Davis, Goldgeier, and Heuer, among others. Decisionmaking and problem-solving have been studied since the early 1920s, and these topics are reflected in Heuer’s work as well. Personality-profiling, too, is well understood and has had an impact on recent intelligence practices and theory.

Other well-researched areas, however, have yet to be studied in the context of intelligence. Acculturation and enculturation, educational factors, and training strategies, for example, may yet yield interesting results and insights into the field of intelligence.

Communicative Variables

The fourth category contains variables that affect interaction within and among groups. Because communication is the vital link within the system—among processes and among individuals—this group of variables logically could be included in each of the other three categories. Its broad relevance, however, makes it seem reasonable to isolate it as a distinct area of variability. The Communicative Variables include formal and informal communications within an organization (from products to e-mails), among organizations, and between individuals and the social networks they create. In his essay on estimative probability, Kent highlights this area by describing the difficulty that producers of intelligence have in communicating the likelihood of an event to their consumers. In addition to addressing organizational issues, case studies by Wohlstetter and others touch on communication and social networks and the impact that communication

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36 Frank H. Knight, *Risk, Uncertainty and Profit*.
37 Caroline Ziemke, Philippe Loustaunau, and Amy Alrich, *Strategic Personality and the Effectiveness of Nuclear Deterrence*.
38 Acculturation is the cultural change that occurs in response to extended firsthand contact between two or more previously autonomous groups. It can result in cultural changes in groups as well as individuals.
39 Sherman Kent, “Words of Estimative Probability.”