



# Security, Competition and Your Search Skills

Chris Pallaris | CSIS | 22 February 2011 | Ottawa, Canada

## Conclusions



- The sweet suicide of efficiency
- The lessons of London and Cairo have not been learned
- The Pareto Principle and the paradox of expertise
- It's all going to get much easier; it's all going to get much harder
- In the end, success or failure remains a question of literacy

# Preliminaries



- Before we begin...
  - Generics first, specifics later (if at all)
  - What is true for the individual is true for the organisation and the state
  - What is true for the public sector is also true for the private sector
  - The management of paradox is the management of progress

## Disraeli on Information



As a general rule, the most successful man in life is the man who has the best information.

Benjamin Disraeli

## Anecdotal Interlude



“Never mind the future. Show me how to Google...”

## Data, Data Everywhere...

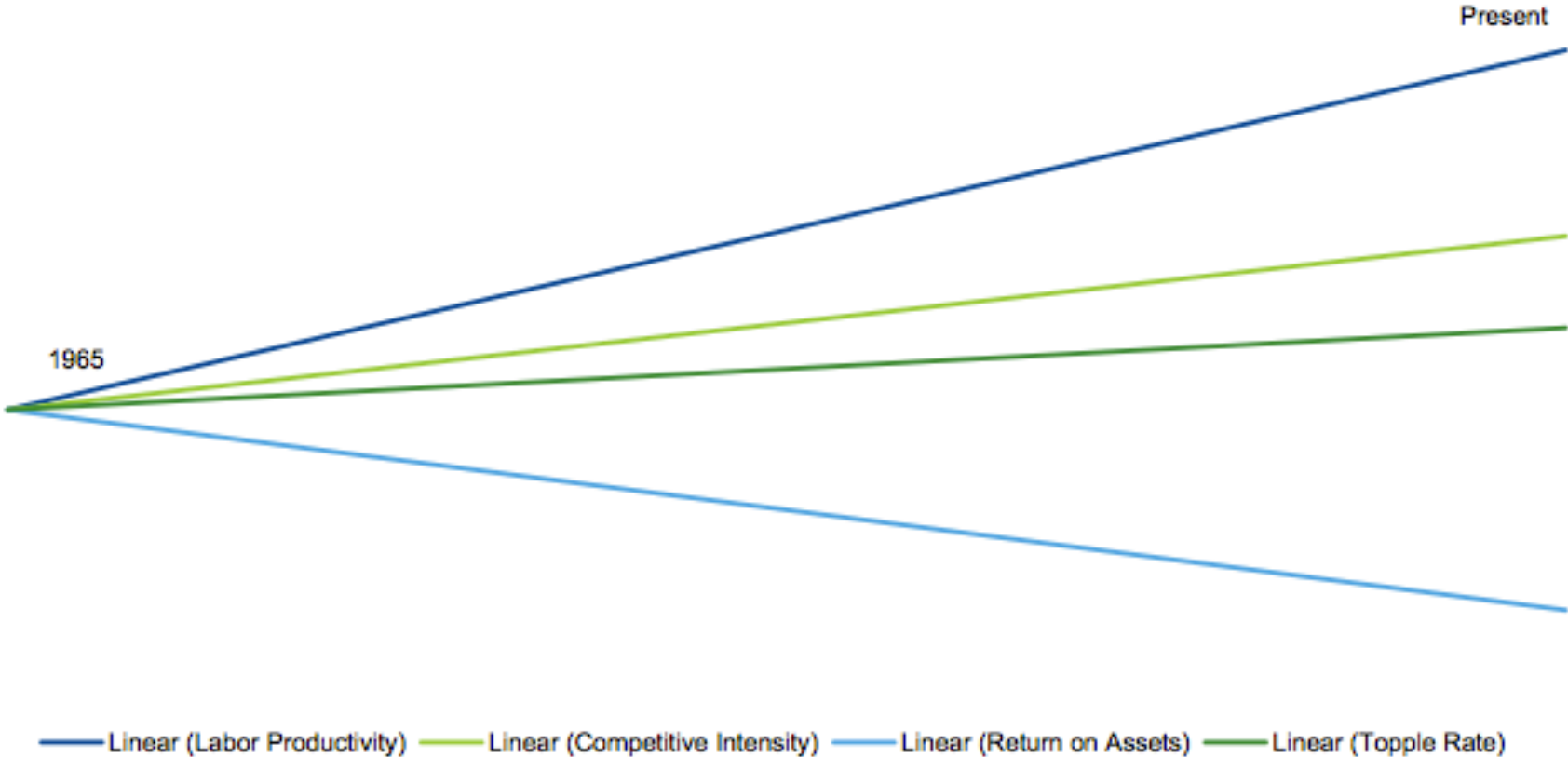


- The paradox of data
  - Data as an enabler of security and competition
  - Data as a disruptor of security and competition
  - Data as an impediment to security and competition

# On Competition



**Exhibit 13: Firm performance metric trajectories (1965-2010)**



Source: Deloitte analysis

## Of Stocks and Flows

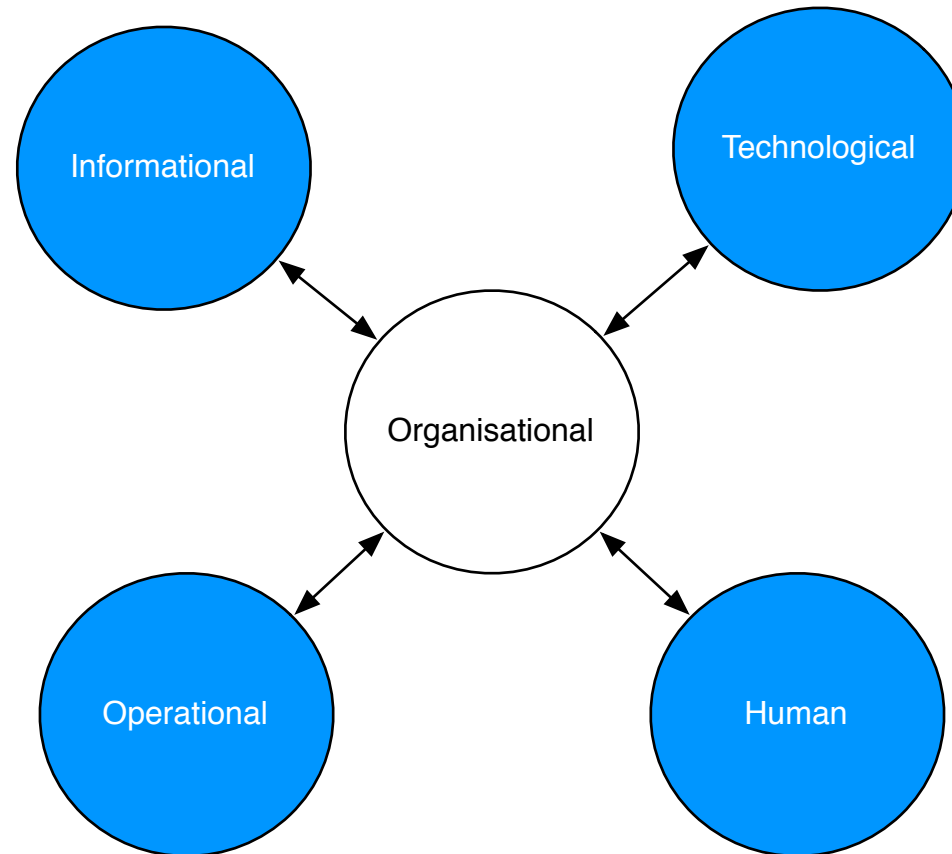


- Shift Index Findings

- The faster the pace of change; the faster the rate at which our knowledge stocks become redundant
- Success hinges on our ability to participate in a growing array of knowledge flows so as to rapidly refresh our knowledge stocks
- The ability to tap knowledge flows determines the value and competitive resilience of our organisation
- Our technical infrastructures enable knowledge flow; our organisational infrastructures do not



# The Architectures of Intelligence



# Informational



- The informationalisation of *now*
- Entropy informs instability
- Harold Innis' space-time continuum
- Laissez faire intelligence
- The closing of a golden age of OSINT?
- The twilight of the odds
- Missing the next data wave

## Technological



- The global intelligence commons
- The promises and perils of automation
- Programming our irrelevance
- Popping the "filter bubble"

## Operational



- The Pareto Principle and the paradox of expertise
- From descriptive to predictive to prescriptive intelligence
- The agile work force (or: the decline of the desk officer)
- The inspiration of adversary groups

## Organisational



- Efficiency as (faux) necessity
- Re-engineering but not re-purposing
- Now hiring: enlightened management
- Living in denial vs. living with denial
- The moral of London and Cairo has not been learned

# Human



- **First things first: literacy**
  - What skills are needed?
  - Do we have them?
  - If not, can we get them?
  - If not...

## On Literacy



- Information literacy 101
  - Recognise an information problem
  - Locate and access relevant information
  - Appraise and evaluate the quality of information
  - Make effective and ethical use of information
  - Create and communicate information

## On Literacy



- Information literacy 102
  - Engineer an information problem
  - Navigate multiple information spaces
  - Geo-locate and access data from the global intelligence commons
  - Appraise, evaluate and improve the quality of the data set
  - Extract predictive and prescriptive insights
  - Remix and release information back to the web



# The Bing Google Experiment



- Findings

- Our assumptions on the information skills of millennials are flawed
- Our trust in Google's ability to provide the data we want is misplaced
- Our ability to navigate and exploit the information sphere is declining
- None of these conclusions garners the attention it deserves
- Because the evidence suggests otherwise...



## Filter / Control

- A medieval web
  - What we know will be constrained by
    - Technology
    - Our network
    - The URL of context
    - Self interest
    - Digital narcissism

Filter / Control



Source: [DesktopWallpaperHD.com](http://DesktopWallpaperHD.com)

## What He Said



People always get what they ask for; the only trouble is that they never know, until they get it, what it actually is that they have asked for.

Alduous Huxley

## Summing Up (Again)



- The clash of literacies and the remaking of world order (?)
- Data, like money, goes to where it can best be employed
- The intelligence professional as data scientist
- Power accrues to the most informationally literate (and competent)

Thank You



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