

CONTENTS

| | |
|--|-----------|
| Acknowledgments | <i>ix</i> |
| 1 Reducing Uncertainty | 1 |
| 2 Myths, Fears, and Expectations | 19 |
| 3 Spies Collect Data, Analysts Provide Insight | 33 |
| 4 Using Intelligence to Anticipate Opportunities and Shape the Future | 50 |
| 5 Estimative Analysis: What It Is, What It Isn't, and How to Read It | 67 |
| 6 A Tale of Two Estimates | 89 |
| 7 Epilogue: Lessons and Challenges | 126 |
| Notes | 141 |
| Index | 171 |