly, our, our, my position or the criminal intelligence position all, all really started changing after the, before 9 11 and before the, the a lot of the failed attempts by Al Qaeda [00:33:00] when when Timothy McVean blew up the Murrow building in Oklahoma City.

[00:33:03] **Frank:** That's when criminal intelligence really started to change because we found that there was a lot of shortcoming and we found that there were a lot, there was a lot of lack of communication and there were also, there was also a lack of professionalism. We had forgotten so much about the, the, the true analytic skills.

[00:33:19] **Frank:** The true critical thinking skills much like you were saying before you leap what are, what are, what are you, what are your, what is your critical thinking hat say is going on let's, let's fall back on some of these structured LNA techniques. Let's fall back on, on some of these abandoned skills in order to be able to, to, to forecast a little bit better.

[00:33:39] **Frank:** And after the Oklahoma City bombing, a lot of things changed for the criminal analyst, both federally and state and There was a lot of money, there was an influx and then those lessons were lost. It became for lack of a better term, it became a monetary opportunity for organizations to receive money and, and, and not do it.

[00:33:58] **Frank:** Not do anything to really [00:34:00] expand or extend or enhance the analyte capabilities. And then like you said, 9 11 occurred and 9 11 occurred and it really reemphasized all of the findings that had happened before. Agencies were, were lacking imagination. Agencies didn't have the ability the steadfast reporting of other agencies and question what other organizations were saying they became so data driven that they weren't understanding what the what the context behind the data actually was.

[00:34:29] **Frank:** There was no interpretation efforts. It was they were simply not putting their necks out and they were just reporting that raw data and that raw information and. And so after 9 11, every agency started to change, you know every federal agency's changed. I mean, they, they, they essentially broadened and expanded the need for not just initial training in analysts on the federal side.

[00:34:54] **Frank:** And I can obviously speak more towards the federal side because that's where I was when 9 11 occurred. And [00:35:00] so it was a retooling. It's like y'all need to talk to each other. You all have to have confidence and faith in each other. Y'all need to train your folks on how to think critically and be independent critical thinkers in question.

[00:35:12] **Frank:** Everything not to the point of subordination or insubordination, but to stand fast and be able to defend and argue what their analytic work is. And then you have to continue to train them. You have to reemphasize the basics and then develop it into intermediate skills and then teach advanced skills and then go back to the basics and then go back to the to the advanced skills.

[00:35:34] **Frank:** And so what 9 Element actually did was it created an environment where. Investigators had to know what analysts did and, and, and, and no, and analysts need needed to know what agents did or didn't do in order to become more intuitive in the process, become more aligned and more in stepped as well as for each other to understand where the strengths and weaknesses were.

[00:35:59] **Frank:** [00:36:00] And then also get past a lot of the misinformed conception a lot of times. And I'm sure this, if you if you stop an analyst today and you say, Hey, what do you think a, an FBI agent does or DEA agent does or the local police does, they're going to tell you what they see on television. And it's not very realistic because what someone can do on a television show or in a movie with a multi million dollar budget is extraordinary.

[00:36:25] **Frank:** As an analyst, I wish I had the capabilities that some of these TV shows indicate that we have. So you just gotta work with some of these arcane systems and that's where we're at. The big changes work. We're like, Hey, we're gonna train our folks to be able to do this without these computers, without the software, without this over reliance on data.

[00:36:43] **Frank:** And that's really the biggest change after 9 11.

[00:36:46] **Jason:** What about I know again, I'm going back to some of the training that I remember during this time. And the Patriot Act comes through and and that can be a lightning rod. But what [00:37:00] I remember, one of the things that they taught in about the Patriot Act is it gave a pathway to exchange information.

[00:37:08] **Jason:** Between all the different layers, whether it's state, local, federal, military, CIA, whatever it is that there was before 9 11, there wasn't necessarily an easy way to streamline and to pass on information. But the Patriot Act kind of softened that and gave this new standard operating procedure of habit.

[00:37:34] **Jason:** Past data through.

[00:37:35] **Frank:** Yeah, no, absolutely. So what you end up seeing is prior to not allowing it in the Patriot Act and some of the other things. Exactly what I had mentioned earlier, when you went, when you go to training, or you work with another officer, another analyst, you, you get to know them face to face and they're, they're your.

[00:37:51] **Frank:** Your resource. And so you're only sharing information with your network. And when you retire or leave, it's lost. That [00:38:00] institutional relationship goes away. So what the Patriot Act decided or found was it's best to have a process that adheres to all the rules and CFRs to ensure that every agency is. Is within scope of how they handle it, address a lot of shortcomings that had happened before when after the Oklahoma City bombing

happened and a lot of people's rights and liberties were violated by different departments.

[00:38:23] **Frank:** And I'm not going to say it was a good or bad thing. I think it was it was well intended. They had the right motivation, but there was a lot of information they were collecting on people. Wrong or right should not have been collected or stored the way it was. And so a lot of these Code of Federal Regulations and all these rules and state legislators passed all these rules.

[00:38:40] **Frank:** And so what the Patriot Act essentially did is it created networks like RISNet networks like HIZN and networks like it's called LEAP now. It used to be called LEAP, where agencies could, could verify who they were and get on there and, and, and share information. And then they were able to share that information through the the different networks and, and, and direct [00:39:00] systems.

[00:39:00] **Frank:** And the nice thing about that is it ensured that when information or reports were put in or information about individuals or organizations or corporations were put in there. It had a default system that ensured that the civil rights and civil liberties of those of those entities or individuals were being protected, even though it was being shared between multiple agencies or whatnot.

[00:39:24] **Frank:** It just made sure that all the rules were being followed. Had it Internal auditing system. And whenever there was a red flag or any questions, then someone would come down and visit with those departments and make sure everything was on the up and up. If somehow ran afoul, they would write a report, do an inquiry, develop a policy to prevent it from happening again, retrain the personnel and then move along about their business.

[00:39:45] **Frank:** And so you see now a lot of these. Established systems for information sharing between agencies and organizations have actually started to collapse or erode. People don't want to use them as a lot of the folks either [00:40:00] retire or move on. You have this new incoming group of, of intelligent professionals and leaderships who haven't worked in the Intel world or haven't worked in law enforcement, but they're great managers and they're great organizers.

[00:40:14] **Frank:** And they're moving or gravitating towards different platforms or different things that are not well established and are not well adhered. And they're, they're not, they haven't been established. So they're not in compliance with a lot of the CFRs and protections. And so now one of the big

things I've seen is that To your point, a lot of the data free, the capabilities to freely share data and information back and forth has been eroded because you don't have as many agencies wanting to participate.

[00:40:41] **Frank:** They want to establish their own new kingdom and their own little fithom. And let's face it right now, 2023 2024, you, I can one wholeheartedly say that most departments or large departments now have gone back to the mentality that Information is power. The information, the more information I can control, the more power I have all [00:41:00] over the smaller departments around me.

[00:41:02] **Frank:** And and I see that as a, as a shortcoming because it's just, it's just establishing an opportunity for another catastrophic, undesirable event like 9 11 or the Oklahoma City bombing to occur again. Because instead of using these, these established networks and platforms that are there.

[00:41:18] **Frank:** Ready to available and easily you sign up for. They're trying to use, you know reinvent the wheel and they're trying to use new systems. And I think it's a tragedy. So I probably answered a little more than I was supposed to, but hopefully, hopefully that you get the gist in a sense that, yeah, after 9 11, there were, there were some great and phenomenal systems that were put up.

[00:41:37] **Frank:** And what was great about it is it had a lot of insurances to, to make sure that the departments were never going to be. Outta scope on how they did things, but, mm-Hmm, , now you're starting to see private entities being utilized as, as conduits for a lot of these things. And these are private companies.

[00:41:53] **Frank:** They, they, they're not gonna hold, they're not gonna, you know adhere or exonerate any department or establish any, any [00:42:00] exculpatory aspects for it. And then again, a lot of these real time fusion centers and, and, and, and makeshift emergency collaborative centers that are being established everywhere.

[00:42:11] **Frank:** They're not sharing with anyone who's not part of their, of their group, meaning they're not participating in pain and stuff. And so they're trying to control that information so that they control have some, some power over the purse. And, and and I see that as a shortcoming.

[00:42:25] **Jason:** No, I can see that.

[00:42:26] **Jason:** It's, it's funny. I often described. Things in ways of like a pendulum swinging and that you, if you wait long enough, the pendulum will swing back. Yeah, it's just, I don't know what it is, but there's so many examples where you just, or you go from, okay, strict to loosey goosey. And it just kind of bounces back and forth that pendulum from time to time.

[00:42:51] **Jason:** And so it seems. To me that that's that's not surprising to hear. Unfortunately, that it's you get [00:43:00] that that pendulum swinging back the other way.

[00:43:04] **Frank:** I agree with you. I was actually having a discussion with Michael. He's a, he's a, he's a professor at Michigan State and by trade, he's an epidemiologist, but he's actually been in the criminal justice world for, for a very long time here in the, in the, in the United States with, with the, with Michigan State and everything else, with a lot of their efforts that they've done to advance the intelligence alert policing efforts and everything else.

[00:43:26] **Frank:** And he was. He was calling to ask me about this, this company that that has surfaced that is making inlets and headways with a lot of Intel analysts and managers from different departments where it's a private company and what they're doing is they're setting up these roundtables and they're, they're, they're picking the brains of all these folks on how to develop a perfect private enterprise information sharing environment.

[00:43:51] **Frank:** And so he called me and he goes, Hey, Frank, what are, what are some used to investigate these people, this stuff, and used to actually have a regulatory compliance rule when you were at, at, at the [00:44:00] USEC level and you would shut down these companies, what are some of the shortcomings? I said, it's a private company.

[00:44:04] **Frank:** The only people that the only person that they'd hear to is, is, is the stake shareholders and the investors ultimately doesn't matter their clients are their clients. There, there is never going to be a contract written that will indemnify the clients. It's always written in, in, in, in, in the advantage of the private company.

[00:44:23] **Frank:** So, so they will set up a platform and they will always have the out that they said, they built it based on the input of all their clients who participate in these round tables. And the problem is it's not risk that it's not his, and, and it's not. You know Leo, which means it's not, it doesn't have that audit trail.

[00:44:40] **Frank:** It doesn't have those safeguards. It doesn't have those built in ready controls to ensure that data is being secured the way the, the government has says it has to be input and control managed and, and, and protected shared by the process that, that has been established through the Patriot Act and, and expanded on by my state [00:45:00] legislations, you know.

[00:45:01] **Frank:** And so. We were talking about how if this comes to fruition, we're going to actually see the repeat of a very tragic event that happened years ago where a police department there, there are two captains that were responsible for intelligence and, and, and, and other things.

[00:45:14] **Frank:** And then the chief of police, and then a few. folks in the, in, in the mayor's office, as well as the, the, the commissioner's office all had to pay penalties because they were found not in scope based on the fact that they were using something very similar. And so I think a lot of those institutional experiences have just been lost in it.

[00:45:33] **Frank:** And and I I find it tragic that, like you said, that pendulum, if you wait long enough, it's, it's kind of like the joke here in Texas, if you don't like the weather, wait a minute, and to your point, and using your analogy, that pendulum, unfortunately, is swinging, swinging, swinging to we're almost at the same point now as we were prior to 9 11 that helped facilitate.

[00:45:53] **Frank:** All of the things that happened in transpired leading up to the world rates center. And I mean, again, I'm retiring, [00:46:00] I'm old, maybe, maybe I see shadows and, and I fair, fair, fair, full disclosure. I am one of those what they call cold war veterans. I Learn the, the, the Russian, you know methods of, of combat and they're tailing me and they're, they're, they're modes of operation and everything else, just like everyone else did in the military at the time.

[00:46:18] **Frank:** But I don't, I don't consider myself a cynic. I think of it as more of a realistic aspect, that if, if I was. Conducting an analytic process and using future wheels and future casting, or even if I was using LAMP, Lockwood's analytic method of predictability, I would have to say, hey, this is not faring so well.

[00:46:37] **Frank:** I see a lot of things from the past being repeated.

[00:46:40] **Jason:** Yeah. All right. Well, yeah, I could talk about that for another hour. Yeah. We'll save that one

[00:46:48] **Frank:** for the next conversation.

[00:46:49] **Jason:** Yeah, but I just to finish up your intelligence analyst career, you get into instruction and you talked about being a lifelong learner.

[00:46:58] **Jason:** I imagine [00:47:00] being that lifelong learner, having that appetite to learn Teaching, when you teach something, it's, it's like you learn it twice. I think there's a saying in there, something like that. And, and so I can imagine as you're getting into more of the instruction, because of your appetite to learn, teaching was, was natural to you.

[00:47:22] **Frank:** Yeah, no, teaching came really easy, especially when the Bureau said, hey, we, we need to start adhering to all these rules and stuff, being able to switch gears and help develop and expand because initially when it first happened, they just scrambled and reproduced a lot of old stuff.

[00:47:36] **Frank:** And then they said, okay, we need folks with practical experience. Let's take the theory out. And let's, let's, let's get someone who actually can do this. Not just talk about doing it, but actually has done this over the career of their time. And so we started to see a lot of folks with, with actual analytic background, doing the work, coming into the training environment.

[00:47:56] **Frank:** And helping rewrite a lot of the lesson plans and the [00:48:00] curriculum and the scenarios so that it was more realistic and in line with those things that will really happen. It wasn't, it was no longer theoretical, but it was now applicable and practical to what. Analysts and agents and support analysts and language analysts and financial analysts and other folks who are going to actually be, be exposed to running these real world cases.

[00:48:23] **Frank:** Luckily we were, we a lot of. district, a lot of district attorneys, a lot of US attorneys were very gracious enough to allow us to use true case true cases as long as we change certain things and we had to run it past them in order to be able to develop a lot of scenarios. We had a lot of very realistic training that was brought in there and, and to your point, being able to teach it, we learned new things from each iteration and you learn good things and you learn bad things.

[00:48:50] **Frank:** But one of the best things that we learned is how to modify. Some of these, these methods and techniques taking ego out of it and not [00:49:00] being on the quest of trying to change it just enough to, so that we can have an opportunity to name it after ourselves, but actually actually make it

where it was relevant and current to the, to the environment of what, where it's going to be utilized today.

[00:49:14] **Frank:** And be able to expose it like I cannot tell you how often I would get into running discussions and arguments sometimes very heated arguments and debates with some very, very highly educated theorists in the Intel world in the sense that you know everyone has heard of. ACH, which is an analysis of competing hypothesis.

[00:49:35] **Frank:** The problem is that over the years people have misconstrued and they've forgotten that there there are actually two methods. You have analysis competing hypothesis and then you have alternative competing hypothesis. And what a lot of agencies teach today is alternative competing hypothesis. Well, when you teach alternative competing hypothesis, it's it's anyone could have done it to include little green Martians.

[00:49:57] **Frank:** And so it's very hard to defend that process [00:50:00] if it becomes aware or it's disclosed during a prosecution of an individual or an organization. But if you use analysis of competing hypothesis, then you're actually taking all the potential who done it and why motivational factors and everything else.

[00:50:15] **Frank:** And. drilling that down in a very succinct, very structured, very analytic process where if it was to come to fruition, where it was made part of the escalatory information or potential, you know evidentiary information entries courtroom and an analyst to walk in and have to testify, they're going to be able to support and defend those, those analytic techniques.

[00:50:38] **Frank:** And so fast forward to today, now I'm retired and, and, And I'm asked to show up and, and, and teach at some of these law enforcement agencies and, and, and organizations. And I find very tragically that we're repeating that process of we're no longer training our folks to, to be independent critical thinkers, but we're teaching them to utilize the database or a software system.

[00:50:58] **Frank:** And, and the system [00:51:00] does the thinking for them. And so they're not capable of externalizing all these things. If you ask them a question, they've got to go back to a terminal. And I'm like, no, no, no, no, stop, come back. All right, here's your information. It's like reading a newspaper. Here's all the facts. I'm going to tell you a story.

[00:51:17] **Frank:** This is the story. This is how you go. This is, this is what you're going to write when you go and this is what, what an investigator is going to present to you as attorney to try and get charges either accepted or it's going to get deferred and, and so they're going to tell you a story.

[00:51:31] **Frank:** So here's the story. Here are all the facts as we have, it's going to go in chronological order and it's up to you to discern all the major pieces of evidence, re information or other things, and then develop these, these methods and techniques and utilize your own. Independent critical thinking skills to be able to do this.

[00:51:51] **Frank:** And again one of the first things I always tell people is the same thing I found myself saying 15 or 20 years ago when I first started teaching, you know critical thinking [00:52:00] professionals. And that's that the role of an analyst, any, any analyst is to be more than just a newscaster or reporter.

[00:52:08] **Frank:** Your, your, your job is to inform. You gotta, you gotta go beyond the theoretical. Here's what anybody can pick up a list of statistical numbers and say, here's what's wrong, but put it in context explain where it came from. How, how is developed? What are your confidence levels? What, what what does it mean?

[00:52:27] **Frank:** What are the potential impacts? And how do I avoid them? And that, that's, that's the big key thing to this, to this lifelong learning experience that I've had is, is again, utilizing your, your, your, your, your analogy of that pendulum, you're seeing that pendulum swing in a sense that so many folks are becoming very, very, very contingent and very, very dependent on those, those, those quantitative numbers in those systems.

[00:52:58] **Frank:** And they don't, they can't do [00:53:00] any analytic work without it. And it, and it's kind of scary.

[00:53:04] **Jason:** I think too, and first I want to applaud the fact that there is even practical training because I feel that there's so much, one of my big soapboxes on this show is that there's so much lecture based training out there and law enforcement analysis where you just go in there, you go into a lecture hall.

[00:53:23] **Jason:** And there's somebody presenting and they talk the whole time and the audience, the analysts are just consuming maybe some awareness and then they're going on with their day. They're back to their office. And

there's not this hands on scenarios that you're talking about. But I do, I do feel though that this, this idea of relying on automated systems, relying on computers.

[00:53:51] **Jason:** Programs databases is there's so much data there you talked about before the 90s when it was a [00:54:00] wild, wild west, you didn't have so much data. And I feel that now, now there is so much data and. Analyst, whether they're the only analysts at a small to police department where they're just assigned whatever the hot topic is of the day, or maybe they're in a fusion, a fusion center in which they're playing whack a mole on whatever is the hot topic of the day.

[00:54:23] **Jason:** I mean, they're, they're like focused on that particular task and they don't. Just being able to be well read and study and be that subject matter expert and, and to go in and be able to focus is just so difficult.

[00:54:39] **Frank:** No, I agree with you. So, so back, back in, in, in the seventies and the eighties, most, most.

[00:54:45] **Frank:** We're, we're experts in their portfolio, they were assigned a portfolio. They worked at portfolio to nauseam. They knew everything there was about it. They knew who the players were, what countries, what, what organizations the currency, the, the it, it read like a [00:55:00] bedtime story to them.

[00:55:00] **Frank:** And nowadays everything moves fast. Everything is rapid, but at my day as an, as a working analyst in a, in a teaching analyst in a, in a managing analyst at, at DOJ, I had access to well over 3200 networks for, for data and and I had to be able to, to say, With confidence that I had reviewed every either all 3200 or plus, or those networks that had the, the likelihood of, of having the most information pertaining to the narrow subject.

[00:55:33] **Frank:** So so I could ignore, I could not ignore. The quantitative data. I could not ignore it. I had to be able to access it. I had to be able to do it in a timely manner. There were some times where you're given an hour and you're told a car will be here to take you. And it could be something you've never touched before.

[00:55:50] **Frank:** And you've got an hour to query all this data and reach out to all the individuals and peruse those things. And a lot of times it's that externalized capability of being able to to take [00:56:00] that data sets, not run it through a computer, but think independently. And think critically to dissect it

and, and drill it down and get through the most important pieces of information and, and bring yourself up to enough speed where you can unfortunately what happened to me a few times is show up and have to brief some very high level individuals on, on something that you hadn't touched or had never touched until two hours ago before you walked in that door.

[00:56:27] **Frank:** And it's possible you just have to have the ability to as you say be able to externalize, get that thinking, drill down to the most important stuff, utilize those methods and techniques that you've continued to work. And I always tell people, yeah, it's great to have the luxury of being able to work a portfolio for a very long time.

[00:56:48] **Frank:** But if you don't have that, that capability, then the next luxury you have is perfecting your critical thinking. And your critical thinking abilities be able to go from big broad [00:57:00] picture, external exercises where you're you're getting the information, you're getting everything inundated with, and then you're having to write it out on a big whiteboard.

[00:57:08] **Frank:** And then it goes to a plotting paper and then it goes to an easel and then it goes to a notebook legal size. Then it goes to a normal small notebook. And then it gets down to the sticky. Then it gets down to the point where you can do all of that in your head and People always laughed at me when I said, you can do this.

[00:57:24] **Frank:** They're like, you're insane. It's not possible. But as they get exposed to it, as they practice these skills, they're able to pick out these things all on their own. And they become very proficient where, you know we would teach this, this ability to the daily briefer for the director of the FBI. And many times the briefer is just our most charismatic, attractive, most professional looking person we can find, and they may be lousy analysts, but we train them on how to drill down and utilize these, these specific skills over and over and over where no matter what we throw at them, they can dissect [00:58:00] it and they can look at the information and, and know these are the key pieces of information having, having dealt with the director as many days as I have, this is what they're going to want to know.

[00:58:10] **Frank:** This is the information they have, have to have in my back pocket and then sometimes they reach back and they get some follow up information and then they, they walk in there and they very competently, very professionally put forth all of that briefing and it's they, they haven't touched it at all.

[00:58:25] **Frank:** Most of these, these analysts have not worked in an analytic role. This is their last step to, to, to take a leadership role being the briefer for the director of the FBI. And I got to give it to these folks. These, these men and women are just able to really drill down on those, those skill sets and, and be able to do that.

[00:58:44] **Frank:** Just that. Take something they've never touched or looked at, have no clue, and then utilizing just those skills to, to be able to get down to the nuances and, and walk in there and confidently and, and confidently brief it. So it's possible. [00:59:00]

[00:59:00] **Jason:** Nice, nice, nice. You touched on it a little bit, but I do want to ask the question directly there.

[00:59:06] **Jason:** I normally have segments on advice for our listeners. And so whether it's a new, maybe a new analyst, an experienced analyst, just add on to it any advice you have for our listeners.

[00:59:18] **Frank:** Best advice I can, I can give to any senior leaders, any program managers or any, any professional analysts or fledgling wannabe analysts is don't be complacent.

[00:59:29] **Frank:** Don't, don't rely on just raw data. Look at the data. It all become an independent, critical thinking, professional learn as much as you can start with the basic structure and analytic technique methods and then continue to grow. And if you're looking for a resource, one of the best resources I find for a fledgling analyst when they're first getting started to help develop those critical thinking skills is to go to the Critical Thinking Institute's website [01:00:00] and start learning critical thinking.

[01:00:01] **Frank:** Some of the basic aspects because the better you, you practice these things, the better you learn these things. And the more succinctly that you learn to move away from just raw data, the better you will be because that, that, that quantitative data is very sexy. It's very easy. And, and a lot of people feel very confident and comfortable relying on it, but a lot of times that information is wrong.

[01:00:23] **Frank:** So best advice I can give anyone is, is learn to not rely on that, that. Quantitative data and learn how to, how to be qualitative as well. And you're going to do that by improving your structured LNA techniques and methodologies and just work them and work them and work them until they're secondhand in nature to you.

[01:00:45] **Jason:** All right. I got a very loaded question. Absolutely coming up for you. So, so we're gonna do what if scenario. So let's, let's say the, the president comes in and deems you the law [01:01:00] enforcement analysts are Mm-Hmm. Of the United States and you're, you're in charge of law enforcement analysis.

[01:01:07] **Jason:** Throughout the country. What are some of the things that you're looking to do just off the top of your head? I know it's a loaded loaded question Very heavy, but I'm just kind of curious off the top of your head Maybe what what are some things that you would address

[01:01:22] **Frank:** the first thing I would do is I'd make sure that I got with every entity or organization and made sure that they went back to sharing information through whatever memorandums and understanding we needed to establish so that that direct participation in that regular flow of information when it comes to those things that pertain to criminal enterprises or fall within the realm of criminal intelligence.

[01:01:48] **Frank:** or law enforcement intelligence or has a nexus to law enforcement. I want to make sure that everyone knows what we're looking for is very clear on what we're looking for and is sharing readily and, and completely and happily. [01:02:00] The second thing I want to do is I'm not going to do like Louie Fries and throw every computer I see into the dumpster, but I am going to require my analytic professionals to be just that analytic professionals.

[01:02:12] **Frank:** I'm going to ensure that they've got the skills, the training and the capability and the confidence and the confidence. See to be able to take on the analytic work that is their profession in, I don't care if they're sitting in an automobile or on a train, subway, aircraft sans any, no access to any system, they should be able to do their work no matter what.

[01:02:33] **Frank:** And they should be able to, to do it very, very well. The third thing I would do is I'd improve, I'd get rid of the misconception that Criminal Intelligence Analysts only are only Criminal Intelligence Analysts and they're just there to read alarms and reports and calls for service and other things and within the Intel community and make sure that everyone realizes that no matter what type of analyst you are, whether it's a Criminal Analyst, National Security Analyst, [01:03:00] a DoD Analyst, Weapons of mass destruction, chemical, biological, or, or or financial analysts.

[01:03:06] **Frank:** You're, you're part of the critical thinking profession. So I would do everything I could to ensure that every entity and organization

understands that we're all cut from the same cloth. We're just as professional, if not more than they are. And then finally I start to get back to some of those basic skills that we had in, in, in the nineties, in the sense that.

[01:03:24] **Frank:** If as long as the analyst is comfortable doing it, they're going to participate as much as they feel comfortable doing with the day to day activities and operations and investigations, because that's the only way they're going to learn. We were talking about earlier how. You became a, a Russian house expert at the CIA by owning a part of that portfolio that dealt with just the, the, the Russian Intel services.

[01:03:49] **Frank:** Well, we don't have that luxury in this world. And then the only way we're going to become proficient and knowledgeable about what we're dealing with is if we take a few days, a few hours out of our day it can't be every day, but to [01:04:00] one day out of, out of, out of the month have that analyst actually go out and participate.

[01:04:06] **Frank:** And that those, those write outs, going out to the communities, looking at, at what some of these what, what the interview and interrogation process is, how sitting in and those surveillance vehicles, when they have an opportunity, it's going to develop that, that, that nuances of being able to intuitively anticipate when an investigator is going to need to advance their, their casework, and then vice versa, do the exact same thing with those agents. A lot of times when I'm teaching classes. I'm not just teaching, now that I'm retired, I'm not just teaching structured analytic technique and critical thinking techniques and intelligence analytic methods to intel personnel. Teaching it to law enforcement officers. Because these agencies have realized they need to make their officers aware of the information gaps so that they can be ahead of the curve and not behind it.

[01:04:52] **Frank:** So those are top ones, the top few.

[01:04:57] **Jason:** I mean, I throw you a curveball and you [01:05:00] hit a grand slam.

[01:05:01] **Frank:** Well, well done. I apologize,

[01:05:03] **Jason:** full disclosure, I have,

[01:05:04] **Frank:** I have had a few, a few roles that I have filled undisclosed because I usually don't, don't, I'm not very recognizant that I don't care, but I've, I've been in a few leadership roles.

[01:05:15] **Frank:** I've had to defend this stuff to Congress before, and that's a bunch of lawyers. So I think I've got a well, well laid out plan to move forward. The problem is nobody wants to listen.

[01:05:26] **Jason:** Well, I certainly hope they do before, we get another bad incident. That's for sure.

[01:05:32] **Frank:** I agree with you.

[01:05:33] **Jason:** So, all right, well, let's finish up with personal interest and you are a motorcycle rider.

[01:05:38] **Frank:** I am. I actually own a Indian motorcycle and I am an avid rider and I like to go on as many long trips as possible and Any opportunity I get to ride to a distillery or a brewery, I will I don't ride with any groups or associations.

[01:05:55] **Frank:** I'm kind of one of those weird solo riders. However I seem to get along with, [01:06:00] with most groups that I come across, but the only patches you will find on my jacket or anything that I wear as far as protective gear are those from all the distilleries and or all the Brews companies that I've been to and and have and they sell patches.

[01:06:16] **Jason:** All right, so you're it's like a bumper sticker It's like all the places that you've been. I got it. I like it. I like it. And so Farthest you've ever rode in one one sitting

[01:06:27] **Frank:** in one sitting I was fortunate before the Sun set to make it from the Houston, Texas area all the way to Tennessee.

[01:06:37] **Jason:** Oh, wow. Yeah, how many hours was that?

[01:06:41] **Frank:** It felt like ages on my backside because it had been a while since I'd done a long ride, but it was about 12 hours.

[01:06:47] **Jason:** All right. Very good. . Well, our last segment of the show is Words to the World. This is where you can promote any idea that you wish. Frank, what are your words to the world?

[01:06:57] **Frank:** My words to the world is if you're in [01:07:00] a role or an opportunity to be able to identify someone that you can mentor, train. And educate and assist in developing them. Do so. I'm a firm believer. People used

to ask me all the time. What was my, my, my, my greatest accomplishment when I worked full time before I retired.

[01:07:17] **Frank:** And that's it. I would sometimes identify. A few people, two or three and train them not just to do my job better than me, but to do my boss's job better than me and better than them. And that's, that's, I think it worked. If I had any words to the world, find someone that you can help develop because they're the future.

[01:07:36] **Frank:** Sooner or later, we're all going to retire. We're all going to get a chance to do those long motorcycle rides or go fishing. And that's my word of, words of advice to the world. Find someone to mentor so that a lot of the institutional knowledge is not lost.

[01:07:50] **Jason:** Very good. Well, I leave every guest with you giving me just enough to talk bad about you later.

[01:07:55] **Jason:** Absolutely. But I do appreciate you being on the show, Frank. Thank [01:08:00] you so much, and you be safe. You do as

[01:08:01] **Frank:** well. Thank you so much for the opportunity. Have a great one, Jason.

[01:08:04] **Mindy:** for making it to the end of another episode of Analyst Talk with Jason Elder. You can show your support by sharing this and other episodes found on our website at www.leapodcasts.com.

[01:08:13] **Mindy:** leapodcasts. com. If you have a topic you would like us to cover or have a suggestion for our next guest, please send us an email at leapodcasts@gmail.com. Till next time, analysts. Keep talking.