cases and directed to use various methods to analyze the situations and to generate final products. During the training exercises, the verbal and physical behavior of individuals and groups were observed and compared with the taxonomic model. I participated in a number of the exercises myself to gain a better perspective. This process corroborated most of the recommendations that had been made by the experts and novices and also yielded additional variables for two of the categories.

The resulting taxonomy is purely descriptive. It is not intended to demonstrate the weight or importance of each variable or category. That is, the listing is not sufficient to predict the effect of any one variable on human performance. The intention of the enumeration is to provide a framework for aggregating existing data and to create a foundation for future experimentation. Once the variables have been identified and previous findings have been aggregated, it is reasonable to consider experimental methods that would isolate and control individual variables and, in time, indicate sources of error and potential remediation.

### Systemic Variables

The column of Systemic Variables incorporates items that affect both an intelligence organization and the analytic environment. Organizational variables encompass the structure of the intelligence organization; leadership, management, and management practices; history and traditions; the working culture, social practices within the organization, and work taboos; and organizational demographics. They also include internal politics, the hierarchical reporting structure, and material and human resources. Industrial and organizational psychology, sociology, and management studies in business have brought attention to the importance of organizational behavior and its effect on individual work habits and practices. The works of Allison, Berkowitz and Goodman, Elkins, Ford, Godson, and Richelson, among others, examine in general the organizational aspects of intelligence.29