GREY CELL

MILITARY
COURSE CATALOG

Grey Cell LLC
2622 New Village Way
Wilmington, NC 28405

GREYCELLINTEL.COM

TABLE OF CONTENTS

GREY CELL

EXERCISE DESIGN AND SCENARIO DEVELOPMENT

Description: At Grey Cell, we understand the complexities of intelligence support to exercise design and execution. Our staff possesses over 10 years of experience providing exercise support to organizations within the SOF Community, the Department of Defense, the Department of Homeland Security, and the Intelligence Community. The Grey Cell team develops comprehensive exercise scenarios in accordance with Joint Event Life Cycle doctrine and based on the client's preferred operating environment, threat model, and training objectives.

Grey Cell specializes in creating detailed threat models for a variety of operational environments. Our subject matter experts craft intelligence injects that not only drive all-source analysis, but also challenge each exercise force intelligence collector. Grey Cell scripts collection opportunities for each live collection asset and resource, and scripts raw intelligence reports to replicate other collection capabilities. Each scenario vignette includes opportunities for the exercise force to cross-cue collection among multiple intelligence disciplines and requires robust all-source analysis to drive exercise force operations based on the Find, Fix, Finish, Exploit, Assess, Disseminate (F3EAD) model.

Grey Cell also employs a 7-step quality control process to ensure the exercise force receives all live collection opportunities in a timely manner. This process also allows our subject matter experts to provide precise feedback on the exercise force's implementation of each step of the intelligence cycle.

Exercise Support Products Include:
- Exercise Geography
- Intelligence Components to Orders Products
- Staff Orientation Briefs (Road to Crisis Briefs)
- Opposing Force (OPFOR) Order of Battle
- OPFOR Scheme of Maneuver
- Master Scenario Event List (MSEL) Multi-Discipline Intelligence Injects
- Target Packages
- Role Player Biographies

Grey Cell also provides key subject matter experts to support exercise execution, to include:
- Intelligence MSEL Managers
- Dynamic Scripting Teams
- Human Intelligence (HUMINT) Role Players and Mentors
- U.S. Embassy Country Team Role Players
- Cultural Experts
- Exercise Logistics Support Teams

ABOUT GREY CELL

In addition to Grey Cell's extensive operational experience and expertise, we are also experts in providing intelligence training to our customers. Our team consists of formally trained classroom instructors, over-the-shoulder mentors, and curriculum and scenario developers. We provide our customers formalized, professional training materials, as well as instructors and mentors who not only know their craft, but also are highly skilled in conveying their knowledge in a manner that maximizes learning outcomes and attainment of performance objectives. At Grey Cell, we guarantee our customers receive the best of both worlds, first-class expertise and quality instruction.

TRAINING PHILOSOPHY

Our mission is to improve our clients' effectiveness and efficiency through the intelligent design and implementation of personnel development programs and process refinement. To accomplish this, we bring together current and emergent best practices, advanced theoretical frameworks, and industry leading expertise. Together these components have consistently produced more effective intelligence processes, thereby providing direct value through efficient intelligence integration and utilization.

STUDENT LEARNING OUTCOMES

Grey Cell has achieved significant success in the building and institutionalization of intelligence training programs. Programs within the Department of Defense (DOD), Department of Homeland Security (DHS), and other Intelligence Community (IC) agencies continue to expand in both scope (basic-to- advanced multi-discipline intelligence, emerging technology integration) and scale (training facilities, mobile-training, and multi-platform) with our support. This prolonged performance excellence continues to enable Grey Cell to build an extensive team of specialized subject matter experts (SME) as well as a body of knowledge used to build customer intelligence performance programs. Through their experience with Grey Cell, students will expand their awareness, critical and creative thinking skills, communication skills, and the ability to respond in a rapid and effective manner.

GREY CELL
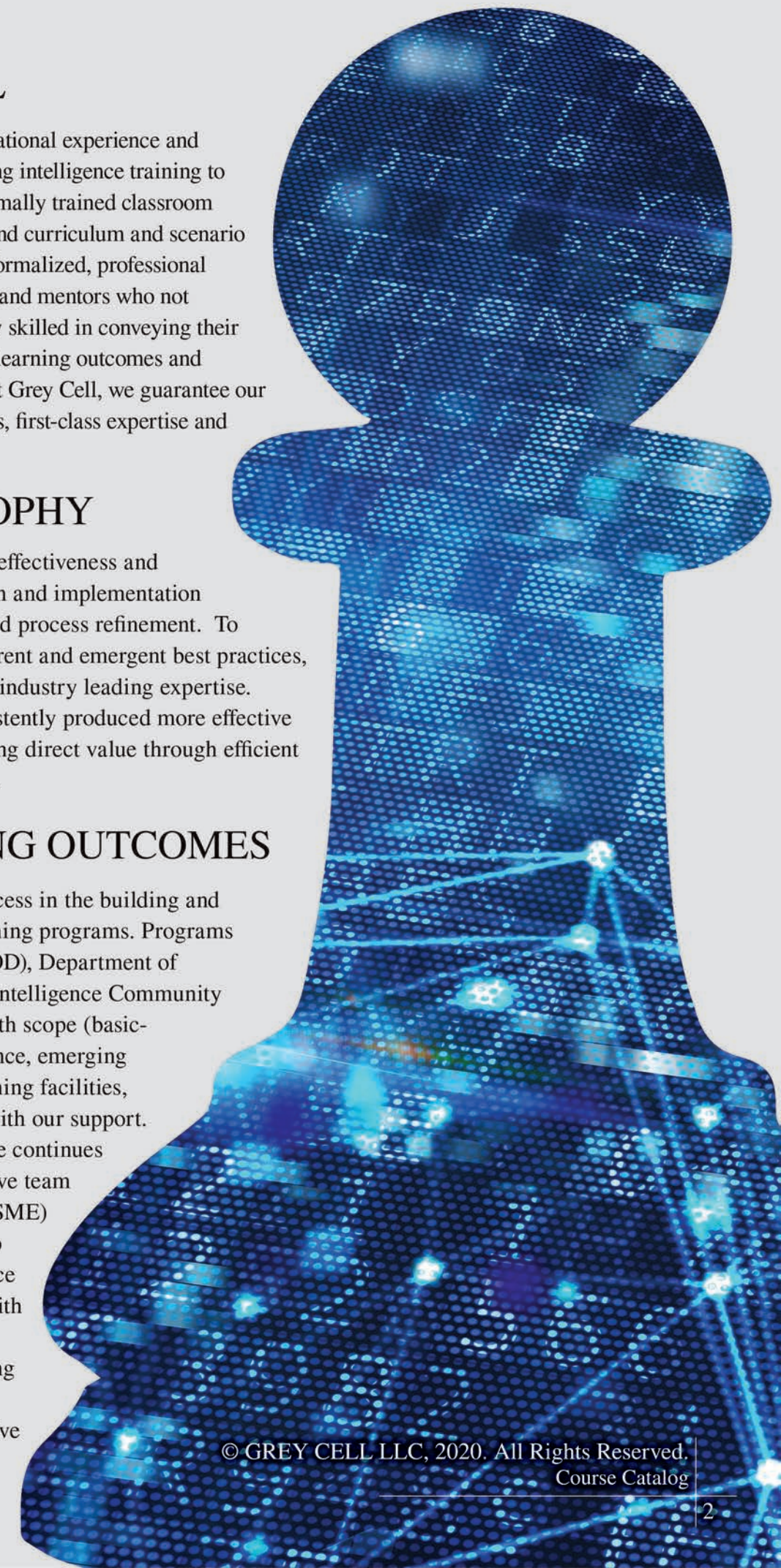
FUNDAMENTALS OF INTELLIGENCE OPERATIONS

Course Description: This course is designed to provide intelligence professionals an understanding of fundamental intelligence processes and concepts. Student learning will be reinforced with individual and group practical applications focused on developing an understanding of the interaction between each of the steps within the intelligence cycle.

Course Objectives:
- Identify and discuss the fundamentals of the intelligence cycle.
- Discuss the differences between information and intelligence.
- Discuss the intelligence cycle and associated steps within the cycle.
- Discuss and identify the four steps to intelligence preparation of the operating environment.
- Describe the application of collections methodology and how to develop information requirements.
- Describe and discuss the fundamentals of analysis.
- Define and apply analytical tools.
- Describe and apply a method for prioritizing targets.

Prerequisite(s): None
Length of Course: 5 days
Maximum Number of Participants: 30
Minimum Number of Participants: 8
Support Materials: Student manuals, Classroom presentation materials, handouts, easel and whiteboards.

GREY CELL

DYNAMIC INTERVIEWING STRATEGIES COURSE II (DISC II)

Course Description: Dynamic Interviewing Strategies Course II (DISC-II) is designed to train any individual working in an information collection capacity to plan and conduct dynamic interviews, with the intent of strategically extracting the most accurate and complete information possible in the shortest amount of time. DISC-II teaches collaborative interviewing methodologies that reinforce a team-based approach to the planning, preparation and interviewing process. DISC-II is a researched-based training program that is continuously adapting and integrating new student processes as well as the most recent and accurate science available.

Students will utilize and further develop their DISC-I skills including rapidly building rapport; increasing situational awareness; asking purposeful and strategic questions to avoid confusion and frustration; utilizing nonverbal and verbal deception identification techniques to accurately and effectively guide the questioning process; recognizing and purposefully using body language and facial expressions of emotion; remaining non-accusatory with intent; strategically using priming and framing of positive outcomes; strategically using elicitation in a casual conversation to acquire targeted information without disclosing the true intent or objective.

During DISC-II students will participate in multiple cumulative scenario-based role-playing exercises. The exercises are directly based on current real-world situations faced by the customer. Students will collaborate as a team to strategically plan and conduct multiple dynamic non-accusatory interviews; they will utilize the most recent scientifically based non-verbal and verbal deception identification techniques to accurately and effectively guide their questioning process. DISC-II will enable the student to effectively plan and conduct an interview while also remaining adaptable in the changing interview environment. Students will leave DISC-II with skills and strategies to immediately implement into their interviewing and information collection process.

Course Objectives:
- Plan and conduct dynamic interviews with the intent of strategically extracting the most accurate and complete information possible in the shortest amount of time.
- Understand collaborative interviewing methodologies.
- Reinforce and further develop DISC-I skills.

Prerequisite(s): DISC-I
Length of Course: 3 days
Maximum Number of Participants: 16
Minimum Number of Participants: 8
Support Materials: Student manuals, Classroom presentation materials, handouts.

GREY CELL

PRINCIPLES OF EFFECTIVE INTELLIGENCE COLLECTION MANAGEMENT

Course Description: Asking and answering the right questions are the most difficult aspects of any intelligence organization's mission. The PEICM course provides a conceptual framework and the necessary skills and abilities for intelligence personnel to identify, develop, validate, refine, collect, and answer intelligence requirements. The concepts and skills are reinforced throughout the course with relevant real-world practical exercises that build upon and integrate increasingly complex collection management concepts.

During the course, students learn how to craft a collection strategy, construct collection plans, and assess the effectiveness of collection efforts. The collection strategy and plans that students develop are based on a realistic understanding of the intelligence collection disciplines (HUMINT, SIGINT, GEOINT, MASINT, OSINT) and other unique data sources available to the student's organization. During the practical applications, students are provided guidance and mentorship from expert instructors. Throughout the process, students learn the significance of integrating collection management processes with the organization's operations, targeting, and intelligence processes to ensure the most effective and efficient use of scarce collection assets.

Course Objectives:

- Identify and discuss the role and purpose of collection management during the intelligence cycle.
- Discuss the elements and concepts necessary to fully understand the operating environment and relate them to the collection management process.
- Discuss and apply the core concepts of the collection management process.
- Discuss the key elements of information management and its role in the intelligence cycle and collection management process.
- Identify and apply the core components of the collection requirements management process.
- Identify and discuss the core components of the collection operations management process.
- Describe the relevant characteristics and applications of the intelligence disciplines to the collection management process.
- Describe and apply the processes to coordinate, prioritize, and synchronize collection assets during a collection plan.

Prerequisite(s): None
Length of Course: 5 days
Maximum Number of Participants: 24
Minimum Number of Participants: 8
Support Materials: Student manuals, Classroom presentation materials, handouts, computer (1 per student, internet access), printer (networked)

GREY CELL

DYNAMIC INTERVIEWING STRATEGIES COURSE I (DISC I)

Course Description: The Dynamic Interviewing Strategies Course I (DISC-I) is designed to train any individual working in an information collection capacity to fully understand and strategically utilize communication to collect the most accurate and complete information possible. DISC-I is a research-based training program that is continuously adapting and integrating new student processes as well as the most recent and accurate science available. DISC-I teaches and reinforces best practices while encouraging adaptability in the changing interview environment.

DISC-I will focus on rapidly building rapport while diffusing arguments and aggression; increasing situational awareness; asking purposeful and strategic questions to avoid confusion and frustration; utilizing nonverbal and verbal deception identification techniques to accurately and effectively guide the questioning process; recognizing and purposefully using body language and facial expressions of emotion; remaining non-accusatory with intent; strategically using priming and framing of positive outcomes; participating in multiple practical exercises to identify nonverbal and verbal deceptive indicators; strategically using elicitation in a casual conversation to acquire targeted information without disclosing the true intent or objective.

The outcome of DISC-I is for the student to learn new skills and strategies to immediately implement into their interviewing and information collection process.

Course Objectives:
- Rapidly build and maintain rapport.
- Increase situational awareness during the interview.
- Ask purposeful and strategic questions.
- Utilize non-verbal and verbal deception identification techniques.
- Extract the most accurate and complete information possible in the shortest amount of time.
- Remain non-accusatory with intent.
- Recognize and purposefully use body language.
- Strategically prime and frame positive outcomes.
- Strategically use elicitation to acquire targeted information.

Prerequisite(s): None
Length of Course: 5 days
Maximum Number of Participants: 24
Minimum Number of Participants: 8
Support Materials: Student manuals, Classroom presentation materials and handouts.

GREY CELL

STRUCTURED ANALYTIC TECHNIQUES (SAT) FOR INTELLIGENCE PROFESSIONALS

Course Description: The SAT course provides intelligence professionals analytic tools designed to enable a full range of structured thought processes to better understand complex problems. Students will learn and apply the fundamentals of critical thinking, creative thinking, and logical argumentation. They will be taught to employ diagnostic, imaginative, and contrarian techniques that reduce subjectivity, identify bias, and prevent the common pitfalls of logical fallacies. This course utilizes practical applications that require extensive student collaboration and teamwork. Each student will have the opportunity to practice briefing skills to reinforce communication techniques.

Course Objectives:

- Apply structured analytic techniques to emerging threats to develop assessments for decisionmakers.
- Understand and apply the fundamentals of creative and critical thinking.
- Analyze and formulate a logical argument.
- Describe and identify the most common biases and logical fallacies.
- Understand and apply structured analytic techniques to develop a threat assessment.

Prerequisite(s): None
Length of Course: 5 days
Maximum Number of Participants: 20
Minimum Number of Participants: 8
Support Materials: Student manuals, Classroom presentation materials, handouts, easel and paper or dry erase whiteboards.

GREY CELL

INTELLIGENCE LEADERSHIP COURSE

Course Description: The Intelligence Leadership Course introduces students in intelligence leadership positions to the best practices in the management and organization of intelligence units. The course is applicable to all levels of intelligence leadership from first-line supervisors to senior leadership. The course focuses on the organization, functions, and operations of an intelligence unit. During the course students are introduced to the distinct roles of analysts and collectors along with how intelligence personnel integrate with operations and leadership. The class incorporates real-world case studies to highlight intelligence successes and failures.

Course Objectives:
- Identify and discuss the purpose and integration of intelligence in support of an organization's mission.
- Identify and discuss the roles, purposes, and competencies of the members of an intelligence section.
- Discuss the methods to understand and incorporate aspects of the operating environment into the analytic efforts of an intelligence section.
- Discuss the core aspects of analysis and the role of intelligence leadership in effective analytic processes.
- Discuss the principles of effective intelligence support to targeting.
- Identify and discuss the collective tasks and processes necessary for successful intelligence sections.
- Discuss and apply the principles of effective communications in an intelligence setting.
- Analyze real-world intelligence case studies and extract significant lessons learned for today's intelligence sections.

Prerequisite(s): None
Length of Course: 5 days
Maximum Number of Participants: 24
Minimum Number of Participants: 8
Support Materials: Student manuals, Classroom presentation materials and handouts.

GREY CELL

UNDERSTANDING THREATS USING SOCIAL NETWORK ANALYSIS (SNA)

Course Description: A fundamental understanding of Social Network Analysis (SNA) provides analysts a quantitative approach to analyzing a threat network. This approach complements qualitative methodologies such as link and nodal analysis. The students will be introduced to centrality measures and the associated calculations required to process large volumes of data. They will apply the understanding of centrality measures to develop a comprehensive assessment of a threat network. This knowledge can be utilized to drive targeting priorities based on desired effects. The students will participate in multiple individual and group practical applications modeled on real world threat networks. Each student will have the opportunity to practice their briefing skills.

Course Objectives:
- Incorporate SNA into the analysis of threats.
- Describe how SNA is incorporated into the intelligence cycle.
- Describe the process for creating an analytic mindset to properly utilize SNA.
- Describe and discuss the key concepts and processes to conduct SNA.
- Identify the various levels of SNA analysis.
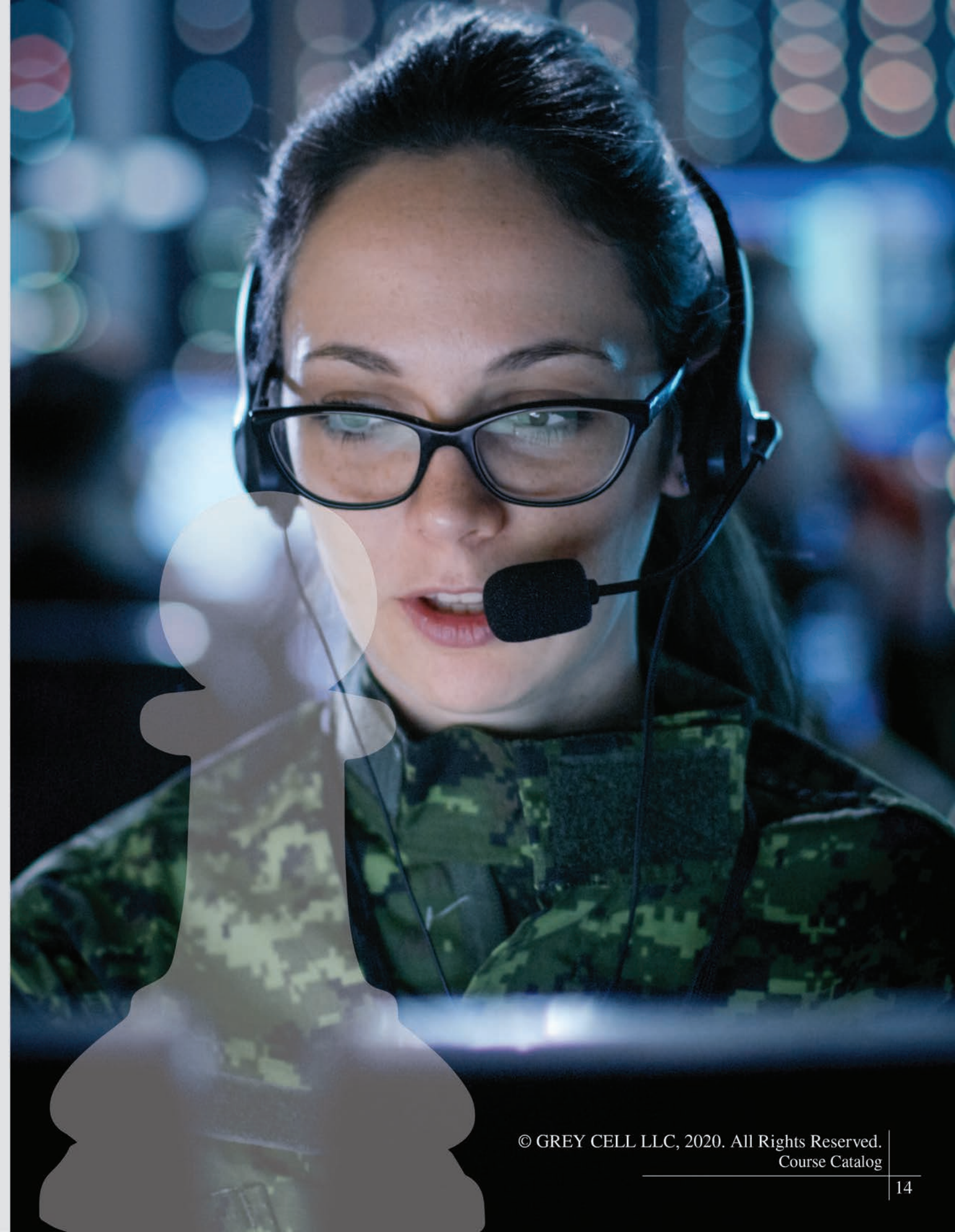- Apply the SNA methodology to a threat network to support desired targeting effects.

Prerequisite(s): None
Length of Course: 5 days
Maximum Number of Participants: 24
Minimum Number of Participants: 8
Support Materials: Student manuals, Classroom presentation materials, handouts, easel and whiteboards, computers, SNA software.

GREY CELL

COMMUNICATION FUNDAMENTALS FOR INTELLIGENCE ANALYSTS

Course Description: This course prepares intelligence analysts to write accurate, clear, and concise analytic products based upon multi-discipline raw reporting. During the course, students learn how to assess the quality of raw data according to proven critical thinking techniques and develop analytic assessments based on the raw data. The students then draft a written finished intelligence product in support of their organization's analytic and operational requirements. The students will learn and then apply the skills necessary to outline, source, write, and edit a written intelligence product. These skills will be applied against a series of increasingly complex writing prompts. The resulting written products will be individually graded by instructors and students will receive personal feedback to help improve their written communication. The second portion of the course will focus on effective oral communication skills. Students learn techniques to create and deliver formal briefings on intelligence topics. During the final exercise, students create and deliver a formal briefing derived from an intelligence case study. Instructors will provide the students tailored feedback to improve both the content and delivery of their brief.

Course Objectives:

- Identify the role effective writing plays in intelligence and operational organizations.
- Understand and apply the Universal Intellectual Standards associated with critical thinking to assess the quality of raw data.
- Explain the role logical argumentation plays in effective written communication.
- Understand and apply the fundamentals of grammar and syntax in a written product.
- Understand and apply effective editing processes.
- Understand and apply effective note taking and summary strategies.
- Understand and apply the fundamentals of effective oral communication.

Prerequisite(s): None
Length of Course: 5 days
Maximum Number of Participants: 20
Minimum Number of Participants: 8
Support Materials: Student manuals, Classroom presentation materials, handouts, computer (1 per student, internet access), printer (networked).

GREY CELL

COMMUNICATIONS FUNDAMENTALS FOR INTELLIGENCE COLLECTORS

Course Description: This course prepares intelligence collectors to write accurate, clear, and concise descriptive reports based upon collected information. During the course, students learn how to convert raw data into a written product that addresses the organization's intelligence collection requirements. The students will learn and then apply the skills necessary to outline, source, write, and edit a written product. These skills will be applied against a series of increasingly complex writing prompts. The resulting written reports will be individually graded by instructors and students will receive personal feedback to help improve their written communication. The second portion of the course will focus on effective oral communication skills. Students learn techniques to create and deliver formal briefings on intelligence topics. During the final exercise, students create and deliver a formal briefing derived from an intelligence case study. Instructors will provide the students tailored feedback to improve both the content and delivery of their brief.

Course Objectives:

- Identify the role effective writing plays in intelligence and operational organizations.
- Explain the role logical argumentation plays in effective written communication.
- Understand and apply the fundamentals of grammar and syntax in a written product.
- Understand and apply effective editing processes.
- Understand and apply effective note taking and summary strategies.
- Understand and apply the fundamentals of effective oral communication.

Prerequisite(s): None
Length of Course: 5 days
Maximum Number of Participants: 20
Minimum Number of Participants: 8
Support Materials: Student manuals, Classroom presentation materials, handouts, computer (1 per student, internet access), printer (networked)