Collaboration and Perspective Shifting in the Analysis of Factions
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Domain knowledge
Factions are complex phenomena characterized by their heterogeneity, dynamicity, multi-faceted nature, etc. As exemplars of interest in intelligence analysis, they provide a rich test case for developing an understanding of the cognitive challenges analysts face, and for designing solutions to these issues.

Analytical process
The Broadening-Narrowing cyclic process proposed by Elm and colleagues provides a functional model for the dynamics of sense making, exploration and revision in information analysis. The concept of Rigor developed by Zelik, Patterson and Woods provides a framework for understanding and assessing when an analysis is sufficient for decisions to be taken.

Collaborative environment
Intelligence analysis organizations rely on different forms of collaboration: among peer experts, between novices and experts, between analysts and supervisors or between analysts and technology. The consideration of the collaborative dimension of analysis and of the particular challenges associated is essential in order to improve socio-technical systems that aim at supporting the analytical process.

Shifting perspectives
Coping with complexity involves simplifying factors. The risk lies in simplifying too far, and developing a model of the world that fails to encompass important distinctions.

Collaborating
Collaboration offers multiple perspectives, each point of view providing a particular way of accounting for the complex phenomenon. It also allows individuals to adopt a new and fruitful mindset by acknowledging the complexity of phenomena and the richness of multiple, potentially contradicting, explanations as a direct answer to reductive tendencies.

Managing trade-offs
Simplification is a consequence of the necessary trade-offs made in response to demands and constraints. Avoiding oversimplification corresponds to recognizing when shifting to a different level of analysis, or adopting a different perspective, may be fruitful. Shifting from one perspective to another is making adjustments on the trade-off dimensions.

Coping with complexity
Any single point of observation simultaneously reveals and obscures.
- David Woods

The reality of the phenomenon observed is partially captured at the intersection of the different accounts, which are incomplete and limited, as well as valuable and legitimate.

Organizing the diversity of perspectives

Supporting joint activity and reflection
In order to support the different forms of collaboration within the organization, the space has to provide observability and directability to help establish common ground. These characteristics of the space, observability and directability, favor reflective processes at the level of the individual. These help manage the trade-offs necessary to the analysis and orchestrate the variety of perspectives.

Shared representation space
Seeing the explorations of other analysts can a) also serve as cues, b) indicate what areas have or have not been explored, and c) indicate the level of interest or familiarity of different groups regarding a given area.