analytic units (or units of meaning), developing categories, coding the analytic units into content areas, and grouping the analytic units into categories. From these categories, general trends and specific instances can be identified. As noted, the direct and participant observational data were analyzed separately in order to triangulate the findings from the interview data. The purpose of using multiple data sources for triangulation is to uncover internal inconsistencies in the data, to cross-check those inconsistencies with the available literature, and to verify the content validity for each category.

**Demographics**

As of this writing, 489 semi-structured interviews have been conducted with active and retired intelligence professionals, intelligence technology researchers, academics who teach the intelligence discipline or have published in it, and consumers of intelligence products. Of the 489 individuals interviewed, 70-percent were newly hired, active, or retired intelligence professionals; 15-percent were academics; 11-percent were intelligence technology researchers; and the remaining four percent were policy makers or senior consumers of intelligence products. The graph here shows the distribution of interviews by percentage for each professional category.

The table below lists each professional category and the corresponding total number (N) of individuals interviewed. The intelligence professional category is further divided into three sub-groups. The “novice” sub-group includes new hires and those with less than two years of experience. The “active” sub-

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9 Additional interviews are being conducted.