



MISSION POSSIBLE SPY ACADEMY INTELLIGENCE HANDBOOKS



THE READER

A Handler & Profiler Intelligence Handbook



MPSA LIBRARY SERIES

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THE READER: A Handler and Profiler Intelligence Handbook

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The historical accounts presented in this book are drawn from documented historical sources. All reasonable efforts have been made to ensure accuracy.

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Pro Bono Non Malo

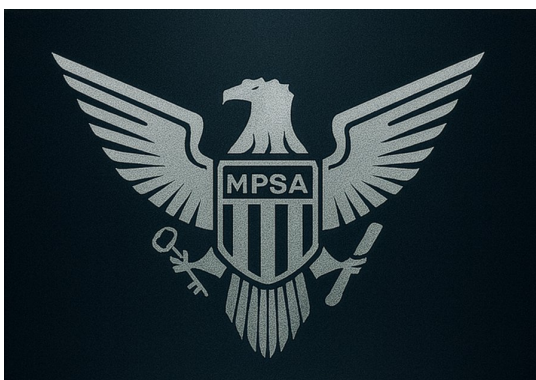


Greylander Press

MISSION POSSIBLE SPY ACADEMY

THE READER

A Handler and Profiler Intelligence Handbook



*To those who listen beneath the surface,
who observe what others miss,
and understand the quiet signals that reveal the truth.*

*And to the sources who trusted their handlers with secrets,
and the subjects whose behavior taught us to see clearly.*

A handwritten signature in black ink, reading 'Tony Danzi'. The signature is fluid and cursive, with a long horizontal line extending from the end of the name.

THE READER

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A Guide for Readers

PROFILER is designed to be read in two ways: straight through, and in conversation with the Profiler Ribbon course it accompanies. You will get something from reading it either way, but you will get something different depending on when and how you read.

If you are reading before beginning the course: read it as orientation. Let it give you the scientific and historical foundation for what you are about to train. Pay particular attention to the historical profiles: not for their drama, but for their methodology. Notice what these women actually did. Notice where their capacity came from. Notice that none of them were exceptions.

If you are reading alongside the course: read it as context. When the course asks you to practice a specific skill, find the section of this book that covers the science beneath that skill. The course teaches what to do. This book explains why it works: and why it is yours to do.

If you are reading after completing the course: read it as integration. You will find, as promised in the introduction, that the second read feels different. By then you will have direct experience with the material, and the historical and scientific context will land differently against that experience.

At the end of each chapter, you will find a set of Reflection Questions. These are not assignments. They are invitations: points where the chapter's ideas can be turned inward and made personal. Some of them will be immediately relevant to your experience. Some will not. Take what is useful.

Following the reflection questions, you will find journal pages. Use them or not. Some people find that writing produces a different kind of processing than reading. If you are one of them, use the space. If you are not, leave it blank. Both choices are fine.

Finally: this book is free. It is not free because the content is low-quality. It is free because the women who need it most cannot always pay for it. If this book is useful to you, tell someone else about it. That is the only payment requested.

Pro Bono Non Malo: For Good, Not Evil

INTRODUCTION

Introduction: The Dual Craft



Introduction: The Dual Craft

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CHAPTER 1

The Art of Reading People

Foundations of Behavioral Profiling

—*The face is a book, but most people never learn to read it.*



CHAPTER ONE

The Art of Reading People

Baseline Behavior: The Foundation of Reading

Before you can detect deception, you must understand truth. Before you can read someone, you must know what they look like when they are being themselves. This is baseline behavior, and it is foundational to all profiling work.

Baseline is not a single frozen state. It varies by context, stress level, and environment. The person in their office has a different baseline than the person in a police interview room. The source meeting their handler in a safe location has a different baseline than the same source meeting in hostile territory. Your first task as a profiler is to establish what normal looks like for this person in this context.

Establish baseline through observation, not interrogation. Watch them before they know they are being assessed. How do they sit? What is their resting expression? How do they gesture? What is their speech rate, volume, and pattern? Do they maintain consistent eye contact or shift frequently? How do they breathe? What triggers them to move or gesture? This is raw baseline data.

Document your baseline observations in concrete, behavioral terms. Not 'nervous' but 'left leg bouncing, touching face every 8-10 seconds, speech rate increased 15% from normal conversation.' Not 'confident' but 'steady eye contact, deliberate hand movements, speaks at measured pace with minimal

verbal filler.' The specificity matters because it allows you to detect when baseline changes.

Establish multiple baselines if possible. Baseline during casual conversation. Baseline during routine information requests. Baseline under mild stress. Baseline when discussing emotionally significant topics. Different contexts produce different normal states. A source who is comfortable discussing their daily activities may shift noticeably when discussing their handler's next request. That shift is meaningful only if you have the baseline to compare it against.



Micro-Expressions and Leakage Signals

People's faces express what they are thinking and feeling much more than they realize. Most expressions are controlled at some level, even when people believe they are hiding their emotions. But in brief moments, genuine emotion leaks through. A micro-expression flashes across the face in 1/25th to 1/5th of a second, too fast for conscious control or deliberate suppression. Learning to see these signals provides direct access to what someone actually feels.

The basic emotions produce consistent micro-expressions across cultures. Happiness: contraction of muscles around the eyes (crow's feet), raising of cheek muscles, pull of corners of mouth upward. Sadness: inner eyebrows drawn upward, corners of mouth drawn downward or lip tremor. Anger: lowered and drawn-together eyebrows, tightened lips, flared nostrils. Fear: raised upper eyelids, lips stretched horizontally. Disgust: nose wrinkle, upper lip raise. Surprise: eyebrows raised, eyes widened, mouth open.

Detection requires trained attention. You must watch faces in real time and hold the image briefly to process what you saw. This is learnable but demands practice. Start by reviewing video of people describing emotional events. Pause and rewind, noting the micro-expressions. Watch interviews where someone is being deceptive and compare the fleeting expressions to their controlled verbal message. The mismatch is informative.

Beyond micro-expressions, watch for leakage signals: involuntary behaviors that occur when someone is stressed or being deceptive. Hand-to-face touching increases when someone is under cognitive load. Foot and leg movements intensify. Pupils dilate under stress. Swallowing becomes more frequent. Speech errors increase. These are not reliable lies detectors in isolation, but in context they signal heightened activation.

The crucial distinction: micro-expressions and leakage signals tell you someone is emotional or stressed. They do not reliably tell you whether they are being truthful or deceptive. Innocent people under interrogation show stress signals. Sources telling the truth about dangerous information show stress signals. These signals indicate activation, not deception. Profilers who claim to read truth from faces are overreaching. What you actually read is emotional state and cognitive load.



Verbal and Non-Verbal Tells

People communicate through multiple channels simultaneously: words, tone, pace, pitch, body position, hand movement, facial expression, and gaze direction. Skilled profilers monitor all channels and note when they are congruent or discordant. Congruence suggests authenticity; major discordance warrants investigation.

Verbal tells are changes in speech pattern that correlate with stress or deception. These include: increased use of filler words ('um,' 'like,' 'you know'), slower speech rate with more pauses, simplified sentence structure, reduced use of first-person pronouns, increased negative emotion words, response delay before answering questions, and decreased complexity in details. Note that all of these can occur due to legitimate causes: exhaustion, intoxication, cognitive overload, language barriers. Context determines whether the change is significant.

Non-verbal congruence matters as much as the verbal message. Watch when someone describes an event with words that suggest ease but body language that suggests tension. When someone says they trust their handler but leans away or avoids eye contact. When someone denies involvement but their breathing changes or hands clench. These discordances merit exploration. They do not prove deception, but they identify points where the story deserves closer attention.

Hand movements and illustrators reveal cognitive engagement. When people describe genuine experiences, their hands tend to move in sync with their words, illustrating the narrative. Reduced illustrators while describing events can indicate the person is describing something they did not directly experience or rehearsed speech. Excessive hand movement sometimes indicates someone is over-compensating or trying to convince. As with all indicators, context is critical.

Gaze behavior varies significantly by culture and individual. Western norms associate consistent eye contact with honesty, but many cultures find prolonged eye contact rude or uncomfortable. Some neurodivergent people maintain minimal eye contact without it affecting truthfulness. What matters is whether the person's gaze behavior changes from baseline. The source who makes normal eye contact when discussing routine matters but looks away when

discussing a specific point has just signaled that point deserves attention.



Cognitive Load as a Signal

Cognitive load is the amount of mental effort required to process information or formulate a response. When someone is under high cognitive load, their behavioral control diminishes. They have fewer mental resources available for monitoring their own performance and controlling their displays. This makes high-cognitive-load moments particularly informative for profilers.

Detecting cognitive load requires understanding what a person's normal level is. Someone performing a simple task has low cognitive load and tight behavioral control. Someone asked a complex question they did not anticipate must dedicate mental resources to understanding and responding, which reduces resources available for managing their presentation. The skilled profiler increases cognitive load by asking complex questions, by asking follow-ups before allowing time to compose, by introducing contradictory information, by requesting specific details.

Indicators of cognitive load include: increased latency before responding, increased speech errors and false starts, reduced illustrator hand movements, reduced eye movement during memory retrieval (eyes down or to the side as they think), increased self-soothing behaviors (face touching, self-hugging), and changes in breathing pattern. A source who speaks smoothly about general topics but stumbles and hesitates when asked specific details about a certain meeting has just shown you where their cognition is engaged.

The strategic use of cognitive load is crucial in source debriefs and interviews. Begin with low-load questions to establish baseline and build

rapport. Move to higher-load questions as the source settles. Use follow-ups and contradictions to identify where cognition is maxed out. The areas of highest cognitive load are often the most sensitive or important. A well-trained handler knows that when a source starts showing load signals, they are approaching information that matters.

Distinguish between load caused by lying and load caused by other factors. Trying to recall specific details from months ago creates cognitive load. Trying to explain something complex creates load. Being anxious about an interview creates load. Being exhausted creates load. The load signal tells you something is effortful; it does not tell you why. Your job is to investigate what the effort means in context.



The Critical Distinction: Reading vs. Interpreting

This distinction is the foundation of competent profiling. Reading is the observation and description of behavior in concrete terms. Interpreting is the assignment of meaning to that behavior. Reading is objective and learnable. Interpreting requires judgment and remains always subject to error.

Reading: The person's pupils dilated. The person looked away for three seconds before responding. The person's voice pitch increased by approximately half a tone. The person gestured less frequently during the final third of the conversation than the first third. These are observable facts that you can document and that another observer could verify.

Interpreting: The dilated pupils mean the person is aroused or excited. The gaze aversion means the person is being deceptive. The pitch change means the person is stressed. The reduced gestures mean the person is withdrawing. These

are inferences based on reading the behavior. The inference may be correct or incorrect depending on context and causation.

Expert profilers remain constantly aware of this distinction. They read behavior precisely and describe it in behavioral terms. They then explicitly note when they move into interpretation, and they explicitly acknowledge the alternative explanations. A dilated pupil might indicate arousal, or might be the result of the room lighting, or might be the person's normal state. The skilled profiler reads the pupil dilation, notes the possible interpretations, and seeks additional data before concluding.

This discipline prevents the confirmation bias that ruins amateur profilers. An amateur reads behavioral clues and immediately locks in an interpretation: 'That eye movement means they are lying.' From that point, they interpret all subsequent behavior as confirmation of that reading. The skilled profiler reads the same behavior and remains open: 'The eye pattern changed; what might that mean? Let me gather more information.' This openness is what makes profiling professional rather than guesswork.



Establishing Truthful Baseline: The Reality of Deception Detection

Profilers often claim they can detect deception. This is partly true and partly dangerous overstatement. You can detect stress, cognitive load, emotional activation, and behavioral change. You cannot reliably detect the specific deception. A person can lie while appearing calm. A person can tell the truth while appearing stressed. The relationship between behavior and truthfulness is complex and highly individual.

What you can establish through careful baseline work is what truthful behavior looks like for a specific person in a specific context discussing specific topics. When a source describes something they directly witnessed, under normal conditions, with no particular stress: that is truthful baseline. When you can compare a source's behavior discussing one event to their behavior discussing a different event, you can sometimes detect when their confidence or emotional tone shifts. That shift might indicate they are less certain, or that one topic matters more, or it might indicate deception. It does not determine which.

The most reliable deception detection method combines behavioral observation with behavioral evidence. A source claims they were in one place at a specific time. Their behavior when discussing that time is consistent and detailed. But the behavioral evidence (surveillance video) shows they were elsewhere. The behavior reading (consistent, detailed, calm) does not match the evidence (they were lying). This is how behavioral observation actually works in operations: as supporting information, not as stand-alone proof.

Many sources will attempt minor deceptions that create minimal behavioral change because the source is practiced or because the lie is small. A source might withhold a small detail while telling the truth about everything else. Their behavior remains largely baseline. Only when you have independent knowledge of what they are withholding can you identify the deception. Do not rely on behavior reading to identify what you did not already suspect.

The foundation of competent deception assessment is understanding your own limitations. You can describe what you observe. You can note changes from baseline. You can identify stress and cognitive load. You can recognize when someone is trying harder to seem convincing, which sometimes indicates they are lying and sometimes indicates they are trying to be believed about something true. All of this is useful. None of it is definitive. In a courtroom, behavioral observation supports other evidence. In source handling, it supports

the operational relationship. But behavior alone does not establish truth.



HISTORICAL PROFILE

Erika Andress (East German Intelligence Service, 1968-1990)

Erika Andress served the Ministry for State Security (Stasi) during the final decades of the Cold War. Working in counterintelligence analysis, she became known for her ability to read comportment and behavioral inconsistency across interviews and surveillance. Her training in baseline behavior and micro-expression reading was systematic and extensive, reflecting the Stasi's sophisticated approach to source validation and deception detection.

Andress specialized in assessing the reliability of informants (inoffizielle Mitarbeiter, or IM) who reported on colleagues, neighbors, and friends. Her task required distinguishing between informants reporting genuine information versus those manufacturing details to appear productive or those operating as double agents. This work demanded precisely the skills outlined in this chapter: baseline establishment, detection of behavioral change, and resistance to the confirmation bias that plagued less disciplined analysts.

After the fall of the Berlin Wall and the opening of Stasi files, Andress's case notes revealed a profiler who explicitly distinguished between her behavioral observations and her interpretations. Her written assessments typically separated 'observed behaviors' from 'assessed meanings,' a discipline that enabled her assessments to remain credible even when her interpretations proved incorrect. When reviewing her analyses with access to later information, analysts noted she was wrong in specific interpretations surprisingly rarely, not because behavioral reading is reliable for truth determination, but because her caution prevented confident misinterpretation.

Her legacy provides an important example: systematic profiling developed through deliberate practice, careful documentation, and explicit acknowledgment of the limits between reading and interpretation. The same skills applied in her service to authoritarian surveillance apply ethically in democratic societies' legitimate security work. Her methods, without her political context, demonstrate how behavioral profiling becomes a professional discipline rather than intuitive guessing.

READING WITHOUT JUDGING

Reading Without Judging

Reflection Questions for Chapter 1

1. What is the most common mistake people make when reading others' behavior?
2. How does the distinction between reading and interpreting change how you assess deception?
3. Why is baseline so important before you can detect change?
4. What micro-expressions do you see most frequently in your own environment?
5. How might cognitive load explain behavior that looks like deception but is not?
6. What would change in your work if you never again claimed to 'know' someone was lying based on behavior alone?

Building the Profile

Constructing Psychological Assessment from Observable Data

*We are all mysteries to ourselves. The only question is whether we approach
that mystery scientifically.*



CHAPTER TWO

Building the Profile

The OCEAN Model in Operational Context

The Big Five personality model, abbreviated OCEAN, provides an operationally useful framework for organizing behavioral observations into a coherent psychological profile. The five dimensions are: Openness (to experience, ideas, new situations), Conscientiousness (organization, discipline, reliability), Extraversion (social engagement, activity level), Agreeableness (cooperativeness, empathy, compassion), and Neuroticism (emotional reactivity, negative affect, stress response).

Each dimension exists on a spectrum. High openness corresponds to intellectual curiosity, tolerance for ambiguity, and comfort with change. Low openness suggests preference for routine, skepticism toward new ideas, and need for clear structure. Neither is inherently better; both are operationally significant. A high-openness recruitment target may accept unconventional requests more readily but might prove less reliable in operational security. A low-openness target provides stability but requires careful handling when operational direction changes.

Conscientiousness has direct operational relevance. High conscientiousness suggests reliability, follow-through, and attention to detail. A high-conscientiousness source will complete assigned tasks methodically and report thoroughly. That same source may become stressed by ambiguous instructions or surprise direction changes. Low conscientiousness suggests

flexibility and adaptability, but also potential unreliability, incomplete work, and forgotten commitments.

Extraversion shapes how a person operates in social situations and what role they might play in intelligence gathering. High extraversion means wide social networks, comfort in group settings, and tendency toward information-seeking through conversation. These people naturally collect and share information. Low extraversion suggests more limited networks and preference for one-on-one interaction. These sources may have fewer connections but sometimes deeper intelligence access through specialized roles.

Agreeableness and Neuroticism interact with motivation and stress response. High agreeableness suggests someone who seeks to please, maintains harmony, and responds to relationship-based appeals. This person may become a source because they develop genuine concern for the handler's mission or welfare. Low agreeableness suggests someone less concerned with others' approval, more willing to take unilateral action, and potentially more unpredictable in relationships. High neuroticism means emotional reactivity, stress sensitivity, and potential for emotional destabilization. Low neuroticism suggests emotional stability but sometimes emotional distance.

Build an OCEAN profile not by guessing or applying stereotypes, but by documenting specific observed behaviors that map to each dimension. 'Highly conscientious: arrives precisely on time to every meeting, produces written reports without request, anticipates questions and has detailed answers prepared, becomes visibly stressed when instructions are vague.' This operational profile guides how you work with the source across the intelligence relationship.



Stress Profiles vs. Baseline Profiles

Everyone behaves differently under stress. The distinction between who someone is under normal conditions and who they become under stress is critical for operational planning and source management. A baseline profile captures the person's typical behavior, decision-making style, and personality expression. A stress profile captures how they change when threatened, scared, confused, or under pressure.

Some people become more rigid and literal under stress. They stick to routine, avoid improvisation, and seek clear rules and guidance. If you have a conscientious source who becomes hyperconscientious and procedure-oriented under stress, that source can be difficult to extract from dangerous situations quickly because they will insist on completing assigned tasks despite danger. A low-conscientiousness source may abandon tasks entirely when stressed.

Some people become more emotional under stress, others more detached. Some become more trusting of authority, others more paranoid. Some become more communicative, others withdraw. A source who normally shares information freely might become closed off when stressed about handler discovery. A source who normally maintains discretion might unburden themselves to inappropriate people when stress becomes overwhelming.

Assess stress profile through direct observation or through discussing past high-stress situations. Ask the source about previous experiences: 'Tell me about a time when you were under significant pressure. What did that feel like for you? How did you respond?' Their narrative of past stress provides a window into their stress profile. If they describe the same coping mechanisms across different stressful periods, that is likely their actual stress profile.

The operational implication is critical: when planning operations, account for stress profile. Recruitment of a source works differently during normal conditions and high-stress conditions. Deployment of a source in dangerous

terrain works better or worse depending on their stress profile. A source who becomes more rigid under stress needs very clear contingency plans. A source who dissociates or detaches under stress might appear calm in dangerous situations while actually becoming unreliable.

Periodically reassess both profiles as conditions change. Sources sometimes develop coping mechanisms they lacked when first recruited. Sources sometimes deteriorate under long-term operational stress. A stress profile accurate three years ago may no longer apply. Regular behavioral monitoring allows you to identify when someone's stress response patterns have shifted, which can indicate operational problems before they become crises.



Context as a Behavioral Determinant

The same person behaves differently in different contexts. A person might be reserved and cautious in formal meetings but open and expansive with close friends. They might be decisive in their professional role and indecisive about personal matters. They might be honest about operational topics but deceptive about personal embarrassment. Profilers sometimes forget this and treat personality as context-independent. It is not.

Context includes the physical environment (safe location vs. hostile location), the social environment (alone with the handler vs. in a public place where they might be observed), the topic under discussion (routine intelligence vs. sensitive or incriminating information), the perceived stakes (low-risk debriefing vs. high-risk operation), and the relationship dynamics (early in the relationship vs. years of working together).

A source's behavior in a comfortable safe house with their trusted handler cannot be reliably extrapolated to their behavior in a crowded marketplace meeting a handler they are meeting for the first time. Their behavior discussing routine intelligence collection cannot be extrapolated to their behavior discussing something that will definitively implicate them in a crime. Their behavior when they feel safe cannot be extrapolated to their behavior when they feel threatened.

This matters for both profiling and source handling. If you profile someone based on behavior in one context, you will misread them in another context. If you expect a source to perform reliably in a dangerous context based on their reliability in a safe context, you will be surprised. Skilled handlers deliberately assess sources in multiple contexts and profiles in multiple scenarios before deploying them in operations.

The context-dependent nature of behavior is not a weakness in profiling; it is a central reality that competent profiling must account for. Instead of building a single unified profile, build context-specific profiles: 'In safe conditions with the handler, this source is highly focused and detail-oriented. In public settings where observation is possible, this source becomes anxious and less detailed. Under operational stress, this source's accuracy declines by approximately 30 percent but remains reliable on core facts.' This is more useful than a single context-free profile.

When you observe someone in a new context, treat it as providing new profiling information rather than confirming or denying old information. 'How did they behave differently in the field versus in the debriefing location?' 'What changed when they realized the meeting location had changed?' These context shifts reveal how different environmental and social factors shape the person's behavior and decision-making.



Red Flags and Green Lights in Assessment

Certain behavioral and psychological indicators warrant caution in source assessment. These red flags do not necessarily disqualify someone from being run as a source, but they identify areas requiring additional investigation and management attention. Similarly, certain patterns constitute green lights, suggesting a source is likely to be reliable and manageable.

Red flags include: significant inconsistency between stated motivation and observable behavior (someone claims financial motivation but seems primarily interested in status), history of betrayal or unreliability in other relationships, impulse control problems or substance abuse, obvious mental health instability not being treated, evidence of concurrent relationships with other intelligence services, or resistance to compartmentalization and security protocols. The presence of red flags requires either intensive management or reconsideration of whether to run this source.

Red flags also include behavioral indicators during assessment. Does the candidate manipulate the interviewer or use obvious flattery? Do they overstate their access or capabilities? Do they attempt to control the direction of the conversation rather than answer questions? Do they express inappropriate interest in the handler's personal information? Do they seem primarily motivated by the relationship with the handler rather than by the stated mission? These patterns suggest someone who may become a management problem.

Green lights include: demonstrated reliability and follow-through in previous commitments, clear and stable motivation that aligns with access and capability, genuine compartmentalization discipline, consistency between private behavior and public presentation, emotional stability and ability to

manage stress, and comfort with defined role boundaries in the handler relationship. A source with multiple green lights can generally be managed more loosely.

Green lights also include behavioral indicators suggesting honesty and straightforwardness. Does the candidate admit uncertainties and limitations? Do they correct themselves when they realize they said something inaccurate? Do they acknowledge risks and express realistic concern about them? Do they ask clarifying questions about their role and your expectations? These patterns suggest someone who will communicate honestly when problems arise.

Document red flags and green lights explicitly. Do not allow overall favorable impression to obscure a significant red flag, and do not allow a single concern to obscure multiple green lights. The assessment matrix should make clear: this source has concerning pattern A but strong indicators B and C, therefore manageable with mitigations X and Y. This disciplined approach prevents both the false positives (running unreliable sources because they make good impressions) and false negatives (rejecting reliable potential sources due to one concern).



Using the Profile Operationally

A profile is not an academic exercise. Its entire purpose is enabling better operational decisions. As soon as you have constructed a functional profile, ask: How does this profile change what I do with this source?

If the profile indicates high openness and low conscientiousness, you adjust your approach. This person will be flexible and adaptable to changing circumstances, which is operationally useful when plans shift. But they may not

track routine administrative details, so you build in oversight and double-check processes. You might deploy them in dynamic situations where others would struggle, but you would not rely on them for sustained technical collection requiring consistent attention.

If the profile indicates high conscientiousness and low extraversion, you adjust differently. This person will reliably execute assigned tasks with attention to detail. They will not excel at impromptu human intelligence collection through social interaction, but they might excel at sustained technical collection or at maintaining security protocols. Their stress profile matters here: if they become hyperconscientious under stress, you ensure they understand contingencies that override normal procedure.

If the profile indicates high agreeableness and high neuroticism, your source management approach changes again. This person develops genuine relationships and will want to please you and support your mission. This creates loyalty, but also creates vulnerability if they face other pressures (family threats, legal jeopardy) that conflict with maintaining the relationship. They become emotionally reactive under stress, so operational planning must account for emotional escalation.

Specifically, use the profile to predict decision points and prepare accordingly. 'Based on this source's conscientiousness, reliability, and stress profile, if we asked them to conduct this operation under time pressure with incomplete information, they will likely become anxious and either demand clarification (potentially compromising the operation) or proceed despite doubts and produce lower-quality work.' Armed with this prediction, you either change the operation conditions, select a different source, or prepare contingencies.

The profile also guides how you maintain the relationship. A low-agreeableness, low-neuroticism source may not need as much interpersonal

maintenance. A high-agreeableness, high-neuroticism source needs more frequent contact, reassurance, and concern for their wellbeing. A source with high openness and high extraversion may seek more frequent debriefings and variation in their tasks, while a low-openness source may prefer routine and consistency. Your relationship management should reflect the person's actual psychological characteristics.



HISTORICAL PROFILE

Victoria Drummond (British Intelligence, 1920s-1950s)

Victoria Drummond was a British intelligence officer who worked extensively in source assessment and recruitment during the interwar period and World War II. Though less famous than some contemporaries, her case files reveal a sophisticated understanding of personality assessment and context-dependent behavior patterns. She developed a systematic approach to profiling potential sources that explicitly separated personality characteristics from behavioral manifestations in specific contexts.

Drummond's innovation was recognizing that the same person showed dramatically different behavior depending on whether they were being assessed in a safe environment versus an uncertain one, and whether they believed the intelligence relationship was established versus still being negotiated. Her practice of conducting multiple assessment meetings in different contexts was unusual for its time but proved extraordinarily valuable for predicting source reliability and identifying people who were misrepresenting themselves.

Her notes from a 1938 recruitment case are instructive: she assessed someone as having 'high conscientiousness, marked anxiety, limited openness, and strong need for authority structure.' Based on this profile, she predicted that this source would excel in a structured collection role with clear tasks and frequent handler contact, would struggle with ambiguous direction, would become stressed by operational changes, but would provide reliable work once trained into routine. Her operational recommendations directly reflected this profile, and her assessment proved accurate across seven years of the operational relationship.

After the war, Drummond transitioned to training new intelligence officers and explicitly taught context-dependent assessment. Her influence on British intelligence tradecraft, though largely unacknowledged publicly, shaped training for decades. Her case demonstrates how the discipline of systematic psychological profiling, when separated from guesswork and applied rigorously to operational reality, becomes an essential tool for source handling excellence.

PERSONALITY AS OPERATING MANUAL

Personality as Operating Manual

Reflection Questions for Chapter 2

1. How does understanding someone's OCEAN profile change your expectations for their behavior?
2. What is the difference between personality (relatively stable) and stress response (situationally triggered)?
3. Can you construct a profile of someone important in your work based on observable behavior?

4. What red flags would immediately disqualify someone from working with you, and why?

5. How would you adjust your approach to someone who is high conscientiousness and low agreeableness?

6. What happens to profiling accuracy when you profile someone only in one context?

Source Development

Identifying, Approaching, and Assessing Human Intelligence Assets

People do not spy because they want to. They spy because something in their situation makes it necessary or desirable.



CHAPTER THREE

Source Development

The Source Development Cycle

Source development follows a cycle from identification through assessment, recruitment, validation, and operational deployment. Each phase has distinct objectives and methods. Moving too quickly through any phase creates problems in later phases. Moving too slowly wastes opportunity and risks losing the source to competing services or changing circumstances.

Identification begins with intelligence requirement. What information do we need? From what positions could that information be accessed? Who currently holds those positions? Source development starts with this kind of analysis. You are not looking for sources in the abstract; you are looking for people with access to specific information that your service needs. Effective intelligence services start from requirements and work backward to identify people who can meet those requirements.

Once candidates are identified, assessment begins. This phase is about understanding who these people are: their personality, motivation, vulnerability, reliability, and access. Assessment is conducted through indirect means: surface surveillance, background investigation, social observation, discussions with people who know them. The objective is to understand them before direct contact, which allows you to approach with confidence and minimal wasted effort.

Recruitment is direct engagement and enrollment of the source. This is where the Handler uses profiling insights and relationship skills to move someone from target to asset. Early recruitment is high-risk because the prospect does not yet trust the Handler and may report the approach to their security service. Later recruitment is lower-risk because the source has already committed.

Validation is the process of confirming that the source actually has access they claimed and that they can reliably provide intelligence in the manner described. A source might claim to have access to top-level discussions when they actually only overhear fragments. Validation determines whether their claimed access is real. Early tasking with low-risk collection validates access before assigning high-stakes intelligence gathering.

Deployment is ongoing intelligence collection, meeting protocols, security management, and relationship maintenance. This continues for the duration of the operational relationship. Each phase informs the next: assessment shapes recruitment strategy, recruitment shapes validation approach, validation informs deployment tasks. A mistake in early phases compounds through later phases, so disciplined execution at each stage pays dividends.



Motivation Types: MICE and Beyond

Why do people become intelligence sources? Understanding motivation is central to source development. The traditional framework is MICE: Money, Ideology, Coercion, and Ego. While useful, this framework omits important motivations and requires unpacking. Money, for example, covers both genuine financial desperation and mere desire for luxury. Ideology covers everything from political belief to revenge.

Money as motivation varies dramatically in specifics. Someone in genuine financial distress who needs money to survive will remain highly motivated and reliable as long as the financial pressure continues. Once their financial situation stabilizes, their motivation evaporates. Someone motivated by desire for wealth and status will remain motivated across time, but their expectations may escalate, making them increasingly difficult to maintain. Financial motivation is reliable only as long as the underlying financial situation remains stable.

Ideology encompasses political belief, religious conviction, professional duty, and moral conviction. A source motivated by ideological opposition to their government's policies provides stable long-term motivation, but ideology can shift if the government changes or the source's conviction evolves. A source motivated by professional duty to protect their nation's interests (when they believe your service shares that interest) provides strong motivation, but this source may become conflicted if they recognize this assumption was wrong.

Coercion as motivation is complicated. Blackmail, threats to family, and legal jeopardy can force someone to become a source. Coercive sources are dangerous: they will betray you the moment the coercion fails or they find an alternative. Coercive sources are also unreliable: they have no genuine motivation to provide accurate information. A source under coercion has incentive to tell you what you want to hear rather than what is true. Ethical considerations aside, coercive sources are operationally risky.

Ego as motivation means someone wants to be important, to have influence, to be acknowledged (at least privately) as significant. Ego-motivated sources can be reliable, particularly if their ego needs are being met through the intelligence relationship itself. A source who receives regular feedback that their intelligence matters, that they are trusted, that their skills are valued, may remain highly motivated by the satisfaction of being appreciated. Ego motivation becomes problematic if it leads to exaggeration of capabilities or

intelligence value.

Beyond MICE: relationship, access, and situational motivation matter as well. Some people become sources primarily because they develop genuine affection or loyalty toward their Handler. This source motivation is quite stable but creates vulnerability if the handler must be replaced or if the source's personal situation changes. Situational motivation is temporary: someone becomes a source because of a specific crisis in their life, then loses motivation once the crisis passes. Understanding what type of motivation is driving each source allows realistic assessment of how long that motivation will persist.



Initial Contact and Rapport Building

First contact with a potential source is a critical moment. The source does not know who you are or what you want. They are evaluating whether you are a legitimate intelligence officer or an impostor. They are afraid of compromising themselves or being trapped. They are uncertain whether you represent a threat. Your objectives in first contact are: establish your legitimacy, assess their receptiveness, begin building trust, and obtain agreement to ongoing contact.

Approach selection depends on access and risk. A direct approach (walking up to someone and explaining who you are) is possible when the source is in a location where intelligence service contact will not arouse suspicion or when waiting for a better opportunity is not feasible. Indirect approach uses intermediaries to establish initial contact or uses chance encounters to seem coincidental rather than planned.

The approach message must achieve several things simultaneously. It must convey who you are (clearly enough to be credible, vaguely enough not to

provide target information to potential observers). It must explain why you are approaching (give them a reason to listen that seems plausible). It must indicate that you understand their access and position (prove you have done your homework). It must signal that you represent something worth their attention. It must request permission to continue the conversation.

Rapport building happens through demonstrated competence, respect, and understanding. A source is more likely to trust someone who clearly knows things about their situation, who treats them as someone whose cooperation matters, and who shows respect for their position and concerns. Rapport is not friendship; it is mutual acknowledgment that both parties have something the other values and that working together makes sense.

First meeting should establish baseline access and motivation. What does this person actually have access to? How do they know what they know? What are their vulnerabilities? What are their possible motivations? This information, gathered carefully through open-ended questions and listening, forms the assessment that guides your next approach. A good first contact leaves the potential source thinking, 'This person knows who I am and understands what I can do.'

Establishing agreement to continue contact is the concrete outcome. This might be as simple as 'I will call you next Tuesday at this number' or 'We will run into each other again next week.' The point is that both parties understand there will be follow-up contact and both have agreed to it, even if the source is still uncertain about full commitment. You have established a relationship trajectory.



The First Ask: Moving from Prospect to Source

The first tasking is the moment when a prospect becomes a source. Until the first ask, they have done nothing illegal or compromising. They have simply spoken to someone who identified themselves as intelligence-related. That is low-risk. The first ask changes this calculus entirely. Now they are being asked to do something that could get them in serious trouble if discovered.

The first ask must be carefully calibrated. Too low-risk and it seems trivial, potentially disrespecting the source's concern about committing themselves. Too high-risk and the source will refuse or agree and then panic. The ideal first ask is something that has real value to your service but that the source could reasonably explain if discovered. The source at a government ministry providing copies of an internal memo has actually committed themselves (this is a breach of their employment agreement and possibly law), but the memo is somewhat innocuous and relatively easy to explain as a private information request.

Before the first ask, lay groundwork about the nature of what you are asking. Discuss hypothetically what kinds of information would be useful. Explain that you would not ask them to do anything that would immediately compromise their position. Let them understand in advance what direction you are moving. This allows them to prepare themselves psychologically for commitment.

The first ask also establishes protocols for future asks. How will they get documents to you? How will you communicate? What happens if they cannot fulfill a request? What does security look like? The source who successfully completes the first tasking understands how the relationship will work operationally, which dramatically eases the transition to ongoing collection.

Expect reluctance before the first ask. Many prospects will express hesitation or try to delay. Some will attempt to withdraw entirely. This is

normal. The skill is distinguishing between genuine reluctance (source is not ready, might not be viable, should not be pressed) and nervous reluctance (source is ready but scared, needs reassurance and specific reassurance that this is manageable). Experience teaches you the difference.

A source who completes the first ask successfully has now committed themselves in a way that is genuinely difficult to walk back. They have taken action for you. They have accepted real risk. They have demonstrated they are serious. This first success creates momentum for the relationship. The source who was terrified before their first delivery is often much more confident after successfully completing it and surviving intact.



What Makes a Source Reliable: Assessment and Prediction

Reliability in a source means delivering accurate information as agreed, on schedule, without unnecessary risk exposure, and with appropriate security discipline. An unreliable source is not merely one who gets caught; it is one who fails to perform on any of these dimensions. Some sources provide good intelligence but are security risks. Some provide intelligence exactly on schedule but it is consistently inaccurate. Some are secure and accurate but frequently miss deadlines and require chase-ups. Understanding what kind of reliability you are evaluating is essential.

Information accuracy cannot be assumed. A source might genuinely try to provide accurate information but have poor understanding of what they observe. A source at a ministry might hear secondhand rumors and relay them as fact. A source might intentionally provide false information to serve their own agenda. Early validation tasks assess both the source's access and the source's accuracy. If they claim to have access to high-level policy discussions, early tasking asks

them to report details of recent meetings that you can verify through open source or other means. If accuracy is poor, either they lack claimed access or they are being deceptive.

Timeliness is sometimes overlooked in source evaluation, but it is operationally critical. A source who provides perfect intelligence but three months after it becomes relevant is less useful than a source who provides somewhat less detailed intelligence within days. Some sources are naturally organized and time-conscious; others are habitually late. Some sources work with urgency; others move at their own pace. Your tasking and validation must assess whether their timing works for your operational needs.

Security discipline is the source's ability to compartmentalize knowledge of the relationship, execute security protocols, and avoid patterns that might lead to discovery. A source with excellent access and accurate information but poor security discipline is a time bomb. Their eventual discovery will burn valuable relationships and potentially lead to counterintelligence operations against your service. Sources are reliable on security discipline by personality (those with conscientiousness and attention to detail) or by necessity (those who clearly understand the jeopardy they are in and maintain protective discipline).

Predictability is underrated. The source you can reliably contact according to agreed schedule, who will reliably perform assigned tasking unless genuinely unable, and who will communicate clearly when something changes, is infinitely more valuable than a source who is more talented but unpredictable. Predictability comes from conscientiousness, from understanding the relationship, and from personal integrity. A source who is predictably unreliable is worse than no source at all.

Assess reliability not through single interactions but through repeated small tasking before deploying in major operations. The source who is reliable

with easy work is not automatically reliable with difficult work. The source who is reliable in safe conditions may fail under stress. Multiple validations in varying conditions provide realistic assessment of actual reliability rather than surface reliability. Once you have good data on what a source is actually reliable for, you can deploy them confidently in those domains while avoiding areas where they have shown unreliability.



HISTORICAL PROFILE

Christine Granville (British Special Operations Executive, 1939-1947)

Christine Granville (born Krystyna Skarbek) was a British intelligence officer with the Special Operations Executive during World War II, working extensively in source development and handling in hostile territory. A Polish-born agent who worked across multiple countries, she demonstrated extraordinary capability in identifying potential sources, building rapport rapidly, and assessing reliability in high-stakes situations where errors could result in capture and death.

Granville's operational strength was her ability to identify people with viable access despite limited time for assessment. Operating in Nazi-occupied Poland and later in France, she developed sources under severe time pressure and with minimal opportunity for background investigation. Her case files reveal systematic approaches to initial contact, rapid assessment of motivation and reliability, and early tasking that validated access without exposing the source unnecessarily. She worked with sources from the Polish resistance, with French civilians, with refugee groups, and with people motivated by everything from ideological resistance to simple survival interest.

Her approach to early tasking is particularly instructive. Rather than asking new sources for high-value intelligence immediately, she typically started with low-risk validation tasks: 'Can you get me a copy of the local German garrison schedule?' This ask validated access, proved the source would actually follow through, established working protocols, and created psychological commitment without excessive risk. Only after successful first tasking would she escalate to intelligence collection with higher stakes.

Granville's records indicate she was consistently accurate in assessing whether someone would be reliable long-term, and she was adept at recognizing sources who were motivated by temporary circumstances (war emergency, immediate threat) versus sources whose motivation would persist. She understood that source reliability is predictable from early assessments when those assessments are systematic and thorough.

Her legacy demonstrates that source development is not primarily about persuasion or manipulation; it is about accurate assessment of people, clear communication of what you are asking and why, and building relationships based on mutual respect and genuine understanding. Her sources remained loyal not because she coerced them but because she treated them professionally and respected their concerns.

SEEING BEFORE RECRUITING

Seeing Before Recruiting

Reflection Questions for Chapter 3

1. What are the risks of moving too quickly from prospect identification to first tasking?
2. How do you distinguish between someone who is genuinely motivated and someone who is just curious?

3. Why does validation matter more than someone's claims of capability?
4. What would make you withdraw from recruiting someone despite them having perfect access?
5. How do you build sufficient trust for the first ask without creating false expectations?
6. What is the cost of recruiting someone who is fundamentally unreliable?

Running Sources

The Ongoing Handler-Source Relationship and Operational Management

The source who trusts the handler will tell them the truth. The source who fears the handler will tell them what the handler wants to hear.



CHAPTER FOUR

Running Sources

Meeting Protocols and Security Procedures

Once a source is recruited, the handler must establish secure means of communication and meeting. The protocol depends on the source's security environment, the service's risk tolerance, and the intelligence being collected. A source operating openly in democratic countries can sometimes be met in public places with minimal security precautions. A source in hostile territory or operating in a position where discovery means arrest or death requires extensive security measures.

Meeting locations and timing should be established with precision. Ambiguity creates anxiety and increases the chance of missed meetings or security compromises. A regular source might meet the handler every Tuesday at 1900 at a specific location. If the source cannot make that meeting, they alert the handler at a designated signal site, and both understand the next meeting is one week later. Predictability reduces anxiety and allows the source to plan carefully to avoid arousing suspicion.

Surveillance detection is the source's responsibility if they are in hostile territory, and the handler's responsibility if meeting in secure territory. Both parties should understand basic surveillance recognition: Are you being followed? Is the area unusually quiet or populated? Are the same vehicles present? Is anyone taking particular interest in this location? How do you know the meeting location is actually secure?

Communication between meetings uses secure channels. Dead drops, signal sites, and prearranged communication windows allow contact without face-to-face meetings. A signal site might be a specific object in a specific location that communicates a message: 'proceed with next scheduled meeting' or 'meeting location has changed, use alternate location.' Dead drops allow physical exchange of documents and money without face-to-face contact, reducing exposure risk.

Some sources may have communication capability through technical means: encrypted communication, secure phones, prearranged messaging systems. Others operate in environments where technical communication is impossible, leaving only personal meetings. The handler must adjust meeting frequency and communication method based on what is realistically secure given the operational environment.

Source meetings must establish routine that allows normal life continuation while enabling intelligence operations. A source who is constantly meeting with their handler is vulnerable to discovery. A source who meets the handler too infrequently cannot provide timely intelligence. The balance depends on the access and operational requirements. A source with access to daily intelligence might meet monthly. A source with access to longer-term intelligence collected sporadically might meet quarterly.



Source Protection and Operational Security from the Handler's Perspective

Protecting sources is partly the source's responsibility (maintaining operational security discipline) and partly the handler's responsibility (limiting exposure through handler activity). A handler who takes too many risks, uses the same

cover identities repeatedly, or conducts meetings in patterns that attract attention will compromise sources even if the sources are security-conscious.

The handler must maintain compartmentalization: different sources should not know about each other, should not meet each other, and should not be aware of each other's access. This compartmentalization protects each source. If one source is discovered, the other sources remain protected. It also allows the handler to independently verify information by having different sources report on the same events.

Compartmentalization also protects the handler. A source who knows nothing about the handler's other operations, the handler's real identity, or the handler's organization beyond the service branch they work for cannot reveal information they do not know. A source can only compromise the handler if they have operational details. Minimizing what each source knows minimizes exposure.

The handler must also protect the source from evidence that they are a source. If a source is arrested for unrelated reasons and police find evidence of intelligence contact, the source is in serious trouble. Handlers use drops and secure communication partly to avoid leaving evidence of relationship in the source's personal space. Money exchanges are documented minimally. Meetings happen in ways that do not leave digital trails. Messages are destroyed after reading.

Long-term source management requires particular attention to discovery risk. A source who has been reporting intelligence for years faces increasing discovery risk as accumulated evidence builds. A handler might decide to extract a source from their position before discovery becomes inevitable, or might transition the source to a less sensitive role where discovery is less catastrophic, or might prepare contingency plans for the source if discovery

seems imminent.

Source protection sometimes requires extraordinary measures. A source in serious jeopardy might need to be relocated, given new identity documentation, or helped to escape to another country. These operations are expensive and organizationally complex, but failing to protect sources destroys the handler's credibility and makes future source recruitment nearly impossible. Sources must believe they will be protected if their security is compromised.



Managing Source Reliability Over Time

Sources change. Their access changes. Their motivation changes. Their security discipline changes. Their information accuracy sometimes declines. Managing a source over years means continuously assessing whether they remain reliable and valuable. A source who is reliable for two years might deteriorate in year three. A source who provides excellent intelligence might develop security habits that create detection risk. A source whose motivation was tied to specific circumstances might find those circumstances changing.

Information degradation is common in long-term sources. A source with original access might be promoted to a different position with new access and less knowledge of previous areas. A source with direct access might be pushed to secondhand information. A source's understanding of complex material might be limited or inaccurate. Handlers must continuously validate whether the information remains reliable or whether it has degraded. Degraded information is less valuable, even if the source believes they are reporting accurately.

Motivation shifts are predictable. Money-motivated sources face changing financial circumstances. Ideology-motivated sources might become tired or

disillusioned. Relationship-motivated sources become dependent or resentful if the relationship is not meeting their emotional needs. Ego-motivated sources might feel under-appreciated or might overestimate their importance. Handlers must occasionally revisit and reinforce motivation. 'What continues to make this worth your while?' is a necessary conversation.

Security discipline sometimes erodes. A source who is careful for years might become casual as familiarity grows. A source might develop romantic relationships and lose compartmentalization because they tell their partner. A source might drink heavily and talk loosely in social settings. A source's family circumstances might change, creating new vulnerabilities. Handlers must monitor whether security discipline is being maintained or whether the source is developing dangerous patterns.

The hard question is when to close out a source. Sources can become liability rather than asset if their reliability declines below threshold, if their security discipline becomes compromised, if their motivation evaporates, or if keeping them active becomes operationally riskier than the intelligence value they provide. Closing a source must be done carefully to avoid the source becoming vengeful or volunteering information to counterintelligence. A source who is being closed out is sometimes given a graceful exit and financial settlement, sometimes is simply allowed to drift, sometimes is handled more directly depending on the jeopardy and threat assessment.

The best long-term sources are those who truly understand the relationship, who remain motivated by deeper factors than temporary circumstances, and who maintain security discipline naturally rather than through constant monitoring. These sources provide reliable information for years with minimal handler intervention. Identifying these early (through careful initial assessment) and maintaining them well (through respect and genuine attention to their needs) creates intelligence networks that persist.



Source Deterioration and Detection: Recognition and Response

Sources sometimes go bad in ways that are operationally critical. A source might be detected by counterintelligence. A source might become mentally unstable or emotionally volatile. A source might be turned by another intelligence service. A source might become unreliable or provide false information. A source might decide to betray the handler. Recognizing deterioration early allows the handler to respond before damage is done.

Detection signs include: increased anxiety about security, pattern changes that suggest the source is being watched or interrogated, behavioral changes that suggest stress, information that conflicts with other intelligence sources in suspicious ways, or direct indicators that counterintelligence has shown interest in the source. Some sources will tell the handler directly if they are being watched. Others will signal through changed behavior or missed meetings. Handlers must monitor sources carefully for signs of jeopardy.

If detection appears imminent or has occurred, the handler must make rapid decisions. Extract the source to safety immediately, even if it compromises ongoing operations. Sever the relationship and allow counterintelligence to pursue an unproductive investigation. Move the source to emergency protocols and compartmentalization. Minimize further contact to reduce discovery scope. The handler's response depends on how much jeopardy the source is actually in.

Source unreliability sometimes manifests as systematic information degradation or information that matches what the source thinks the handler wants rather than what is actually true. A source might begin providing false intelligence to seem more capable or more valuable. A source might begin

inventing details because actual access is being lost. A source might provide secondhand information while claiming direct access. Handlers must cross-check information against other sources and independent intelligence to detect this deterioration.

Emotional instability or mental health deterioration creates both operational and ethical concerns. A source who is becoming depressed, paranoid, or unstable might provide unreliable information or might compromise security by acting erratically. A source who is becoming suicidal presents a moral imperative to address the crisis regardless of operational concerns. A handler recognizing mental health problems in a source must consider whether to continue the relationship, refer the source to professional help (which risks discovery), or provide support while managing operational risk.

Turning (an intelligence service convincing a source to work for them instead) is less common than handlers fear but remains a risk. A source approached by counterintelligence might agree to report on the handler, providing misinformation while appearing to be reliable. Detection of turning is difficult because the source's information quality might not obviously degrade. Cross-checking against other sources and examination of operational patterns sometimes reveal turning, but not always. Handlers must accept that some source relationships might be compromised without clear detection.



Compartmentalization and Operational Security from Source Management

Compartmentalization is the practice of limiting information access so that no single person knows the full picture. A handler knows the source's real identity

and operational access. The intelligence officer who evaluates the source's information does not know the source's identity. The operational planner who uses the intelligence does not know which sources provided it. The case officer managing asset security does not know the source's real identity. Each person knows only what they need to know to do their job.

Compartmentalization protects sources because capture or compromise of any single officer does not compromise all sources. It protects operations because counterintelligence cannot map the entire intelligence network even if they interrogate a captured officer. It protects intelligence services because failures are isolated rather than systemic. A handler working in a compartmented system can be extracted or replaced without destroying all their sources.

The handler's role in compartmentalization includes: not discussing sources with anyone not on absolute need-to-know basis, using cover identities and worknames rather than real names in written communications, not meeting sources near the handler's actual workplace or residence, varying meeting locations and times, and maintaining separate communication systems for handling operations. A careless handler who discusses sources with colleagues or meets sources near the intelligence office is defeating compartmentalization.

Modern compartmentalization must account for digital footprints. A handler who uses personal email to discuss sources, who uses personal phone numbers for scheduling meetings, or who texts with sources is leaving evidence that can be recovered through digital forensics if the phone or account is seized. Secure phones, encrypted communications, and communication protocols that minimize digital evidence are necessary in modern operations.

Handlers must also avoid developing patterns that reveal compartmentalization structure. If the same people always attend the same

meetings, or if the same officers are always handling the most sensitive operations, counterintelligence can deduce network structure. Rotating personnel, varying procedures, and deliberately creating false patterns sometimes obscure the true structure. This level of operational security requires organizational discipline and cannot be maintained by individual handlers alone.

In source relationships specifically, compartmentalization means the source understands that they should not know details about other sources, the handler's real identity, the intelligence service's full objectives, or anything beyond what directly relates to their own tasking. A source who can compartmentalize is more trustworthy and less dangerous if compromised. A source who tries to learn more than they need to know might be attempting to build leverage or might be communicating with counterintelligence.



THE LONG-TERM RELATIONSHIP

The Long-Term Relationship

Reflection Questions for Chapter 4

1. How do you maintain source compartmentalization without making the source feel isolated?
2. What are the signs that a source's motivation is shifting or declining?
3. How do you extract a source safely without burning future intelligence relationships?

4. Why is information validation more important in long-term relationships than short-term ones?

5. What is your responsibility when a source's personal situation is deteriorating?

6. When do you close out a source versus continuing to manage them?

Elicitation

The Art of Obtaining Information Through Skilled Conversation

—*The person who listens asks fewer questions than the person who performs.*



CHAPTER FIVE

Elicitation

Elicitation Defined: Getting Information Without Direct Questions

Elicitation is the art of obtaining information through conversation without directly asking for it. Rather than 'Tell me about your company's security procedures,' the skilled elicitor makes a comment about security that prompts the target to explain their company's procedures as a correction or elaboration. Rather than 'What does your boss want from this project?' the elicitor asks about their own (fictional) experiences with similar situations, prompting the target to describe their boss's actual expectations.

Elicitation is not deception, though it uses misdirection. The elicitor is genuine in their role; they simply have a purpose the target does not fully understand. The elicitor is genuinely interested in the information they are seeking; they simply are not being direct about what they want. Elicitation is a social skill that respects the target while pursuing an objective they have not explicitly agreed to.

Why use elicitation instead of direct questioning? Direct questions sometimes trigger defensiveness or secrecy. Someone who would never answer 'What is your company's security protocol?' might elaborate extensively about security problems if they are responding to the elicitor's comment about having trouble with a fictional company's security. Someone who would refuse to discuss their boss's expectations might describe them in detail while offering advice about how the elicitor should handle a supposedly similar situation.

Elicitation also demonstrates superior information-gathering skill. A target who has been elicited often leaves the conversation feeling good about it, not realizing how much information they provided. They did most of the talking; they felt heard and understood. They may even develop interest in the elicitor as someone who understands their world. This creates better relationships than direct interrogation, which often leaves targets feeling manipulated.

Elicitation is used by handlers debriefing sources, by profilers interviewing subjects, by journalists interviewing sources, by negotiators obtaining information from counterparties, by intelligence officers gathering information in social settings, and by anyone who needs information from someone who might otherwise be reluctant to provide it. The technique itself is morally neutral; application determines ethics.

The ethical foundation of elicitation is that you must never use elicitation to obtain agreement or commitment. You can elicit information; you cannot elicit consent. Someone who did not realize you were eliciting information about their company cannot be bound to agreement they made without full understanding of the context. Elicitation is information-gathering, not manipulation into commitment.



Core Elicitation Techniques: Flattery, Bracketing, and Provocative Statements

Flattery is the most obvious elicitation technique, and therefore the most misused. Genuine, specific flattery works. 'You have done an impressive job managing that crisis' sometimes prompts someone to describe details of the crisis and their management of it. False flattery, obvious flattery, or flattery that is too direct creates suspicion rather than cooperation. 'You are so smart, you

could figure out anything' sounds manipulative. 'The way you handled that strategic shift showed real understanding of the market' sounds genuine.

Effective flattery is specific to observed behavior or known accomplishments, not to general traits. Flattering someone's intelligence or character is obvious. Flattering specific accomplishments or specific insights is credible. 'I noticed you saw the market shift before your competitors did' is more effective than 'You are smart.' Flattery that acknowledges risk or difficulty is more credible than flattery that makes something sound easy. 'That was a gutsy move given how the market looked at the time' acknowledges genuine difficulty while complimenting.

Bracketing is the technique of providing two options and getting commitment to one or both, sometimes with a third option as compromise. The simplest form: 'Did you find the transition harder or easier than expected?' This brackets the answer into two options, and almost any answer provides information. 'Harder' reveals the person found the transition difficult; 'easier' reveals it was not as challenging. A person might bracket with options that both serve your information needs.

More sophisticated bracketing includes a middle option: 'Do you think this situation will resolve in weeks, months, or longer?' This brackets time estimates and provides useful information depending on the response. 'Is your main concern the political implications, the financial implications, or something else?' This brackets concerns. The target almost always picks one of the options, providing structure for their response that the elicitor can then probe further.

Provocative statements are assertions that are somewhat controversial or that challenge the target's stated position, designed to provoke elaboration or correction. 'Most people in your position would have escalated to the executive level immediately' sometimes prompts explanation of why this person did not

escalate. 'That strategy seems like a gamble' sometimes prompts detailed justification of why it is actually calculated. 'Your competitor seems to be moving faster on this' sometimes prompts explanation of your actual timeline or concerns.

Provocative statements work by triggering the target's desire to clarify, correct, or explain. The target did not realize the elicitor wanted this information; they simply felt compelled to clarify a misimpression. This is more effective than direct questioning because the target is explaining from their own initiative rather than answering a question.



Elicitation in Social Settings: Blending In and Listening

Elicitation in social settings (parties, professional conferences, informal gatherings) is both easier and harder than elicitation in formal interviews. Easier because the target is relaxed and social norms support conversation. Harder because there are other people listening and the target has less focused attention on you. The key to successful social elicitation is positioning yourself appropriately and asking questions that are genuine for the social context.

Positioning is finding the right spot in the social environment where you can have extended conversation without being conspicuous. Arriving late (when people are already clustered in conversation) and joining conversations naturally is better than arriving early. Standing near food or drink where people linger is better than standing isolated. Positioning yourself as someone with shared interest ('I work in the same industry, though a different function') creates justification for your presence.

The basic skill in social elicitation is asking open-ended questions and then shutting up. 'What brings you to this conference?' 'How long have you been in this field?' 'What has been the biggest change you have seen in the industry?' These questions are genuine for the context, and they invite the target to talk. The elicitor's job is to listen and occasionally ask follow-up questions that encourage continuation.

Most people enjoy talking about their work and their experiences. If you ask genuine questions and listen, people will tell you a remarkable amount of information. The elicitor's skill is in listening carefully, identifying points that warrant follow-up, and asking follow-up questions that seem like natural conversation rather than interrogation. 'How did you manage that transition?' 'What did you learn from that experience?' 'How has your organization responded to that?'

The mistake most amateur elicitors make is talking too much. They ask a question, the target begins to answer, and the elicitor starts planning their next question or begins to explain their own experience. They interrupt. The target feels cut off. The conversation becomes balanced rather than the target continuing to elaborate. Skilled elicitors listen until the target finishes, pause to let the target add more if they choose, and only then ask a follow-up question.

In social settings, the elicitor must also be genuinely interested in the information. If you are not actually interested in the target's industry or experience, it shows. Targets can tell the difference between genuine interest and manipulation. Genuine interest combined with good listening creates pleasant conversations. The target leaves thinking, 'I really enjoyed talking to that person. They asked good questions and actually listened to my answers.'



Knowing When You Are Being Elicited: Counter-Elicitation Awareness

If elicitation is used to obtain information, skilled professionals must recognize when they are being elicited and control what information they provide. This is not paranoia; this is operational awareness. In intelligence work, law enforcement, security, and sensitive business environments, recognizing manipulation is a necessary skill.

The signs that you are being elicited include: the person is asking questions that seem casual but are specifically targeted to your expertise or position, they are asking follow-up questions that are more specific than the conversational context warrants, they seem more interested in certain topics than others even though the conversation seems natural, they are repeatedly bringing the conversation back to specific areas, or they are using flattery or other influence techniques that feel designed rather than natural.

A more subtle sign is that the person seems to be asking questions from a script or a list, even though they are trying to hide it. Sometimes elicitors have been trained in specific questions, and the pattern becomes recognizable if you are paying attention. 'That is an interesting observation. But back to X...' repeated several times suggests the person has priorities that are not apparent from the surface conversation.

The appropriate response to recognizing elicitation depends on context. In low-stakes social situations, you might simply become more guarded about what you share. In operational contexts where you are meeting someone specifically for intelligence purposes, you might pretend you have not noticed and continue the conversation while being more careful. In hostile-contact situations, recognizing elicitation tells you something important about the other person's intentions.

Advanced counter-elicitation involves deliberately providing false information to the person eliciting you, while appearing to be providing genuine information. This requires discipline and planning. You have decided what false information to provide. You deliver it in a way that matches how you would deliver genuine information. You monitor the elicitor's reaction to confirm they believe the false information. This is used in intelligence operations when you want to identify who someone is reporting to by tracking what misinformation they convey to their handlers.

The foundation of counter-elicitation awareness is understanding your own boundaries. What information can you safely share in social contexts? What information requires careful control? What topics should you avoid entirely? If you know your boundaries before you encounter an elicitor, you are much less vulnerable. The person who knows they should not discuss certain operational details will not accidentally mention them in response to clever questions.



The MPSA Elicitation Framework

MPSA (Military Police Security Academy) framework for elicitation provides a systematic approach to planning and executing effective elicitation: Motivation, Positioning, Source Assessment, Approach.

Motivation is your clarity about what information you actually need. If you are vague about your objective, your elicitation will be unfocused. You will ask random questions instead of targeted questions. The target will sense your lack of clarity and become less forthcoming. Define specifically what information you need before beginning elicitation. Not 'Tell me about the company' but 'How has the company's organizational structure changed in response to the new regulations?' This specificity allows you to recognize relevant information even

when the target presents it in unexpected ways.

Positioning is your understanding of your role in the conversation and the target's understanding of you. What is your legitimate reason for being in conversation with this person? What is your role? What expertise or background do you claim? Why would this person naturally talk to you? Solid positioning is based on partial truth or complete truth about your actual background and expertise. Fake positioning (claiming expertise you do not have) is quickly exposed if the target has real expertise.

Source Assessment is understanding the specific target and their motivations, knowledge, and vulnerabilities before beginning elicitation. What do they care about? What are they proud of? What frustrates them? What is their expertise? Do they like to talk? Are they guarded? What role do they play in their organization? Assessment might be based on observation, on background research, or on brief conversation before serious elicitation. The better your assessment, the more effectively you can tailor your approach.

Approach is the specific elicitation technique and the conversation plan. How will you start the conversation? What is your opening question or comment? What topics will you pursue based on their responses? What follow-up questions might lead them deeper into the specific information you need? What flattery or social technique will create openness? This is planned but not scripted; you must remain flexible to follow the target's responses.

MPSA framework helps prevent unfocused or clumsy elicitation. A handler who can articulate their Motivation, Positioning, Source Assessment, and Approach before attempting elicitation is much more likely to succeed. A handler who walks into a source meeting without this clarity is relying on luck and the source's talkativeness rather than skilled elicitation.



QUESTIONS AND SILENCE

Questions and Silence

Reflection Questions for Chapter 5

1. What is the difference between being manipulative and being skillfully elicitive?
2. How do you maintain genuine interest in someone's answers while seeking specific information?
3. What happens when your elicitation goal conflicts with authentic conversation?
4. How would you recognize that someone else was eliciting information from you?
5. Why does listening more and talking less make elicitation more effective?
6. How do you prepare for elicitation without a prepared script that becomes obvious?

The Integrated Intelligence Relationship

When Profiling and Handling Converge

The most effective intelligence officers I have known were neither pure analysts nor pure field operatives. They were translators between worlds.



CHAPTER SIX

The Integrated Intelligence Relationship

Reading Your Source

Handler tradecraft and profiling tradecraft share a foundation: both require the practitioner to subordinate their own assumptions to the evidence in front of them. The handler who profiles effectively does not approach a source meeting with a predetermined script. They approach with a framework that adapts in real time, reading the source's current state and adjusting accordingly.

Profile data gathered over time becomes a predictive tool for source management. A handler who has profiled a source's stress responses knows when the source is under external pressure that may compromise reporting quality. A handler who has profiled a source's motivation pattern knows when that motivation is shifting and can act to reinforce or redirect it before the source relationship degrades.

This integration does not happen automatically. It requires deliberate practice: treating every source meeting as a profiling opportunity, recording behavioral observations with the same rigor applied to intelligence content, and revisiting that behavioral record when inconsistencies emerge.



How Handler Experience Sharpens Profiling

Profiling taught in a classroom produces analysts who understand behavioral frameworks but lack operational context. Source handling provides that context. A profiler who has managed human sources understands motivation in a way that purely theoretical training cannot provide: they have watched motivation shift under pressure, observed how fear and loyalty interact, and seen the difference between what a source says about their reasons and what their behavior reveals.

This experience changes how a profiler reads a subject. Where a classroom-trained profiler might assess motivation as fixed, an experienced handler knows that motivation is dynamic. Where a classroom-trained profiler might treat stated reasons at face value, an experienced handler understands that stated reasons are the first layer and that the operational layer beneath is more important.

Organizations that rotate personnel between analytical and operational roles consistently produce better profilers and better handlers. The integration of experience is not just beneficial for individual performance; it is a structural advantage.



Trust as an Intelligence Asset

Profiling skills deployed in service of source handling change the nature of the handler-source relationship. Sources who feel accurately understood provide better intelligence than sources who feel managed. The difference is subtle but significant: understanding requires accurate reading; management only requires effective technique.

Building genuine understanding of a source creates trust that is more resilient than rapport built through technique alone. When a handler profiles a source accurately and responds to what they observe rather than to a standard script, the source experiences recognition. That recognition is the foundation of durable trust.

This creates an ethical dimension to profiling in handler contexts. Profiling a source to exploit their vulnerabilities is standard tradecraft. Profiling a source to understand their genuine needs and serve those needs alongside the operational mission is better tradecraft and produces better long-term results.



Organizational Integration

Intelligence organizations that separate profiling and handling functions miss the operational benefits of integration. When a profiler's assessment of a subject sits in a separate compartment from the handler's source file, both practitioners work with incomplete information. The profiler lacks the behavioral history that long-term source contact provides. The handler lacks the systematic analytical framework that profiling brings to behavioral observation.

Integration can be structural: pairing handlers with analytical profilers on specific operations, building profiling checkpoints into source development protocols, requiring handlers to submit behavioral observations that feed profiler databases. But structural integration only works if the practitioners understand each other's methods well enough to collaborate effectively.

Cross-training is not optional in a well-functioning intelligence operation. Handlers who understand profiling methodology and profilers who understand source management requirements work together coherently. The alternative is

two parallel tracks that never quite address the same problem.



INTEGRATION AND TENSION

Integration and Tension

Reflection Questions for Chapter 6

1. How does profiling skill change what you can accomplish as a handler?
2. What does a handler learn about behavior reading through managing sources?
3. How do you balance profiling accuracy with respect for individual complexity?
4. When do profiling insights change your approach, and when do they confirm your existing approach?
5. What is the relationship between accurate reading of people and trust in relationships?
6. How do ethical profilers maintain professional distance while building genuine relationships?

Field Applications

Putting It Together Under Pressure

*Tradecraft is not what you know. It is what you do when everything you
planned stops working.*



CHAPTER SEVEN

Field Applications

Running a Source Debrief

A source debrief is a structured conversation with a specific purpose: extracting accurate intelligence while maintaining the source relationship. These two goals are not always compatible, and the practitioner who treats them as compatible will eventually sacrifice one for the other without noticing.

Effective debrief protocol begins before the meeting. Review the source's profile. Note any recent behavioral indicators from previous contacts. Identify the specific intelligence gaps you are trying to fill, ranked by priority. Prepare open questions that allow the source to respond with more information than you expected, not less. Prepare verification probes: statements that test the source's accuracy without revealing what you already know.

During the debrief, listen actively and observe continuously. A source's verbal content is one channel; their behavioral responses to specific topics are another. Discrepancies between channels are your primary diagnostic tool. The source who provides fluent, rehearsed-sounding responses to questions that should produce hesitation is telling you something. The source whose affect shifts when you ask about a specific operational period is telling you something different.



Profiling When Information Is Limited

The ideal profiling scenario involves extensive observational data: behavioral history, known stressors, documented response patterns, multiple sources confirming baseline behavior. Field conditions rarely provide ideal scenarios. The practitioner who can only profile when conditions are perfect is not actually a practitioner.

Limited-information profiling requires explicit acknowledgment of uncertainty. A profile built on two interactions and one collateral source is a preliminary assessment, not a behavioral map. Treating it as more than that produces the overconfidence that causes operational failures. The practitioner who knows the limits of their assessment can use it appropriately. The practitioner who doesn't know those limits uses it inappropriately and then is surprised by the results.

Systematic collection even under limited conditions pays compounding dividends. Note specific behavioral observations rather than general impressions. Record the context in which observations occurred. Identify what you don't know and build your next interaction to fill specific gaps. Limited information profiles that are rigorously constructed and clearly labeled grow into reliable assessments faster than general impressions that feel more complete.



When a Source Has Been Turned

Source compromise is an operational reality. Sources are turned by opposition services, develop divided loyalties, become unreliable under pressure, or were never what they represented themselves to be. The handler who has profiled

their source effectively will often detect compromise before it produces serious damage. The handler who relied on technique rather than understanding is more vulnerable.

Behavioral indicators of compromise include: content shifts (increasingly reporting what you want to hear rather than what they observe), meeting behavior changes (lateness, distraction, unusual request patterns), and affect changes during debrief (heightened anxiety about specific topics, evasion patterns that weren't previously present). None of these individually constitutes confirmation, but a cluster of behavioral changes should trigger verification protocols.

When compromise is suspected, do not immediately confront the source. Profile the situation first. What is the most likely explanation for the behavioral changes? What would confirm or disconfirm each hypothesis? What are the operational consequences of each outcome? The handler who jumps to confrontation based on incomplete analysis loses both the source relationship and the intelligence value of any actual double-agent operation that might be running.



Reading a Room When Stakes Are High

High-stakes environments produce behavioral degradation in everyone present, including the practitioner. Stress response narrows attention, reduces working memory capacity, and introduces confirmation bias. The practitioner who enters a high-stakes environment without preparation for this degradation will profile less accurately when accuracy matters most.

Preparation for high-stakes environments is behavioral. Establish your own baseline before entering: heart rate, breath rate, the specific physical sensations associated with your own stress response. Practitioners who know their own stress signatures can compensate for attention narrowing and return to systematic observation faster than practitioners who don't.

Read the room before focusing on the primary subject. Environmental baselines matter as much as individual behavioral baselines. What is the general affect level in the room? Are there outliers -- people who seem calmer or more agitated than the situation warrants? Who is watching whom? The practitioner who enters a room and immediately focuses on the primary subject is missing the context that makes the primary subject's behavior interpretable.



Ethics of Influence

The skills in this handbook are influence skills. Profiling produces knowledge that can be used to predict and shape behavior. Handler tradecraft produces relationships that can be used to extract compliance. Both are forms of power over people who may not know they are being assessed or managed.

This power is not inherently unethical. It is the same power that any skilled communicator, therapist, negotiator, or teacher exercises. The ethical question is not whether to exercise influence but how to exercise it in service of legitimate purposes without unnecessary harm to the people involved.

The baseline ethical standard for this work is proportionality: the degree of influence exercised should be proportionate to the legitimate operational purpose, and the harm to individuals should be minimized consistent with that purpose. This standard is not always easy to apply. Operators who work through

it explicitly are less likely to cross ethical lines through gradual escalation than operators who rely on intuition alone.



THE WEIGHT OF INFORMATION

The Weight of Information

Reflection Questions for Chapter 7

1. What makes the ethical use of profiling and handling skills different from the unethical use?
2. How do you maintain your integrity when the intelligence you gather might be used for harm?
3. What is your responsibility to a source when their information harms them personally?
4. How do you know when influence crosses from legitimate to manipulative?
5. What do you do when operational efficiency conflicts with ethical treatment?
6. How do you live with the knowledge of what you might do with the information you gather?

Closing: The Responsibility of Reading



CONCLUSION

Closing: The Responsibility of Reading

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Mission Possible Spy Academy

TOOLS

Operational Self-Assessment

Use this assessment at the beginning of your Profiler Ribbon work, and again when you complete the course. It is not a test. There are no correct answers. It is a calibration tool: a way of taking a precise inventory of your starting point so that change, when it happens, is visible.

Rate each statement on a scale of 1 to 5: 1 = Not at all like me. 3 = Sometimes like me. 5 = Consistently like me.

1. Profiling: Baseline Recognition

Can you spend 10 minutes observing someone and describe their baseline behavior in concrete behavioral terms without interpretation?

- 1. Not yet
- 2. Developing
- 3. Competent
- 4. Expert

2. Profiling: Micro-Expression Detection

Can you identify micro-expressions and leakage signals in video at normal playback speed?

- 1. Not yet
- 2. Developing
- 3. Competent
- 4. Expert

3. Handler: Rapport Building

Can you build sufficient trust with a resistant source to move from prospect to first tasking?

- 1. Not yet
- 2. Developing
- 3. Competent
- 4. Expert

4. Handler: Security Discipline

Do you maintain operational security discipline even when it is inconvenient, and do you expect the same from your sources?

- 1. Not yet
- 2. Developing
- 3. Competent
- 4. Expert

5. Elicitation: Social Skill

Can you obtain specific information from someone without them realizing you were seeking it?

- 1. Not yet
- 2. Developing
- 3. Competent
- 4. Expert

6. Integration: Profiling Informs Handling

Do you adjust your handling approach based on a source's personality profile, stress profile, and motivation type?

- 1. Not yet
 - 2. Developing
 - 3. Competent
 - 4. Expert
-

Score Interpretation

Level 1 (mostly first options)

You are beginning this work with real room to grow. That is the correct starting condition. The Profiler Ribbon is calibrated exactly for this starting point.

Level 2 (mostly second options)

You have developed real situational awareness but have not yet systematized it. The Ribbon will give you the vocabulary and the protocol that makes what you already do more consistent and reliable.

Level 3 (mostly third options)

You are already reading people with substantial accuracy. The Profiler Ribbon will sharpen the precision of the read and extend it into high-pressure situations where your current skill degrades.

Level 4 (mostly fourth options)

You are operating at an advanced baseline. The Capstone Mission will be your growth edge: not acquiring the skills but integrating them under sustained operational conditions.

Take this assessment again after completing the Profiler Ribbon. The changes will be specific and measurable.

REFERENCE

Key Terms

Definitions of terms and concepts used throughout this book, organized alphabetically for reference.

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BACK MATTER

Further Reading

The following works were foundational to the ideas in this book and are recommended for readers who wish to explore these subjects in greater depth.

Telling Lies: Clues to Deception in the Marketplace, Politics, and Marriage (2009)

by Paul Ekman

Foundational work on micro-expressions and behavioral indicators of deception.

Influence: The Psychology of Persuasion (2006)

by Robert Cialdini

Classic text on psychological influence mechanisms including reciprocity, commitment, and liking.

Spycraft: The Secret History of the CIA's Spytechs from Communism to Al-Qaeda (2008)

by David Marjan

Detailed history of intelligence tradecraft including source handling techniques.

Fundamentals of Intelligence Analysis: Bridging the Gap Between Theory and Practice (2010)

by Joseph DeLuca

Analysis framework applicable to profiling and source assessment.

Blink: The Power of Thinking Without Thinking (2005)

by Malcolm Gladwell

Exploration of rapid assessment and thin-slicing applicable to behavioral profiling.

Presence: Bringing Your Boldest Self to Your Biggest Challenges (2015)

by Amy Cuddy

Understanding body language and behavioral confidence applicable to handler-source interactions.

Never Split the Difference: Negotiating As If Your Life Depended On It (2016)

by Chris Voss

Negotiation technique including elicitation and reading counterparties applicable to source handling.

Breath: The New Science of a Lost Art (2020)

by James Nestor

Physiological indicators of stress and cognitive load relevant to behavioral assessment.

THE SERIES

The MPSA Library Series

SENTINEL is Book Three of the MPSA Library Series: a collection of ten free reference books, one for each ribbon in the Mission Possible Spy Academy program. Each book provides the historical, scientific, and conceptual foundation for its corresponding ribbon course. They are companion volumes, not curriculum replacements. The courses teach tradecraft. The books explain why that tradecraft works: and how women have been using versions of it for centuries.

Book One: ANALYST

Analyst Ribbon

Environmental awareness, the evolutionary origins of female perceptual intelligence, historical operatives, and the architecture of learned helplessness.

Book Two: PROFILER

Profiler Ribbon

The science of behavioral reading: micro-expressions, baseline deviation, deception detection, and the history of women who read people for survival.

Book Three: SENTINEL

Sentinel Ribbon

Personal security and threat assessment: stalking patterns, target selection, pre-incident indicators, and the women who understood threat before it materialized.

Book Four: STRATEGIST

Strategist Ribbon

Strategic thinking, planning under uncertainty, decision science, and the women commanders and strategic thinkers history tried to forget.

Book Five: DIPLOMAT

Diplomat Ribbon

Influence, persuasion, social engineering, and negotiation: the intelligence of soft power and the women who wielded it.

Book Six: HANDLER

Handler Ribbon

Human intelligence, source development, trust and betrayal, and the women who ran networks of people in impossible conditions.

Book Seven: TACTICIAN

Tactician Ribbon

Operational planning, counter-surveillance, cover and concealment, and the tactical thinking that kept women alive in hostile environments.

Book Eight: GUARDIAN

Guardian Ribbon

Protective intelligence, close protection, emergency response, and the women who kept others safe when no one was keeping them safe.

Book Nine: GHOST

Ghost Ribbon

Deep cover, identity management, the psychology of invisibility, and the women who lived double lives and brought both home.

Book Ten: FIELD COMMANDER

Field Commander Ribbon

Leadership under fire, operational command, organizational intelligence, and the women who led when they were told they could not.

All ten books are free. All ten are available at MissionPossibleSpyAcademy.com.

About the Author

Dr. Terry Oroszi is the founder and director of Mission Possible Spy Academy, based in Dayton, Ohio. A U.S. Army veteran and behavioral intelligence educator, her career spans academia, federal consulting, and national security. She has worked with women across the United States and internationally, including women surviving under conditions of extreme threat, to develop practical skills in awareness, self-protection, and resilience.

She began writing the MPSA curriculum in 2013, long before AI-assisted content generation existed, driven by one conviction: that the skills of intelligence professionals: honed by decades of field experience and research: belong to every woman who needs them. The MPSA Library Series makes these foundations freely available to every MPSA student, everywhere.

"I started writing in 2013: not because it was easy, but because it needed to be done. These women needed this. They still do."

Dr. Terry Oroszi



About Mission Possible Spy Academy

Mission Possible Spy Academy (MPSA) is an intelligence-training program founded by Dr. Terry Oroszi. MPSA teaches women: and men: the foundational skills of situational awareness, behavioral analysis, deception detection, strategic communication, and operational discipline. The curriculum draws from intelligence tradecraft, behavioral science, and applied psychology. Courses are delivered online and accessible globally. The MPSA Library Series provides free companion reading for all MPSA ribbon courses.

MissionPossibleSpyAcademy.com

Pro Bono Non Malo