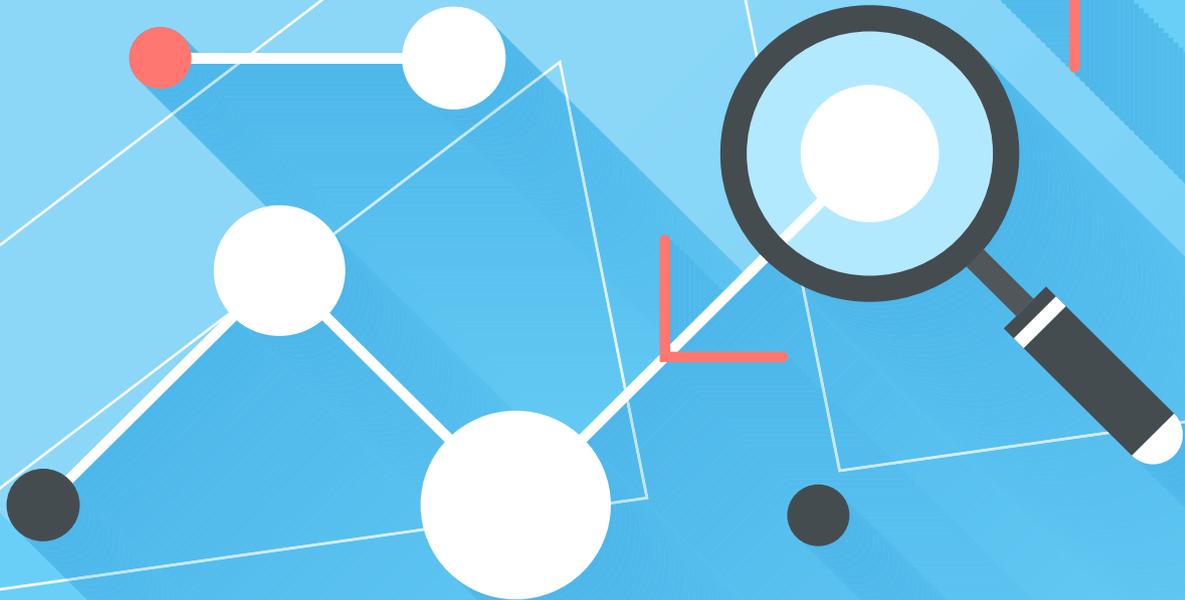




ALEPH
INSIGHTS

Critical Thinking and Forecasting Course





Critical Thinking and Forecasting

Analysts and decision-makers must navigate a complex, fast-changing and uncertain world, and answer two key questions: what things might happen, and how likely are they?

Unfortunately, the evidence from large-scale studies of forecasting performance suggests that forming robust probability judgements, particularly about the future, is not something that comes naturally to us. Even domain experts are, on average, outperformed by simple forecasting rules.

The good news is that critical thinking and forecasting performance has been shown to improve significantly with training and practice in a few simple but powerful concepts and techniques. Aleph Insights' 'Critical Thinking and Forecasting' course is designed to teach analysts this set of skills.

The interactive nature of the course is excellent.

– MOD research analyst



The Course

The Critical Thinking and Forecasting course is two days long.

Day one provides analysts with a wide range of tools for forming sound probabilistic judgements, identifying highly diagnostic information, incorporating new evidence using Bayesian approaches, and communicating probabilistic judgements in a clear and justified manner.

Day two builds on these concepts and introduces new tools for appraising the probability of future events. Students will learn how to think clearly about possible futures, how to appraise scenario indicators, and how to formulate probabilistic judgements about the future.

The course has really helped with estimating confidence levels. Really good course.

– HMRC intelligence analyst



Concepts and Techniques Covered

The Critical Thinking and Forecasting course is intensive, and highly interactive. There are only ten places on each course, to maximise learning and participation.

The course comprises explanatory talks interspersed with in-depth exercises based around realistic analytical scenarios. The course covers the following concepts and techniques:

Calibration:

How to measure analytical and forecasting performance by comparing judgements to outcomes

Fermi estimation:

How to break numerical, frequency and probability estimates down into more easily-analysed components

Decision analysis:

How to identify the critical hypothesis probabilities that a decision will depend on

Bayesian inference:

How to construct probability estimates for competing hypotheses, and incorporate new evidence into your judgements

Scenario analysis:

How to describe scenarios unambiguously and account for the rigour-relevance trade off

Base rates:

How to construct frequency estimates to form a basis for forecasting

Indicator identification:

How to break down a scenario to identify high-value indicators

Indicator appraisal:

How to assign values to indicators to provide numerical estimates of their information value



Location and Booking

The course is delivered in central London. For details about forthcoming course dates and locations, and to make a booking, email aleph@alephinsights.com.

Special rates are available for team bookings and for UK government customers. By arrangement, we can also deliver the course at a venue of your choice.



About Aleph Insights

Aleph Insights is a London-based analytical consultancy that was founded in 2014. The company specialises in supporting strategic decision-making in business and industry, as well as in defence, security, intelligence and international affairs.

Aleph Insights provides analytical training, workshop facilitation and a range of other services, working closely with customer organisations to embed sound analysis within their decision-making processes. Aleph teaches techniques used by intelligence analysts in government and industry, and designs bespoke analytical methods and tools to help clients minimise cognitive bias and maximise the effective use of information in decision-making.

Nick Hare is the founder of Aleph Insights. Prior to starting the company he worked in various roles across the Ministry of Defence, the Cabinet Office and the intelligence community for 15 years, most recently as the Head of the Defence Intelligence Futures and Analytical Methods Team within the MOD.

Nick has pioneered the use of structured analytical methods in the intelligence community. He has been instrumental in designing and delivering intelligence analysis training for the UK intelligence community, including elements of the Defence Intelligence Analysis Course and the Government Intelligence Analysis Techniques Course. He designed and oversaw the production of 'Quick Wins for Busy Analysts', which is now a standard handbook for intelligence analysts in the UK. He also participates in the US-government-sponsored 'Good Judgment Project', and was identified as one of the project's 'superforecasters'.



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