



The 14th International Scientific Conference
**“DEFENSE RESOURCES MANAGEMENT
IN THE 21st CENTURY”**
Braşov, November 7th-8th 2019



SKILLS AND TRAITS OF THE HUMINT OPERATOR

Alexandru KIS PhD*
Vasilică ARHIP**
Oliver TARCALA***

*NATO HUMINT Centre of Excellence, Oradea, Romania
**NATO HUMINT Centre of Excellence, Oradea, Romania
***NATO HUMINT Centre of Excellence, Oradea, Romania

Abstract:

Human Intelligence (HUMINT) represents the oldest and most elementary form of intelligence activity; however, in the modern HUMINT collection, the manner in which operations are conducted is more complex, dictated by both official protocols and the nature of the source of the information, and limited by legal and ethical constraints.

In this venture, the performance of HUMINT operators is influenced by several factors that can be both objective and subjective in nature - either technical, economic, social, situational and organizational conditions, or personal, personality, health, and psychological features.

Although many HUMINT collection skills may be taught, the development of a skilled HUMINT operator requires experience in dealing with people in all conditions and under all circumstances. There are many intangibles in the definition of a “good” HUMINT operator, but certain character traits are invaluable and deserve being carefully observed in the selection process, along the career development and task assignments.

Disclaimer: This paper expresses the views, interpretations, and independent position of the authors. It should not be regarded as an official document, nor expressing formal opinions or policies, of NATO or the NATO HUMINT Centre of Excellence.

Key words: Intelligence; HUMINT; operator; traits; skills; personality; communication

1.Introduction

A basic principle of Intelligence is to make use of as reliable and extensive information as possible. This principle is almost as old as humanity and that's why Intelligence is sometimes considered as one of the oldest craft in the world, and strongly linked to the institution of power.

Nowadays, many people see the HUMINT personnel as individuals with super skills who can do unbelievable things, just like the famous special Agent 007, James Bond. But honestly, who from the commanders would like to explain and defend his actions usually resulting in killings, destructions of public places, and spending a lot of (public) money? And what is also very interesting, we never see James Bond filling in extensive reports, which is a painful HUMINT operator job in documenting the circumstances (sustaining responsibility and accountability) and the outcome of his work.

So, finally, what the characteristics or qualities of a good HUMINT operator are? Who can be, and who cannot be a HUMINT operator? Which virtues should be preferred in the HUMINT community?

SKILLS AND TRAITS OF THE HUMINT OPERATOR

Each country has its own requirements and limitations for selecting personnel for the military service, with additional prerequisites for Intelligence positions. However, the recommendations available related to such a profile undoubtedly deserve further development and discussion. We have to bear in mind that collection from human sources is really extended to potentially any soldier, less or more organized or systematic, and less or more professional. Even more, different varieties of HUMINT practice record various individual statuses for the collectors, particular collection circumstances, or specific pools of sources that particularize the requirements.

2. The HUMINT operator (and activity) portrayed at a glance

In his work, a HUMINT operator usually engages in the collection of information by interacting and building rapport with human sources, including hostile, neutral, and friendly military and civilian personnel coming from various environments, who voluntarily or involuntarily share information and data of interest.

Thus, HUMINT is dependent on the subjective interpersonal skills of the individual rather than on the abilities to operate Intel collection (technical) equipment. At the end, the quality of operator's reports depends on his *communication skills*. Without proper communication skills and mastering of questioning techniques it can be difficult to collect complete information from source and fulfill the commander's requirements.

The HUMINT operator must be strong in oral communication and able to use proper wording, to avoid misunderstandings especially if using a foreign language. Hence, language skills and cultural awareness are critical for effective communication. Knowledge of the standard language is sometimes not enough; often, familiarity with local dialects and cultural nuances is necessary. The communication skills are closely tied with the type of *human personality* (it means that people who are considered as extroverts are more preferred for position of HUMINT operator).

Equally important is the HUMINT operator's *self-knowledge* and *self-control*¹, as well as *understanding basic human behaviour (emotional intelligence [1])*. The operator must be as objective as possible in evaluating the information obtained and his relation with the source. The HUMINT collector must maintain an objective and dispassionate attitude regardless of the emotional reactions he may actually experience in his activity. Lack of objectivity can lead to unconscious distortion of the information acquired, while self-control will help to keep him connected to the mission scope and avoid displays of genuine anger, irritation, sympathy, or weariness that may cause him to lose the initiative during questioning [2]. He has to prove *flexibility* and *adaptability* and should treat his interlocutor with *patience and tact* in creating and maintaining rapport. At the same time, his credibility is supported by a *professional attitude* and his *personal appearance and demeanour*, in respect to local customs.

For this work is necessary to realize that HUMINT operators need a wide range of *personality traits* and *social skills* that have to be trained and developed. Additionally, they need to prove a *wide range of knowledge* from different areas of social (and professional) life. They must be highly motivated to do the work themselves with *perseverance and robustness*, even in difficult and crisis situations.

The common denominator of the effectiveness in the equation of the whole operational cycle and professional tradecraft is *initiative, creativity, motivation and responsibility* of the HUMINT operator. In all their actions, it is very important to have

¹ Tendency to neuroticism is not tolerated, as long as it is filled with factors that are visible in experiencing anxiety, depression, embarrassment, impulsiveness, hostility, or vulnerability. On the contrary, we expect the operator to be conscientious, which manifests in responsibility, discipline, prudence, purposefulness, orderliness. We expect modesty that is contained in relation to self-knowledge and self-confidence.

SKILLS AND TRAITS OF THE HUMINT OPERATOR

HUMINT operators who are *honest, with strong morale, ethic principles and values. Integrity* is profiled as one of the most important traits, as long as the operator will be afforded a disproportionately high level of responsibility in his activity.

Obtaining information from human sources could hardly exist without *courage*. Aristotle reported that all virtues were placed between two vices. If you do not have courage, you are cowardly. If you have more courage as is appropriate, you are irresponsible [3]. It is not beneficial to have HUMINT operators who do not have fear. HUMINT operator should be afraid of compromising sources, revealing operations, loosing of reputation and also about the lives of people related to his activity. HUMINT operator without fear of death is suicidal or simply madman. That type of person is not what should represent a HUMINT operator. Selection of HUMINT operators should serve as a tool to identify the person who is afraid of a death, but much more fear of losing the reputation. The HUMINT operator who meets these criteria will rather avoid the dangerous situation, but on the other side will be ready to die, when required by his oath of loyalty or code of ethics.

Moreover, the essence of the operator activity is that he works in a team, whose composition can be various – depending on the national structures, type of operational environment and, of course, on type of mission. Logically, the operator must be a *team player* and have aptitude for teamwork. He must be able to accept different views, accept decisions or adopt consensus, not compromise. Working in a team brings sometimes criticism from the leaders. The HUMINT operator must be able to *assume a positive criticism* and recommendations not only from commanders, but also from teammates.

And, above everything, recalling the operational environment where HUMINT operators perform, operator's *alertness* improves operational security and collection effectiveness.

As each of the HUMINT collection activities is unique in the method used to gain access to the source [4], but sharing the common denominator of the operator interacting with the human source, R. A. Sayre jr. approaches the HUMINT operator's traits and skills under a pragmatic view of "HUMINT sensor characteristics", paralleling the technical sensor features. Searching through historical and current papers on this subject, he finds that modern writers on HUMINT, like the ancients, place great value on a series of traits that broadly define the personality and the quality of the person.

Though, as Sayre jr. shows, key traits are centered on: loyalty and integrity, intelligence and wisdom, subtlety and sophistication, and courage – but equally patience, tact, calmness, and prudence. In matters of interpersonal skills, the operator must be able to accurately assess the character of other people (by observing expression, body language, or demeanor) in order to determine the opportunity of cooperation and evaluate the source and the information provided with regard to truthfulness and reliability. Moreover, observing the motivation of the source is of paramount importance, for obvious operational security reasons².

3.HUMINT – required areas of knowledge

The US publication FM 2-22.3 (FM 34-52) Human Intelligence Collector Operations points out precisely the required areas of knowledge for HUMINT operators, in order to ensure effectiveness in their activity: [6]

- *the area of operations, including the social, political, and economic institutions; geography; history; language; and culture of the target area;*

² The reason behind the Camp Chapman attack against CIA operatives can be easily found from the source profile [5].

SKILLS AND TRAITS OF THE HUMINT OPERATOR

we may emphasize here the need of cultural awareness (social taboos, desired behaviors, customs, and courtesies, etc.);

- *current and potential threat forces within the area of intelligence responsibility and their organization, equipment, motivation, capabilities, limitations, and normal operational methodology;*
- *applicable law and policy that might affect HUMINT collection activities;*
- *the collection requirements, including all specific information requirements and indicators that will lead to the answering of the intelligence requirements.*

Beside knowledge that is acquired in different steps of professional development or mission preparation, there are other areas equally recognized by FM 2-22.3 as useful in HUMINT collection, some of them inherent to the operator's character and life experience, but still dependent in their effectiveness by sustained training, like: *understanding basic human behavior or neurolinguistics*, and *proficiency in the target language*, which may (preferably) come as a native heritage or, if not, is intensively taught.

CIA places emphasis on Intelligence preparation for working in cultures, or *cultural intelligence*, understood as the capability to relate and work effectively across cultures, which draws on the social sciences and study of culture based on: scientific analyses of culture and character (cultural anthropology), the relationship of personality traits to subsets of a given society or a given category of roles of that society, or is retrieved from comparative studies [7] that can go deeper into details like contrasting the roles of stereotypes in different societies [8]. Cultural intelligence embraces a myriad of dimensions, looking to develop cross-cultural competences [9] that further value the knowledge, skills, and affect/motivation that enable individuals to adapt effectively in cross-cultural environments [10] and acquire effectiveness in their job performance.

In NATO, AIntP-11 – the standard for Intelligence training, defines a minimum level of proficiency for intelligence personnel (designated for NATO Peace Establishment or Crisis Establishment positions), by pointing out core competency areas that are specific for basic (national) training, and those for advanced (NATO specific) training, to include HUMINT.

However, Nations are primarily responsible for the level of education and training they provide to HUMINT operators. However, education and training of HUMINT operator is a very long and complex process that may take months and years. The HUMINT operator should be prepared for lifetime educational process, which improves one's capabilities and skills.

Sayre jr. mentions the Office of Strategic Services (OSS), the predecessor agency to the Central Intelligence in the WWII time, as constructing an elaborate system of situational and written testing combined with interviews, designed to provide the deepest possible understanding of the recruit's personality (intelligence, emotional stability, social skills, observation skills, communications skills, initiative, also the sense of humor, basic honesty, and well-rounded competence). On the other side, the German Interrogation practice in placed emphasis on honor (as a sum of moral and social values), education and knowledge (as refinement of heart and mind acquired by time and learning) and mental and moral virtues, enhanced by experience and maturity. Extended to a comparison between Western and Eastern cultures, he founds not much difference in the valued personal features, still pointing out the eastern practice to select Intel personnel amongst the top students in military schools or academies. [11]

The selection pool is somehow relevant in outlining the character vs. knowledge: a military has a vetted profile, but skills and knowledge limited to its branch/specialty, while people selected from the civilian „labor market“ would have a desired professional

SKILLS AND TRAITS OF THE HUMINT OPERATOR

background as enabler for establishing rapport with sources from intended target population, still having to undergo the personality and character assessment.

Currently, in the selection process of a HUMINT operator, the human resources managers and career brokers for Intel collectors usually insist on: multiple language skills, interpersonal skills, and an appreciation of cultural differences (cultural awareness). [12] Additionally, Bradford Karony, Director of National Security Operations for Logistics Management Institute (LMI) Government Consulting, considers three things as ideal traits or experiences for a potential HUMINT operator: life experience, writing skills, and being a good listener. [13]

Whatever, if we take all these traits and skills as a whole in defining a character, we will get very close to an ideal, unrealistic picture. Many times we have to accept individuals' limitations as well as their talents; a good knowledge of what they know and what they can do (assessing individual differences [14]) is necessary in the mission appointment and task assignment, ensuring the best exploitation of the available human resource.

In order to support a better understanding of the subjective areas where operators vary in their individual performance, we will further elaborate on several skills and traits (with no claim of complete inclusiveness) required in HUMINT. The first addressee is the operator himself, in his effort to better fit for his mission/profession, but the expressed considerations equally help commanders, trainers, or mentors in supporting the operator's continuous improvement.

In a first stage, in order to disambiguate the referenced categories, we need to differentiate between personality traits (inherited talents and features of the character developed as the personality matures) and skills, learned through experience in life or acquired in the professional development programs.

4.Desirable traits of the HUMINT operator personality

Scientifically, in personality psychology, temporally stable tendencies of behaviour in which persons of a similar age differ from one another are called dispositions. Dispositions that characterize the personality of an individual are called *personality dispositions*, or *personality traits*. [15] Citing Allport and Weinberg & Gould, McLeod outlines that their definitions of personality emphasize the uniqueness of the individual and consequently adopt an idiographic view, while the nomotetic approach insists on comparability among individuals, traits having the same psychological meaning in everyone, and people differing in their positions along a continuum in the same set of traits. [16]

Further, social learning theories postulate the influence and interaction of nature (biology, genetics, etc. – innate instincts in the Freud's psychodynamic theory of personality) and nurture (the environment, upbringing - parental influences in Freud's theory) in defining the personality. [17]

Generally, "Big Five" core traits (Fig. 1) (*the stable dispositions that drive behavior*) are referred by researchers for defining standing dimensions of personality, manifested to different degrees and variations from high to low levels for each individual: openness to experience (*inventive/ curious vs. consistent/ cautious*), conscientiousness (*efficient/ organized vs. easy-going/ careless*), extraversion-introversion (*outgoing/ energetic vs. solitary/ reserved*), agreeableness (*friendly/ compassionate vs. challenging/ detached*), and neuroticism (*sensitive/ nervous vs. secure/ confident*); a sixth one is also considered and integrate a measure of ethical behavior into the chart, covered by the honesty-humility factor. [18]

SKILLS AND TRAITS OF THE HUMINT OPERATOR



Fig.1 The “Big Five” Personality traits [19]

Although many theorists consider traits remain relatively constant over the lifespan, M. Travers shows - citing a study conducted at University of Illinois and Michigan State University - that a sustained effort focused on behavioral changes may lead to tangible achievements in the individual effort to cultivate positive and inhibit negative traits, though leading to personality change. [20] It makes an important point for HUMINT activity, where requirements to build rapport and apply questioning techniques, accompanied by controlled non-verbal communication, define a personality profile that can be internalized through intensive training and practice (basically, by acquiring skills). It somehow matches the Neuro-Linguistic Programming creed that “*conscious mind is the goal setter, and the unconscious mind is the goal getter*” [21].

Further, investigating the association between social interactions and personality states dynamics [22] is of high importance for matching operators to sources based on effective approach expectations.

A research performed in 2007-2010 by I. Podbregar, G. Hribar, and T. Ivanusa with the aim to gather data about “the significance of personality traits for the intelligence relationship”, basically defining agents’ traits and skills, led to the ranking of desirable qualities, from top to bottom: memory, ability to regenerate, perception, personal emotionality, attentiveness, ability to control emotions, communicativeness, mental health, patience, personal maturity, adaptability, reasoning ability, and the ability to make social connections, followed by persuasiveness, possible dependencies, and the ability to develop friendships. [23] However, even though many of the traits can be recognized as equally desirable for Intel personnel, the assessment model for the HUMINT operator’s desirable traits has to be thought as a complementary representation.

Placed in the context of an enduring relation between the operator and the source, FM 2-22.3 makes a strong stance on a series of traits that are “invaluable” for the operators in building up effective interactions: alertness (in relation to the collection requirement and focus, meeting environment, and source); patience and tact in creating and maintaining rapport; credibility in tradecraft performance and with his source; objectivity and self-control in relation to the source and assessment of the information acquired; adaptability to various personalities encountered, operational environment and tempo, etc.; perseverance in pursue the objective; achieving and maintaining the initiative in questioning; organized and professional appearance and demeanor. [24]

SKILLS AND TRAITS OF THE HUMINT OPERATOR

A survey conducted in our institution on a selected number of professionals across NATO places emphasis on the importance of high levels of openness, extraversion and agreeableness (in terms of communicativeness, self-control and adaptability), followed by conscientiousness (supported by terms of perception, memory, attentiveness, or ability to regenerate). At the same time, neuroticism signs have to be carefully addressed. Personal emotionality can affect operational security, the relation with the source or the quality and usability of the confidential data.

5. Requisite skills in the HUMINT operator's activity

Unlike personality traits, skills – alongside knowledge – are competencies that people can learn or develop through education, training, or life experience. The levels of training include, besides the cognitive (the knowledge elements) and psychomotor domains (the skills elements) the affective dimension (the attitude elements), which addresses emotions, beliefs, feelings and convictions, driving behavior and motivating actions, and being integrated into the learning that supports the cognitive and psychomotor domains.

Copeland distinguishes *personal skills* as soft skills, people skills, or interpersonal skills (including problem solving, adaptability, dependability, self-motivation and leadership skills), and *professional skills* as hard skills or technical skills (specific proficiencies that are taught in school or on the job, including foreign languages, computer programming, writing skills or machine skills). [25] While personal skills are generic and transferable between disciplines/ environments, professional skills have limited applicability within a job tradecraft.

Intel collection involves many approaches and methods, adapted to the operational environment. However, in HUMINT, the personal environment - a sum of outer and inner drivers - prevails over the operational environment's characteristics. Thus, we can reasonably assess there is a perfect mix of personal and professional skills, the last sometimes dependent on the proficiency of the first.

We will further comment on several such skills:

a. Foresight (the "Bigger Picture")

Being a HUMINT operator does not necessarily mean it will always be conducting research on a high profile case or threat that the general public may assume. It's all about understanding and conquering what might come next *tomorrow's threat*. That's fine because his research may be significant in the future (in the context of knowledge development and alertness/awareness), and the ability to maintain dedication and preparation to be called up at a moment's notice is what's expected of the operator.

The bigger picture can also be appropriated during times in which a HUMINT operator is presented with odd outlying data points that differ from their presumption. The ability to stick to his (validated) convictions is paramount.

b. Critical thinking

Within the Intelligence cycle, there is much to think critically about. Framing challenges and difficult questions in a way that will bring at resolutions and answers is key for protecting the interests of our organisation, our people, and assets. A crucial skill or fortitude to have is the ability to systematically challenge key assumptions.

c. Discipline and organization

Rather than thinking of Intelligence as a technical field similar to science, one should think of it as an intricate field in the form of art. To perform to its best ability, the operator needs to have that "x"-factor inside that oozes the ability to decipher information, just as a musician can pick apart music. It should be understood that "great HUMINT operators are not taught, instead they are nurtured".

SKILLS AND TRAITS OF THE HUMINT OPERATOR

Whatever, the operator will be also required to analyze and assess situations in a scientific manner, in order to present information from which conclusions can be drawn.

d. Ability to fuse tradecrafts

The field of military Intelligence is very complex and requires a set of knowledge and skills in order to handle it properly. Just like for any other job, the operator needs years to specialise and become proficient in his activity; but this is not enough if the practitioner is not capable to complexly combine different skills and experiences when is performing.

Before the HUMINT operator starts to carry out assignment, individual and collective training for operational procedures is necessary, with focus on communication tradecraft, data and information acquisition, specific tools mastering, OPSEC and INFOSEC, but also other common knowledge in the military realm.

These skills are highly beneficial when taking into consideration how tremendous the ability to successfully cross-utilize different tradecrafts in order to get the desired outcomes.

e. Determine patterns and recognize unusual differences

We aren't soothsayers, but fortunately humans tend to act on pre-learned algorithms, and predicting future patterns within reasonable accuracy is surprisingly feasible. Data patterns for every threat possible have been assimilated for years by great analysts before us and are constantly being worked on. While not every situation is the same, a correlation can be made to try and deduce, based on logical skills, what can be expected next.

Still, while background information and past references are available, every threat will be assessed uniquely; in order to develop new patterns (which can sometimes take years) you will be required to exercise an abundance of patience.

The HUMINT operator must have patience and tact in creating and maintaining rapport between himself and the source, thereby enhancing the success of the questioning.

f. Taking action

Flexibility is an important factor and skill. When the operator recognizes a certain path deteriorating based on miscalculation, he should be able to adjust and bring the situation back into perspective, effectively taking it under control. Not being afraid to accept failure is essential, since bad intelligence may be expected, and not changing the course is a slippery slope.

Therefore, taking action when witnessing changes in threats such as terrorism and strategic criminal threat, is important. Assessing legal parameters and criminal predicates and sharing this information allows for efficient intelligence output and impact. This ability to turn concepts and principles into action by incorporating the subject-matter expertise is vital in anticipating change and seeking new and innovative solutions for challenges.

Achieving and maintaining the initiative are essential to a successful source meeting. The HUMINT operator must grasp the initiative and maintain it throughout all questioning phases. This does not mean he has to dominate the source physically; rather, it means that the HUMINT operator knows his requirements and continues to direct the collection toward those requirements.

g. Writing skills

Being able to write well is essential. No matter what the operator collects, he will have to refine that information into an argument that will be examined by his chain of command and by analysts. Every report should be competent enough to be included in the commander's intelligence briefing, and that is the standard the operator should hold himself to. Learning local languages, nuances in foreign cultures, and the ability to absorb a wide array of information across diverse subjects is a critical trait for a HUMINT operator.

SKILLS AND TRAITS OF THE HUMINT OPERATOR

6. Conclusion

All of us experience the situation to prepare and attend important meetings, whether in professional or personal life. Such a meeting requires a process of preparation and thinking about participants, topics and of course, the main goal and desired outcome of the meeting. The result of the encounter may be affected by many factors, such as readiness and methodology to prepare, method of communication, first impression, negotiation skills, ability to build rapport, etc. Retrospectively analyzing such a meeting, we realize how important it is to have enough communication skills, flexible and critical thinking, conflict management and stress situations control, mastering or deciphering non-verbal communication. These abilities contribute to the good outcome of such a meeting.

In a professional environment, this activity is even more challenging and complex. The traits and professional acquaintances (knowledge and skills) of the HUMINT operator are retrieved either as personal features or resulted from enduring education and training in a comprehensive and multidisciplinary manner. Moreover, HUMINT operators have to be prepared for teamwork, in any form that proved effectiveness in different operational environments and organizational setting.

As people judge others on two characteristics when they first meet – trust and respect (Can I trust this person? / Do I respect this person?), C. Reid proposes a relevant similarly model for the *traits character* (equivalent to trust) and *competence* (respect), concluding that persons with both high competence and high character are centres of influence [26]. For a HUMINT operator, this is a goal serving his effectiveness and proficiency.

This article shows that a slightly deeper insight into the personality traits of the HUMINT operator helps establishing their significance for the successful intelligence operations. The assessment and evaluation of personality traits are formally included in the selection processes of the intelligence services, but should equally find a proper place in the continuous improvement programmes. This process is interlinked to other levels of organization and definitely to the HUMINT leadership.

Another central idea is the value of sharing the best practice in the selection and professional development of the operators (to include standardization), as well as exercising teamwork in various scenarios. In NATO, the experience of HUMINT organizations across the Alliance provide excellent models for improvement, and the NATO HUMINT Centre of Excellence is the central venue where HUMINT specialists can learn from each other, develop their skills, and becoming better prepared for their mission.

References:

- [1] Ben Stark, *The Ultimate Guide to Human Intelligence (HUMINT)*, October 12, 2018, in <https://www.intelligence101.com/the-ultimate-guide-to-human-intelligence-humint/>.
- [2] Department of the Army Headquarters, *FM 2-22.3 (FM 34-52) Human Intelligence Collector Operations*, September 2006, in <https://fas.org/irp/doddir/army/fm2-22-3.pdf>.
- [3] Aristotle, *Nicomachean Ethics*, III, 6.
- [4] Robert A. Sayre, Jr., *Some Principles of Human Intelligence and Their Application. A Monograph*, School of Advanced Military Studies, United States Army Command and General Staff College - Fort Leavenworth, Kansas AY, 2004, p. 5, in <https://apps.dtic.mil/dtic/tr/fulltext/u2/a429361.pdf>.
- [5] Brian Ross, Nick Schiffrin, Nasser Atta, and Lee Ferran, *How a Double Agent Lured Seven CIA Operatives to Their Deaths*, January 5, 2010, in <https://abcnews.go.com/Blotter/al-balawi-double-agent-turned-suicide-bomber/story?id=9486017>).

SKILLS AND TRAITS OF THE HUMINT OPERATOR

- [6] Department of the Army Headquarters, *FM 2-22.3 (FM 34-52)*, 1-12, 1-13 .
- [7] https://web.archive.org/web/20080213114422/https://www.cia.gov/library/center-for-the-study-of-intelligence/kent-csi/docs/v18i3a06p_0001.htm.
- [8] Alexandru Kis, *Intercultural Communication in the Military Realm – the Role of Stereotypes*, in proceedings of the 11th International Scientific Conference *Defense Resources Management in the 21st Century*, DRESMARA, Braşov, 10-11 Noiembrie 2016.
- [9] <http://www.cimic-coe.org/wp-content/uploads/2014/06/Cross-Cultural-Competence.jpg>.
- [10] Allison Abbe, Lisa M. V. Gulick and Jeffrey L. Herman George, *Cross-Cultural Competence in Army Leaders: A Conceptual and Empirical Foundation*, United States Army Research Institute for the Behavioral and Social Sciences, October 2007, in http://www.hqda.army.mil/ari/pdf/SR_2008-01.pdf.
- [11] Robert A. Sayre, Jr., *Op. Cit.*, p. 14.
- [12] <https://www.thebalancecareers.com/human-intelligence-collector-35m-mos-job-description-3346154>.
- [13] Caroline D'Agati, *Recruiting Spies and Stealing Secrets: The Art of HUMINT*, October 24, 2018, in <https://news.clearancejobs.com/2018/10/24/recruiting-spies-and-stealing-secrets-the-art-of-humint/>.
- [14] Jeanine M. Williamson, *Individual Differences*, in *Teaching to Individual Differences in Science and Engineering Librarianship*, 2018, <https://www.sciencedirect.com/book/9780081018811/teaching-to-individual-differences-in-science-and-engineering-librarianship>.
- [15] Jens B. Asendorpf, *Personality: traits and situations*, in *The Cambridge Handbook of Personality Psychology*, edited by Philip J. Corr and Gerald Matthews, Cambridge University Press, 2009, <https://sangu.ge/images/PersonalityPsychology.pdf>.
- [16] S. A. McLeod, *Theories of personality*, 2017, in <https://www.simplypsychology.org/personality-theories.html>.
- [17] *Ibidem*.
- [18] <https://www.psychologytoday.com/intl/basics/big-5-personality-traits>.
- [19] <https://www.verywellmind.com/the-big-five-personality-dimensions-2795422>.
- [20] Mark Travers, *Is It Possible to Change Your Personality?*, September 23, 2019, in <https://www.psychologytoday.com/intl/blog/social-instincts/201909/is-it-possible-change-your-personality>.
- [21] <http://www.nlp.com/what-is-nlp/>.
- [22] Didem Gundogdu, Ailbhe N. Finnerty, Jacopo Staiano, Stefano Teso, Andrea Passerini, Fabio Pianesi and Bruno Lepri, *Investigating the association between social interactions and personality states dynamics*, in *Royal Society Open Science*, Volume 4, Issue 9, September 2017, <https://royalsocietypublishing.org/doi/full/10.1098/rsos.170194>.
- [23] Iztok Podbregar, Gasper Hribar, Teodora Ivanusa, *Intelligence and the Significance of a Secret Agent's Personality Traits*, *International Journal of Intelligence and CounterIntelligence*, 28: 520–539, Routledge. Taylor & Francis Group, LLC, 2015, in https://www.researchgate.net/publication/276852254_Intelligence_and_the_Significance_of_a_Secret_Agent's_Personality_Traits.
- [24] Department of the Army Headquarters, *FM 2-22.3 (FM 34-52)*, 1-10, 1-12.
- [25] Angela Copeland, *Personal Skills vs. Professional Skills: What's the Difference?*, in <https://www.livecareer.com/resources/resumes/basics/job-skills-values>.
- [26] Caroline Reid, *Character vs. Competence: Which Would You Choose?*, December 12, 2016, in <https://www.leadingteams.net.au/character-vs-competence/>.