Comparatively little work has been done comparing structured techniques to intuition. Robert Folker’s work is one of the exceptions; it compares the effectiveness of a modified form of alternative competing hypotheses with intuition in a controlled experimental design. His study is unique in the field and demonstrates that experimental methods are possible. Geraldine Krotow’s research, on the other hand, looks at differing forms of cognitive feedback during the analytic process and makes recommendations to improve intelligence decisionmaking.32

**Idiosyncratic Variables**

Variables in the third column are those that influence individuals and their analytic performance. These include the sum of life experiences and enculturation—familial, cultural, ethnic, religious, linguistic, and political affiliations—that identify an individual as a member of a group. I have used the German word *Weltanschauung* (customarily rendered in English as “world view”) to denote this concept. These idiosyncratic variables also encompass such psychological factors as biases, personality profiles, cognitive styles and processing, cognitive loads,33 expertise, approach to problem-solving, decisionmaking style, and reaction to stress. Finally, there are such domain variables as education, training, and the readiness to apply knowledge, skills, and abilities to the task at hand.

The relevant psychological literature is extensive. Amos Tversky and Daniel Kahneman began to examine psychological biases in the early 1970s.34 Their work has found its way into the intelligence literature through Butterfield,

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33 “Cognitive loads” are the amount/number of cognitive tasks weighed against available cognitive processing power.