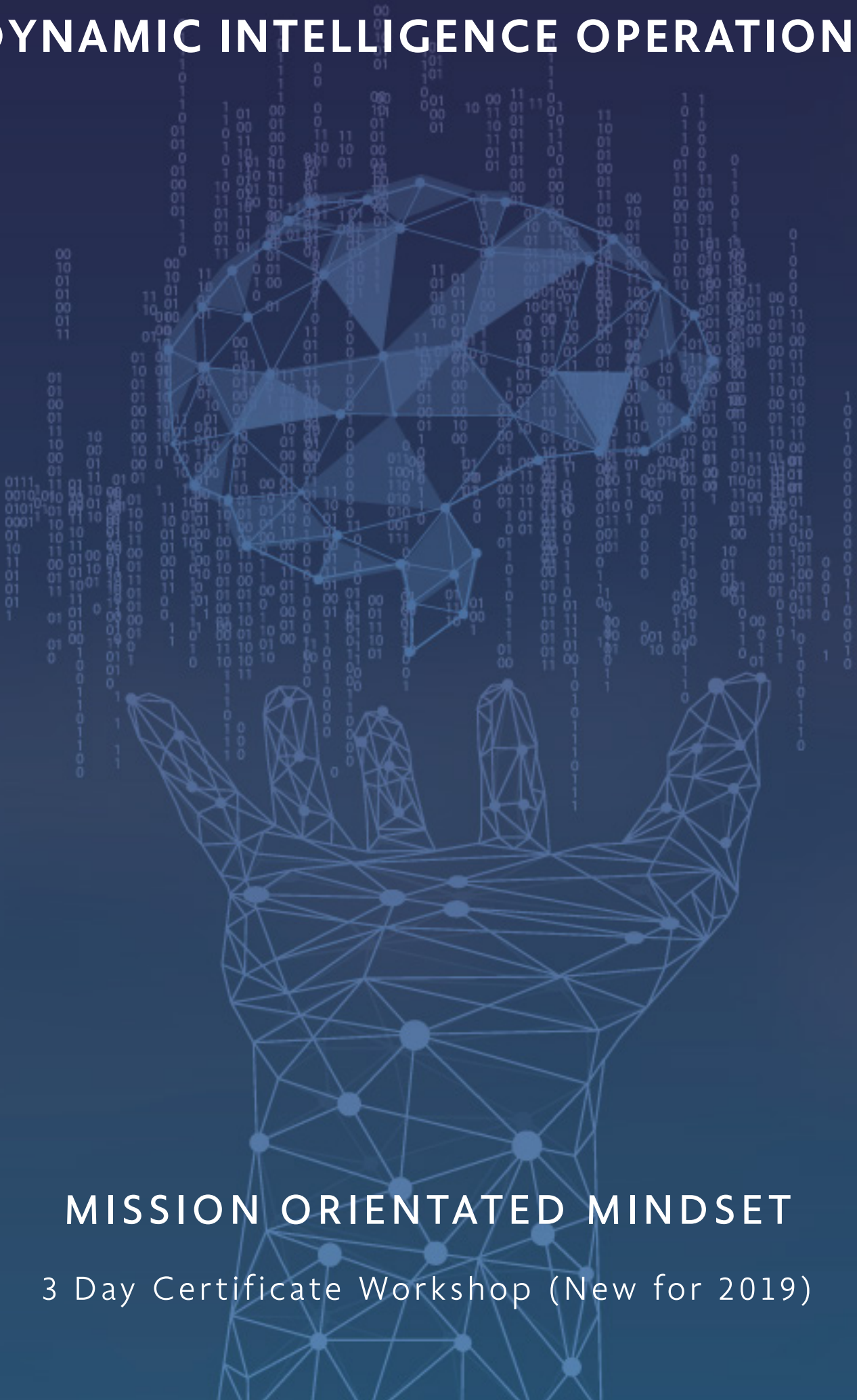


2creatEffects

# DYNAMIC INTELLIGENCE OPERATIONS



MISSION ORIENTATED MINDSET

3 Day Certificate Workshop (New for 2019)

# OUT THINK YOUR ADVERSARIES

## DARE TO THINK DIFFERENTLY? THE SECURITY ENVIRONMENT COMMANDS IT.

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The role of our Intelligence and Security community is forever evolving in response to complex threats and uncertain futures; the ability to move from mission to mission and adapt is essential.

The culture, mindset and skills required command individuals and teams that are inquisitive, continuously learn, challenge the status-quo, work collaboratively, and employ ingenuity in their work.

This workshop helps meet these demands.

From Battlefields to Boardrooms we work with people - the human domain - all disciplines - and in all corners of the globe



## DYNAMIC THINKING

### EXERCISE YOUR IMAGINATION

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To remain agile individuals and teams must continuously acquire new knowledge, skills and search for new ways of doing business.

A mission orientated mindset and target focused approach requires an inquisitive and open-mind, one capable of departing from old ways of doing business and thinking outside of the box when necessary. However, there is much to be gained from the diversity of experience, and collaboration with others across the entire ecosystem is essential.

An opportunity to update, refresh and advance, this workshop inspires *intellectual integrity* by helping you harness the utility of thought; building empathetic and *mission orientated mindsets* capable of challenging the status-quo, working collaboratively, solving complex problems, imagining multiple futures, planning for and reducing uncertainty, forming intelligent decisions, and seeking out ingenious ways to innovate; *Dynamic Thinking*.

### THOUGHT PROVOKING FUN EXPERIENTIAL

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Participants tell us that our workshops are inspiring, lively, exciting and challenging. We aim to break down barriers and achieve new perspectives. At times the momentum can be fast-paced but we always leave plenty of time for discussion, debate and reflection. We employ realistic simulations exercises which allow us to teach techniques and coach skills in a practical way – giving participants the opportunity to test, adapt and put new thinking to use immediately.

#### Experienced

Our facilitators practice what they teach. Each are still actively engaged in *intelligence capability building* projects and have significant experience across civilian, military and policing arenas.

Still interested? Read on...

# DYNAMIC INTELLIGENCE OPERATIONS (DIO) Workshop

## Mission Orientated Dynamic Thinkers

*2creatEffects (2CE) has helped thousands of colleagues across the intelligence and security community to form vigilant and dynamic mindsets. By coaching new and effective habits of mind, we help participants broaden their perspective, to minimise risk, maximise opportunity, and to harness the utility of thought to achieve full potential.*

*Lively and fun, we employ experiential methods. Beyond theory, this is learning through action put immediately into effect. By putting actionable and highly effective techniques for challenging the status-quo and achieving innovation into immediate effect through live and realistic simulations, participants are left armed and ready to tackle challenges head on.*

### **Who should attend?**

*Our DIO workshop is especially designed to help intelligence practitioners of all roles, ranks and responsibilities. Former participants have included:*

Collection	Research	Analysis
Reporting	Policy	Legal
Management	Leadership	

# INNOVATIVE AND UNIQUE WORKSHOP METHOD

Built on a combination of intelligence, investigative and military practitioner experience and coupled with practical insights from the field of psychology and the study of high performing individuals, teams and organisations. We bring theory both to life and into context through lively case-studies, mini experiments, challenging simulation exercises, group discussion and debate.

## **Participant Feedback**

“The simulation exercise was genius - simple, but highly effective” – Chief General Council & Compliance

“2CE is a leader in their field of providing training to novices and experts alike. Chris devised and delivered an excellent training programme to a tough deadline and a tough crowd” Intelligence Manager, HMG Agency

“This was simply the best course I have ever attended. The simulation exercises were extremely realistic and provided a great opportunity to test out the high impact techniques we were shown on day one. Inspiring and thought-provoking. I can’t wait to use what we were taught in the office” –Intelligence Analyst

“Training is a waste of time unless you push people out of the comfort zone. 2CE took my team on a challenging journey putting us truly to the test. We gained insight on the value of communication, focus to detail and how to merge complex information into decisive action. I was very pleased with both content and delivery. We endured time pressure and conflicting information and still we managed to keep our bearings. We loved it and can wholeheartedly recommend the professional collaboration with 2CreateEffects” – Head of Human Resources



## Brief Workshop Outline

Our three-day workshop allows enough time for new thinking, new techniques and new behaviours to properly settle in and become part of your armoury.

### Day 1 – New Thinking

The first day is dedicated to knowledge, awareness and vigilance. Case studies of both human and institutional failure and success are examined in the context of intelligence operations. The working ethos and behaviours of high-performing individuals and teams will be examined and placed into context within the participants own organisation. The benefits of inquisitiveness, and collaborative approaches to intelligence operations through multi-agency and cross functional working will be explored. An opportunity to refresh, update and advance critical thinking skills; issues such as mirror imaging, paradigm shifts, confirmation bias, group-think, cognitive dissonance, perception, functional fixedness, bias, memory failure will be experienced by participants during a series of specially designed scenarios. Participants will learn how unhelpful mental habits are broken down and new ones formed (the habit loop). Individuals then practice techniques for forming new dynamic thinking habits in real-world intelligence challenges. The day will conclude with a discussion as to acquire inquisitive and vigilant thinking habits, and how guard against the pitfalls identified.

### Day 2 – New Tools & Techniques

The second day is dedicated to tools & techniques; for working collaboratively, thinking critically, challenging the status-quo, achieving creativity, changing perspective, hypothesis building, identifying and managing risk & unintended consequences, and making decisions whilst under pressure. Organised into small teams, participants will be challenged to put the techniques into use during a series of heart pumping exercises. The second day finishes with a discussion on how to form a dynamic team in the context of your own organisation.

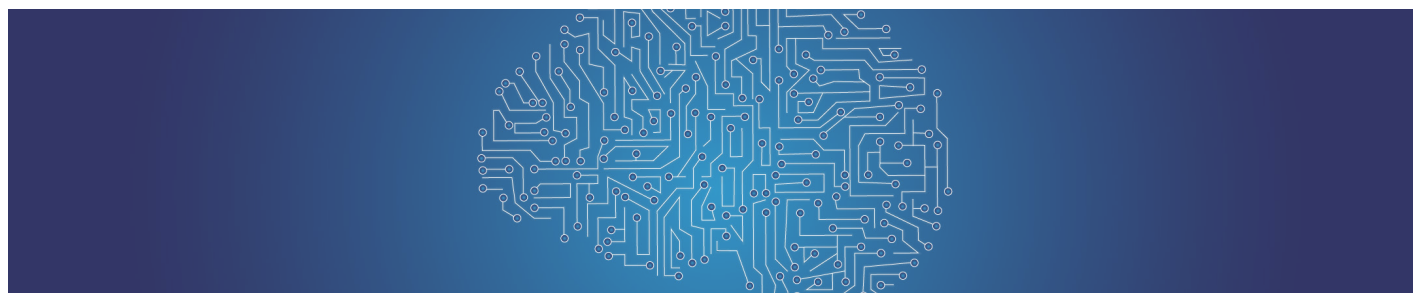
### Day 3 – New Behaviours

An opportunity to put new knowledge, awareness, vigilance and techniques into practice; a full day simulation exercise employing role play and multi-media inserts. In teams, participants will be challenged to manage and respond to a complex and fastmoving intelligence challenge. Collaboration with partners will be essential. Throughout the day the teams will be 'drip-fed' intelligence reports originating from a spectrum of sources, agencies (military, police, Non-Governmental & private sector) and countries from all over the world. Your job will be to determine what is happening, identify courses of action, and finally make recommendations. In doing so participants will build multiple hypotheses as well as identify and plan for risk and unintended consequences. Towards the end of the simulation, each team will present their findings and recommendations to an expert panel that will challenge their thinking, recommendations and decisions. The exercise will conclude by a facilitated group debate whereby each team will challenge the opposing groups recommendations.

Finale: We conclude the workshop by putting everything learnt into context of your own work, by discussing, debating and answering the following three questions:

- So what to me?
- So what to my team?
- So what to my organisation?

Close: Certificate Presentation. Every participant will receive a 2CE Certificate in Dynamic Thinking



## What will you take away?

### CHALLENGE NORMS

### CHANGE YOUR THINKING

### INNOVATE IN YOUR WORK

### EXCEL IN YOUR BUSINESS

Participants leave armed and ready to challenge the status-quo and to think objectively & innovatively. Learning outcomes and new skills include;

#### Individual

- Equip from an armoury of high impact techniques for tackling intelligence changes head on.
- Breakdown barriers. Develop skills to challenge information, yourself, your team, your organisation. Critical Thinking in Action.
- Strengthen intellectual integrity – objectivity - and confidence when making decisions in high pressure scenarios.
- Form new mental habits for controlling cognitive pitfalls | bias | memory.
- Increase awareness of how your senses can deceive you.
- Skills for assimilating, evaluating and prioritising information under pressure
- Broaden perspective and embrace opportunities for collaboration with other departments and partner agencies
- Negotiation and persuasion skills; especially with challenging individuals
- Risk assess courses of action and manage uncertainty.
- Hypotheses building: testing and prioritisation. Influence, communication and presentation skills; delivering options to senior decision makers.
- Communicate uncertainty and complexity with confidence and clarity.
- Increase awareness of the impact of deception, distraction and corruption.

#### Team

- Improve empathy, communication and group collaboration especially in fast moving and complex scenarios.
- Understanding how group dynamics and management styles can distort analysis | learn how to form teams that combat these problems.
- Ability to conduct war gaming / red teaming as a part of routine business
- Learn how to form Dynamic Teams by harnessing intellectual diversity
- Acquire a learning framework for continuous personal, team and organisational growth and development.

#### Organisational & Leadership

- Ideas for how to build an organisational culture that supports challenge and encourages innovation.
- Prepare for change.
- Increased awareness of collaborative opportunities with partners.
- Reduce wasted time through poor analysis, assessment and decision making

## Workshop Facilitators



Chris Jagger started his career at New Scotland Yard. In 2000, he joined the National Criminal Intelligence Service but was soon posted to Kosovo to the United Nations as the Head of Military Intelligence Liaison. In 2005 he became the Organised Crime Advisor, then Director of Vetting and later Head of the Maritime Security Forum at NATO. Chris holds a Masters in Intelligence Studies (distinction) and is a professor on the master's in Intelligence Studies, at University Rey Juan Carlos in Madrid.

## FOUNDER, COMPANY LEADER



After a 30 year career as a Police Officer, predominantly in the National Security arena, Shaun Romeril has an extraordinary blend of operational leadership, intelligence development and planning expertise. Previously in the Army, he was operationally deployed in Northern Ireland and with the UN. Most of his police career, involved Counter Terrorist (CT) Intelligence operations at New Scotland Yard, leading covert units in close liaison with the Intelligence Agencies. Shaun was also the Program Manager for the National Police CT Network Olympic plan and responsible for the its design and delivery during the highly successful London Olympic and Paralympic games”

## LEAD CONSULTANT & FACILITATOR

# UNIQUE AND BESPOKE FOR THE INTELLIGENCE COMMUNITY.

Our workshops have been delivered to thousands of individuals and teams from across the defence, national security, law enforcement intelligence as well as private sector communities.

2CE was founded in 2011, in response to a requirement from HMG to design and deliver a solution to increase critical and creative thinking across security intelligence practices. Version one of the workshop was based on lessons identified in the Review of Intelligence on Weapons of Mass Destruction (by Lord Robin Butler of Brockwell). Following a period of subsequent research, a workshop in Dynamic Thinking was designed, piloted, adapted and then delivered to UK intelligence staff over a period of 18 months. The workshops evolution continues to be heavily influenced by consultancy with former government specialists including members of the SAS, Special Branch, Counter Terrorist Command as well as a number of leading academics. Although our workshops find their roots in the study of human and institutional failure, research soon morphed across into an understanding of individual, team and organisational success; drawing on studies from across both commercial and public sectors. Since inauguration engagements have enlarged, our approach has been adapted and delivered to suit numerous professional disciplines, including; Europol, NATO, Energy, Insurance and Military Special Forces. Since 2012, our workshops have been embedded into a master's degree in Intelligence Analysis at University Rey Juan Carlos in Madrid is currently in the process of being embedded into the Judge Business School at Cambridge University. Professional Head of Intelligence Analysis The Dynamic Thinking workshop is aligned to, builds on, and in many places exceeds the governments professional head of intelligence analysis competency framework.





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[www.2createeffects.co.uk](http://www.2createeffects.co.uk)