10 Philosophies/Principles of Intelligence

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My Ten Summary Derived Philosophies of Intelligence

- Deep Penetration theft of adversary threat secrets is the Prime and Main Directive of U.S. IC; Must Maximize Organization for Target Development and Access; Domestic collection is somewhat different and harder; Must take operational and technical risks to collect; collection must be multi-disciplinary; Recognizes differences between **Secrets** and **Mysteries (or Unplanned Reactionary Activities); some Quick Tgt recovery possible for low pri topics**

- Positive Intel driven **Counter-Intelligence and Security are defenses against others pursuing the Prime Directive**; Achieving great security is hard in open societies; Big Failures can produce awful consequences; "Need to know/protect" applies to successful deep penetration sources; Obligation to share needs to be targeted

- In the U.S. system, Intelligence **Analysis** (Storyfinding and Storytelling) **is the second most important task** in Intelligence, and designed to add value; U.S. Intelligence has large analysis requirements, not all of which need to be done by the IC; Analysts are "Central Actors" and must know and drive collection disciplines

- A main obligation of Intelligence is to Connect with Intelligence **Customers** (both inside and outside) and define threat Context and Details; Needs to be timely, relevant, complete, at lowest possible classification; Need to be realistic about "knowability"

- High **Technology**, Advanced **Engineering** and Best-In-Class **Acquisition** are strategic to the IC; Needs to be best in gov't and innovative; Acquisition of ISR and NetCentricity must be mostly high speed; Intel has special Acquisition authorities for this purpose

Ten Philosophies (Con't)

- Employing and deploying the best qualified, motivated and educated **People** are keys to our business; Education and Training are strategic to our profession; IC people work in complex intelligence sociologies which must be understood to be successful; Great Tradecraft in all INTs makes for success; Succession planning needs to be improved; Must maximize IC tooth-over-tail

- **Intel and Cyber Overlap**: We are Living in the Info Age where ISR, Net-Centric Capabilities, IO/Cyber, CI/Security, Space Operations and Large Data Environments are Inseparable, Highly overlapping and Co-dependent Enterprises; Each must closely interoperate with the other; Cyber is emerging as the dominant CI/Security Threat

- **Leadership, Organization and Strong Governance** Processes are the key to success; Having good organizations with the right authorities are critical factors, but leadership makes it come together

- **Internal and External Oversight** is vitally important for intelligence grounding since it operates at the edge of legality continuously

- **Must Operate as an Integrated Community** – If not, sum will be less then the parts; if operated as a Community, sum is always greater then the parts, & **= Magic;** Industry is part of the IC

Supplementary Philosophical Notions

- High Personal Performance and Behaviors are Required for IC Success
- It is important to Optimize the INTs (<u>Especially the Horizontal Dynamics that Integrate Stovepipes/Disciplines</u>; **Integrating Horizontally across the IC is our biggest challenge**
- Knowing both IC Histories/Case Studies are important; Not much is new
- Worry about an unbalanced Portfolio: "Strategic" Issues always come First
- Achieving Farsightedness/Vision is very hard but important; Must anticipate and act on coming vice past problems
- Sometimes necessary to apply the "Eisenhower Dictum" – Useful to make the problem bigger vice smaller in order to better understand the whole
- Must take personal and organizational calculated "Risks"
- People who **seek** "Credit" for themselves or their agency are a danger to the IC; In this business, you get "credit" in heaven when you die
- Parochial people and processes destroy the best of efforts, and subvert the common good and the power of the whole
- You can nag and whine, but only if you have something constructive (better) and workable to offer as an alternative
- All big problems today require integrated multi-agency/disciplinary responses; governments are not well organized and tuned to work across multiple agencies/depts
- Big Problems/War requires real "Mobilization"
- Working as "Teams" generally produces the best results; X-treme teams are even better but there is discomfort in the system with elite organizations