

Figure 3.0

Value of Using Structured Techniques to Perform Key Tasks

REDUCE INTUITIVE ERRORS (in columns) BY USING STRUCTURED TECHNIQUES TO PERFORM KEY TASKS (in rows):	Ignoring the Information		Favoring First-Hand Information		Imposing Lessons Learned		Lacking Sufficient Bins		Expecting Marginal Change		Projecting Past Experiences		Presuming Patterns		Relying on First Impressions		Rejecting Evidence		Over-Interpreting Small Samples		Ignoring Inconsistent Evidence		Assuming a Single Solution	
	Absence of Information	Information	Information	First-Hand Information	Imposing Lessons Learned	Lacking Sufficient Bins	Expecting Marginal Change	Projecting Past Experiences	Presuming Patterns	Relying on First Impressions	Rejecting Evidence	Over-Interpreting Small Samples	Ignoring Inconsistent Evidence	Assuming a Single Solution										
Define the project	+			+	+	+	+	+																
Get started				+			+																	
Examine and make sense of the data	+			+																				
Explain a recent event and assess outcomes																								
Monitor a situation to gain early warning	+																							
Generate and test hypotheses																								
Assess the probability of deception				+																				
Foresee the future																								
Challenge your own mental model	+			+																				
See events from perspective of adversary																								
Manage conflicting mental models																								
Support a decision maker				+																				

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