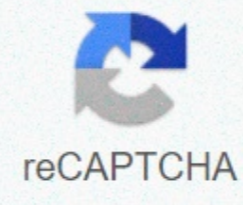




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A spy's guide to thinking

Head wounds are bleeding. All those vessels that go to the brain. Carrying nutrients so you think. What I didn't have... I was stunned. But I hadn't lost yet. I still had the phone. And two options. There are a select few people who get things done. Spies are the first among them. In this 45-minute listening, a former spy introduces two simple tools to think. The first describes how we think. The second one helps us think ahead. They are the essential tools for getting things done. The tools are applied to an incident in a subway car in Europe where a spy faces a new enemy. They are then re-applied to Saddam Hussein's stockpile of (or not) weapons of mass destruction. John Braddock was a case officer at the CIA. He developed, recruited and handled sources on weapons proliferation, counterterrorism and political-military issues. A former university researcher, he is now a strategic advisor. He helps people and organizations think more effectively about their strategy, their customers and their competition. I never wanted to be a spy. Astronaut, yes. Spy, no. I don't know why. Spies are glamorized in the movies (unless it's Spies Like Us), but it wasn't my thing. When the short book A Spy's Guide to Thinking came down my path, I thought it was worth watching. It's a short book, a quick read, and more of an interesting aside than it is hard-hitting details about how spies think. However, there are some interesting things to consider from the book. Side of paranoia In my head means being a spy at least a little paranoid. You have to be wary of people discovering who you really are and your mission. While this was not a recognized part, the book centered around an encounter on a subway - which had nothing to do with being a spy but could give insight into how a spy thinks. In general, the word paranoid would be. The whole meeting kept asking if the other person knew he was a spy. Large. He would rule out that the other person was a spy catcher and test that observation over and over again. I assume that's a good spy. They're paranoid. Observing, Orienting, Decision, Action In the book, our spy did a loop: observing (data), orienting (analysis), decision, and finally, action. The origin of this loop is John Boyd. He talked about how the most successful pilots can run the loop faster than their colleagues. It's not smarter that counts, it's faster through the loops. Whether you use the word observe or data, orient or analysis, the result is the same. You observe the situation, assess orient on the data you have, then make a decision and act on it. The loop - the slightly paranoid loop - ran frighteningly fast. Zero, positive, negative There are only three types of games we can play. Those who are net positive are, which are net negative, and which are zero-sum. When we play a net positive game, more is made - it can't be evenly distributed, but more is made by the game. In zero-sum games, one person can win, but the other person loses by the same amount. In net negative games, someone always loses something. It's interesting to watch life through the lens of a spy, always wondering who knows what. A Spy's Guide to Thinking really gets you thinking - about whether you could be a spy or not. © 1996-2015, Amazon.com, Inc. or its affiliates The subject Spy's Guide to thinking provides a framework for effective thinking that is based on the experiences of a field spy John Braddock. I think this is the man who convinced the White House of possessing weapons of mass destruction in Iraq, hence the ignition of the war. The book The book is organized into four concise chapters: I. How to think. What to think about. II. How others think. IV. How to think about others. How to think. Author learns the structure of effective thinking that is the basis of Subject Spy's Guide to thinking provides a framework for effective thinking that is based on experiences of a field spy John Braddock. I think this is the man who convinced the White House of possessing weapons of mass destruction in Iraq, hence the ignition of the war. The book The book is organized into four concise chapters: I. How to think. What to think about. II. How others think. IV. How to think about others. How to think. Author learns the structure of effective thinking that is the basis of decision-making from small levels as individuals to giant ones like gouvets. He states that thinking in its simplest form is as follows: Data & Analysis & Decision & Action If thinking doesn't end with action, it's useless. Taking action is why we think and without it, thinking is useless. We collect data, analyze it, make decisions and take action. Based on the feedback we get from the action taken, we get new data to analyze and further refine our decisions. This is the big picture. What to think about. Data+ analysis is what we call intelligence, the info given to the government, cabinet or generals to make the decisions that should be acted upon by diplomats, soldiers or spies. Good analysis is the combination of old and new data which in turn leads to a good decision. Thinking through the DADA model is very similar to the scientific method: The scientific method says: Develop a hypothesis, test it and observe the results. With results in hand, decide if your hypothesis was correct. The interesting thing is that scientists don't start collecting data, rather the spark from So to answer what to think about we first have to come up with decisions that we have to make. So for example: The intelligence service is told a problem, the options and questions related to the issue. Based on analysts come up with what they call requirements that are questions again. Essentially, you have to make a decision to start with, hence, the thinking loop that I mentioned above starts with the decision and is as follows: Intelligence agencies begin the decision. As scientists begin with hypothesis. That's how we know what we're looking for. How others think When dealing with other parties, the first question should always be: What kind of game do they think we are playing? There are three types of games: A. Zero-sum game: These are conflict games and happen when a player can only get what the other player gives up on. B. Positive-sum game: These are cooperative games and continue as long as both parties win, or expect. Like any good marriage or alliance or business partnership, benefits both sides is what keeps it together. When you add up the profits, the result is positive. C. Negative-sum games: These games are rare, wars of attrition, Dilution, or labor strike. Both sides lose, while each side hopes it loses less than the other. Once one side figures it's too much to lose, the negative sum game is over. Understanding these three types of games is a shortcut to good thinking. It helps us understand the people we work with or against. Best of all, the games shortcut brings us closer to Holy Grail of thought: predicting what others will do. The first step to winning a zero-sum game is to know that it is coming. That's why peacetime spies work to be alert when peace is about to go to war. When involved in a zero-sum game, winning isn't just about being good in conflict. In fact, being good in conflict is not the best way to win. The best way to win a zero-sum game is to be good at positive-sum games. How to think about others In this chapter the author works a bit on Iraq war and the whole case about the international community suspecting Iraq in possession of Mass Destruction (WMD). It appears that Saddam has had to deal with two major problems, internal rivals and the main external (IRAN). Saddam wanted Iran to think that he had WMD to deter attacks, when he didn't want anyone in Iraq to actually own WMD. Because whoever had the WMD in Iraq could use it to threaten Saddam's grip on power. So he created a perception of having huge stocks of WMD without actually doing much. The bottom line Two important pieces of knowledge that I understood from the book is the first, the thought chain as I described above (Data & Analysis & Decision & Action). And the second is to always start with a question about the issue at hand. Simple, yet valuable. Final Word All in all, this short book as well has consumed and because of its potential and brevity I would definitely recommend it. Good thinking means good decisions, good actions, good results, hopefully, but not always. We live in a Uncertainty. Good thinking removes part of the fog, never everything. ... More If you are a spy, your life depends on tools that work. If you find something that works, it's gold. The thing does its job, and you do yours. You're going to be a spy. Maybe you'll save the world. The Spy's Guide series has mental tools that work. The tools are useful under pressure. They bring focus. They remind us what sets us apart: We think. Bottom line: They work. The first (short) book is A Spy's Guide To Thinking. The

second is A Spy's Guide To Strategy. If you want to read the opening, it's here. The third is A Spy's Guide To Taking Risks. To read the opening, click here. If you prefer fiction, a novella fits the lessons of the Spy's Guide series. It is The 24th Name and has many surprises. You can read the first chapter here. A Spy's Guide To Spy Movies: RoninChapter Two of the 24th name, Part IIHow to be an expert on the dominant game of baseball what does it take to make great things? John Braddock was a case officer at the CIA. He developed, recruited and handled sources on weapons proliferation, counterterrorism and political-military issues. A former university researcher, he is now a strategic advisor. He helps people and organizations think better about their strategy, their customers and the competition. To contact Mr. Braddock, email: spysguide@gmail.com.© 2018, John Braddock is Spysguide.com a participant in the Amazon Services LLC Associates Program, an affiliate ad program designed to provide sites with a means to earn advertising costs by advertising and linking to amazon.com. to amazon.com.

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