

**Want to be less surprised and more prepared to navigate an uncertain business environment? This book shares lessons from the world of secret intelligence for how to make better assessments and decisions in business.**

Espionage and intelligence aren't straight forward. It's perhaps unsurprising then, that this book isn't the easiest read. That said, dedicating time and attention to absorb its 300 pages unlocks real, practical, value. It will also likely be one of the most interesting books you'll read.

Real-life spy stories illustrate the impact thinking errors have, and how the intelligence community reasons to avoid such errors.

'How can we know more, explain more, anticipate more' Omand rhetorically asks, before sharing his 'SEES' model.

SEES is an acronym for a four-part model that systematically sets out what intelligence analysts do when they look at the world. It's the process they use to arrive at judgements and decide how much confidence they should have in them.

S	E	E	S
Situational awareness	Explanation	Estimate	Strategic notice
Step 1: Assessing	Step 2: Giving meaning	Step 3: Forecasting	Step 4: Anticipating
Establish <b>what</b> is going on now and <b>where</b> it's happening.	Offer the best explanation for <b>why</b> it's arisen.	Determine <b>how</b> the situation might evolve.	Anticipate the possible futures that might emerge
Ask: What info is available & how reliable is it?	Ask: What's most likely motivating those involved?	Ask: How may events unfold under different assumptions?	Ask: If that were true, how might we sensibly prepare for it?
Watch out for: Information gaps or dismissing new evidence.	Watch out for: Misinterpreting. There's more than one way to interpret facts.	Watch out for: Your own assumptions and unexpected developments.	Watch out for: Narrowing your focus too much or being unimaginative.

Omand warns no model replicates reality or eliminates surprises. SEES can, and does, help inform thinking, decision making, and preparedness, but it does not provide guarantees or solutions.

**! One of the biggest flaws in any model? What is left out.**

! One of the biggest flaws in summarising a comprehensive model from a comprehensive book? What is left out! So use this summary with caution.

If you find SEES useful, we highly recommend reading Omand's book: HOW SPIES THINK.