

10 Tips for Intel Officers

1. Learn how to *fight*
2. Learn how others *fought*
3. Learn how to employ *weapons*
4. Learn how to train *Marines*
5. Learn how to *template*



Maj B.B. McBreen
Marine Intelligence Officer's Course
Dam Neck, Virginia, 2004

6. Learn a *language*
7. Learn to *read*
8. Learn to *communicate*
9. Learn to be a *detective*
10. Learn what the *commander* needs



Where is “Learn the intel system,” “Classifications,” “OPSEC,” “MCPD,” “JIC SOP,” “Enemy OOB”, “Nodal Analysis”, “SIGINT,” or “Learn C2PC” ?

Challenges for Intelligence Officers

- Trend: Technology
- Trend: **GWOT**
- Trend: Joint
- Trend: **Competence**, Education, Maturity, Knowledge
- Trend: Distributed Operations

- **Lieutenant: Opportunities and Expectations**
- “Intel Officers I have known...”



Learn how to *fight*

- To advise the commander, you need to BE a commander
- To foresee enemy actions, you need to BE an enemy commander
 - “*If it was me, I’d go east...*”
- Learn how to fight two levels up
- Buy a simulation and fight 1000 battles

Learn how others *fought*

- The human dimension never changes
 - How can we deceive the enemy commander?
- Historical references are the shorthand of the profession
- Patterns emerge across conflicts
- Read widely
- Start a “Battle Study” drawer



Learn how to employ *weapons*

- Single weapons: fans, capabilities, limitations
- Combined arms: tactics, effects, employment
- Enemy TTPs, patterns, MLCOA

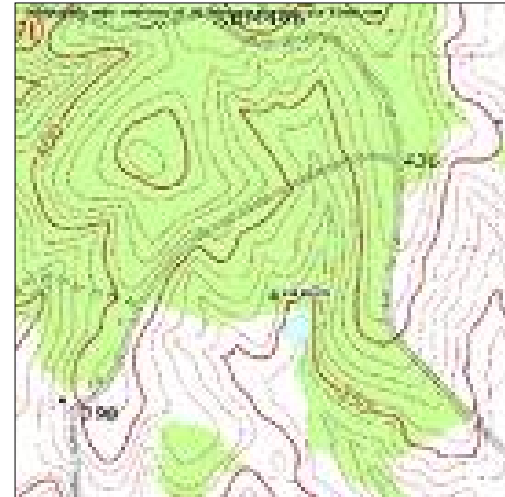
- Remember the relationship between the *tools*, the *carpenter*, the *contractor*, and the *architect*

Learn how to train *Marines*

- **Every Marine is an intelligence source**
 - Guide collection, debrief individuals
- 800-man infantry battalion / 27 squad leaders
- Train Scout - Snipers
- Train Weapons Company
- Train Reconnaissance / LAR / Tanks / AAV

Learn how to *template*

- “Inside the grid square”
- In *addition* to collections
- Dynamically
- Combine:
culture + leadership + goals + units +
capabilities + tactics + weapons + trends +
terrain + our vulnerabilities



Action at Quibou 27 July 1944

View (S) toward RR embankment.



View (N) to remainder of CCA.



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M3 Halftrack
M4 Sherman Tank

Action at Quibou
27 July 1944
CCA, 3rd AD

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01

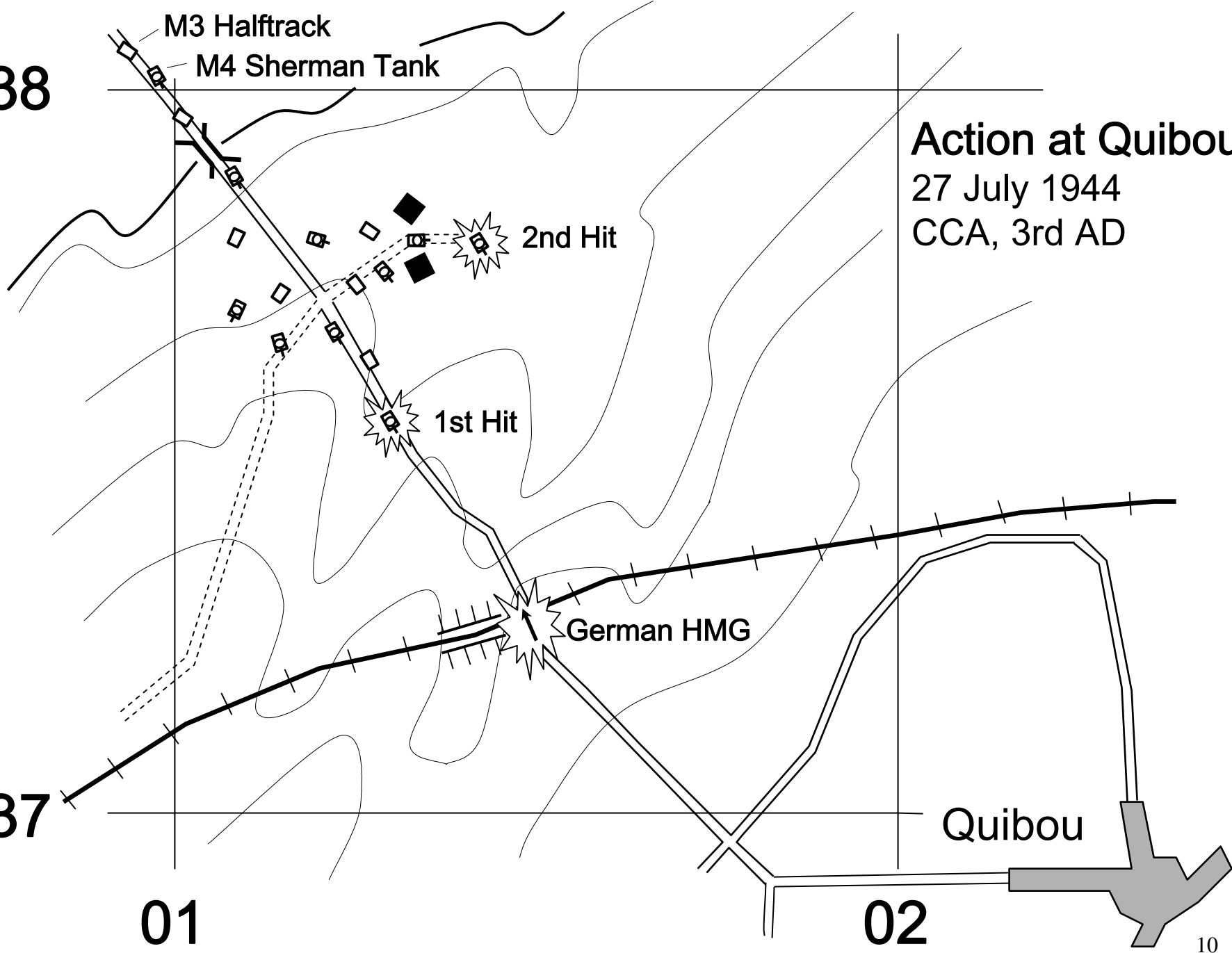
02

Quibou

2nd Hit

1st Hit

German HMG



Action at Quibou

27 July 1944

You are the intelligence officer with 3rd Battalion, 36th Infantry.

History. It is July 27, 1944, (7) weeks after D-Day. Operation COBRA, the breakout (S) from the coast, is underway.

Unit. Your infantry battalion, integrated with the Sherman tanks of 1st Battalion 32nd Armor, is the lead element of Combat Command "A" (CCA) of 3rd Armored Division (3rd AD).

Mission. CCA is advancing (SW) to establish a block at Cerisy-la-Salle IOT repel any German CATK from the (S).

Geography. The countryside is rolling farmlands, with treelines and vegetation between farms and along lowlands and streambeds. Other than a few modern roads, access is primarily single lane sunken roads.

Today. CCA was late this morning due to traffic control problems. At noon, you were halted by a German delaying position. It took almost an hour to clear the position, and twice as long to clear wrecked vehicles, fill craters, and straighten out congestion. Four Sherman tanks were lost. The tank battalion commander is enraged at the loss and the delay. The column is now over ten miles long on a single narrow dirt road.

Situation. (8) minutes ago, your lead Sherman exploded in flames and jerked to a stop blocking the road. As the crew bailed out, a German HMG opened fire from the railroad crossing on the embankment directly ahead. U.S. soldiers and vehicles immediately returned fire as they deployed left and right along a muddy farm road. A second Sherman on the left flank then exploded. Someone yelled, "Mines!" The railroad embankment became invisible, blurred with smoke.

Courage. Your battalion commander joins the tank battalion commander who is shouting orders. "There's German tanks and probably a company of infantry behind that railroad crossing! We're gong to flank left as we suppress the intersection with artillery and air support. Your infantry needs to clear the road forward!"

"Sir!" you interrupt. "I recommend you don't flank left! Cancel the fire missions on the embankment!" Your boss winces. You continue, "There's only one gun, and no more than a dozen infantry!" The tank battalion commander thrusts his map at you impatiently and says, "Show me!"

Questions: What is the location and orientation of the AT gun? Why? What is the location and orientation of the infantry? Why? How did you make this estimate?

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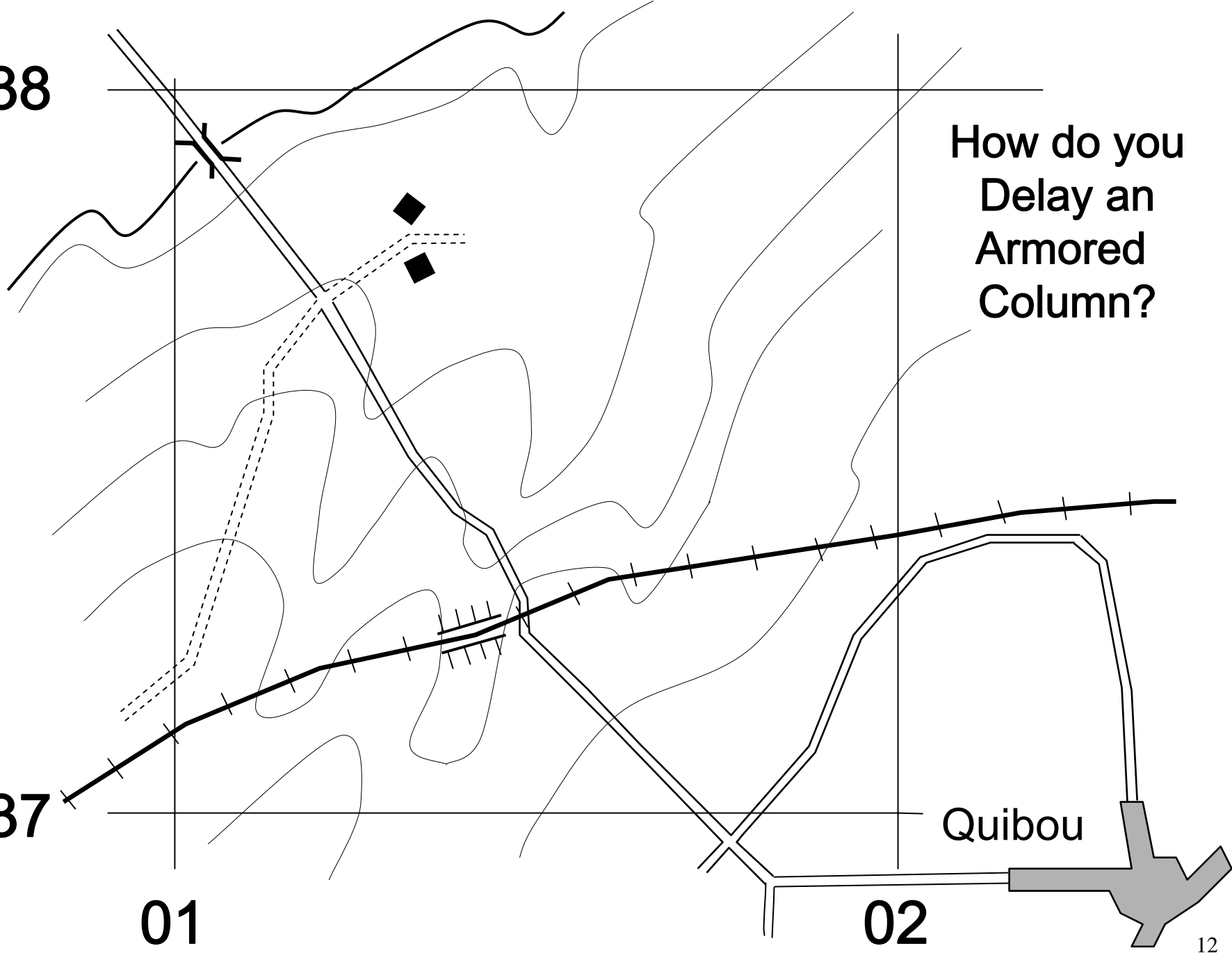
How do you
Delay an
Armored
Column?

37

01

02

Quibou



Learn a *language*

- Culture follows language
- Analysis requires alternative mental models
- Language is pattern recognition
- Intel officers need the *words*, the *culture*, the *patterns*, the *mindset*
- Buy a set of language tapes
 - “2 / 2 *DLPT for Major*”



Learn to *read*

- Mechanically:
 - Maps, articles, manuals, analysis, history
- Analytically:
 - Purpose, bias, sources, references, patterns
- Rapidly: TIME
- Be a self-learner
- Cast your net widely
 - Versus “*Let no new thing arise*”



Learn to *communicate*

- Analysis is worthless if not communicated
- Complex ideas require clear explanations:
“If you cannot explain it simply, you do not understand it.”
- Say it quickly and concisely: BLUF
- Say it on ONE page: TIME
- Learn to powerpoint, memo, report, diagram, brief
- **Take a look at Edward R. Tufte**

Learn to be a *detective*

- Analysis is putting a story to the data
- You are a detective,
 - NOT an almanac
 - NOT a pipe or conduit: Add value!
 - NOT a sniper or patrol leader
- Focus your efforts on the critical questions

Learn what the *commander* needs

- His decisions, His priorities
- His timelines, His formats
- *Your* facts, *Your* insights, *Your* opinions
- Learn to push
 - Versus “*Don’t ask, don’t get*”

Challenges for Intelligence Officers

- Multiple disciplines
- External sources, higher headquarters
- Time critical analysis
- Limited experience offset by education
- High expectations of commanders

