

New Rules for the New Craft of Intelligence

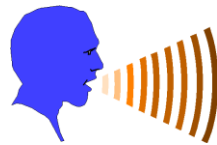
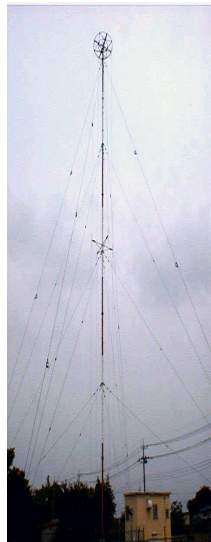
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Prepared 24 October 2002
From Chapter 15, *The New Craft of Intelligence*

Rule 1

Decision-Support is the Raison d'être

F1 *Question in Context Is?*



F2



F3 *Tools*

Thinking

F4 *What*

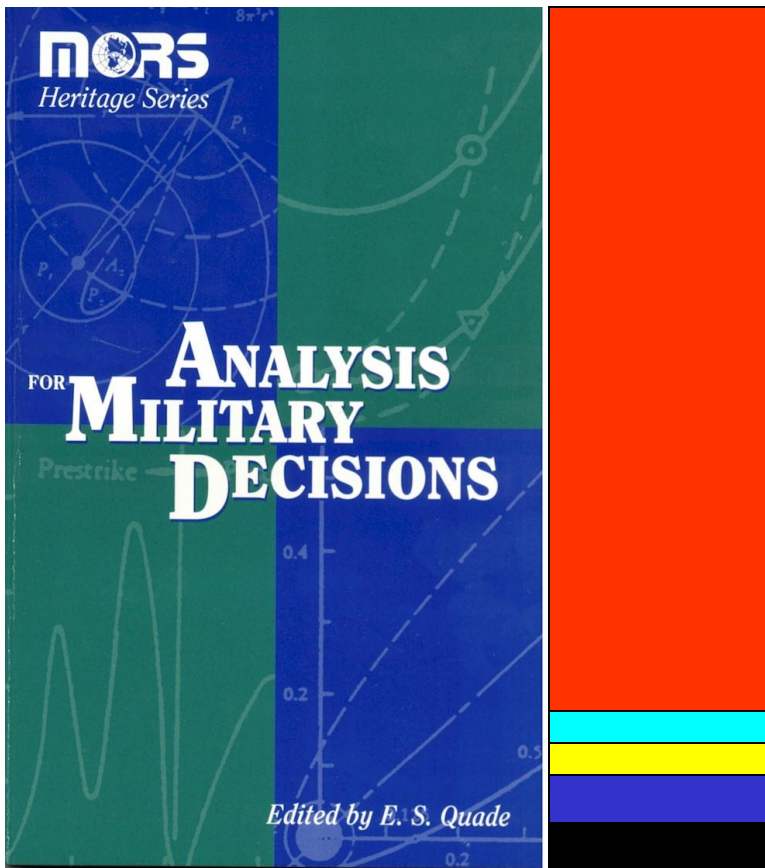
Next?



- Data vs. information vs. intelligence
- Discovery, discrimination, distillation, delivery
- Intelligence defined by product, not source
- Answer the question!
- Then ask, what next?

Rule 2

Value-added comes from analysis



- Analysis of *all* sources, rather than secret sources, are the core competency of the intelligence world.
- Problem with spies (and most analysts) is they only see 2% of the relevant information.

Rule 3

Global Coverage matters more



- Must go from 80% on “hard targets” to 80% on “global coverage.”
- Surprise is avoided only by casting a wide net in 29+ languages.
- Open sources are a national *insurance policy* against surprise

Rule 4

Non-traditional threats are critical

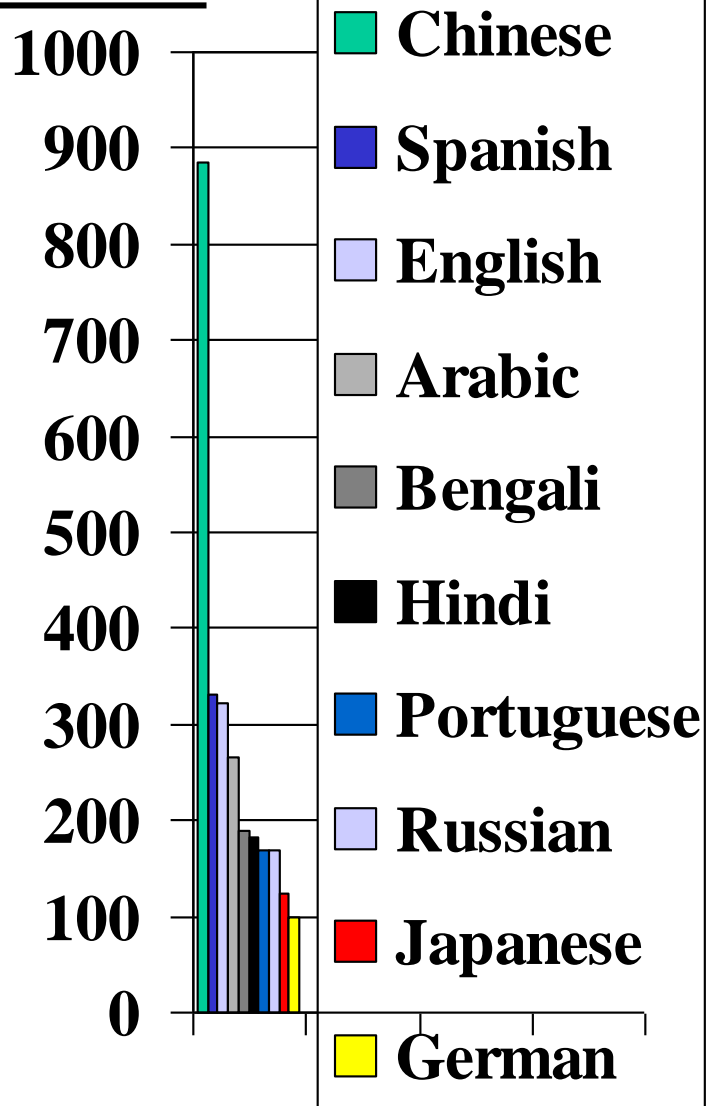


- Disease
- Water scarcity
- Energy scarcity
- Genocide
- Migration
- Crime
- Proliferation
- Terrorism

Rule 5

Intelligence without translation is ignorant

Millions



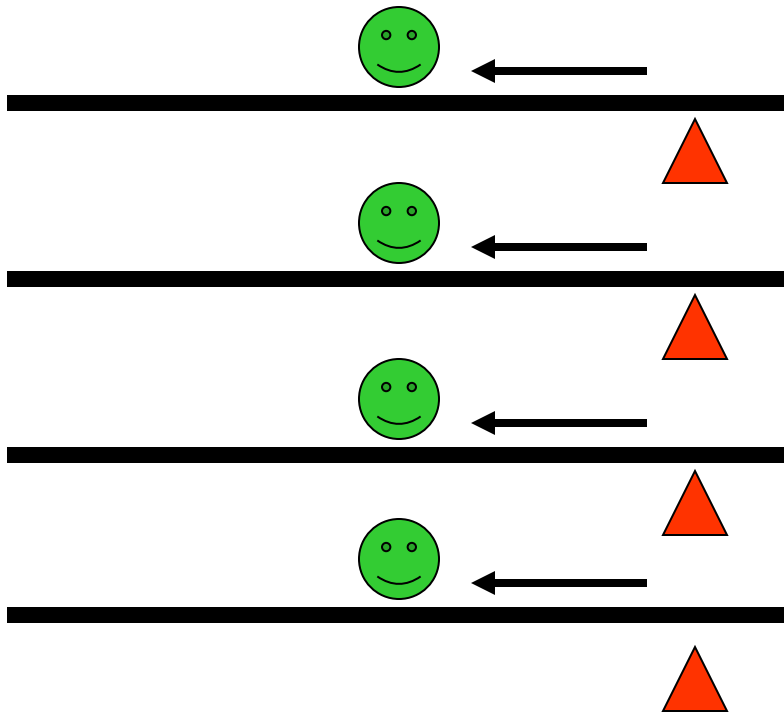
OSS Terrorism Project 1999

Arabic, Catalan, Chinese, Danish, Dari, Dutch, English, Farsi, Finnish, French, German, Indonesian, Irish, Italian, Japanese, Korean, Kurdish, Kurmanji, Norwegian, Pashto, Polish, Portuguese, Russian, Serbian, Spanish, Swedish, Tamil, Turkish, Urdu

- USA failed to translate captured documents from first World Trade Center bombing and from Philippines
- Need global network of on-call translators in 31+ languages
- Web-based

Rule 6

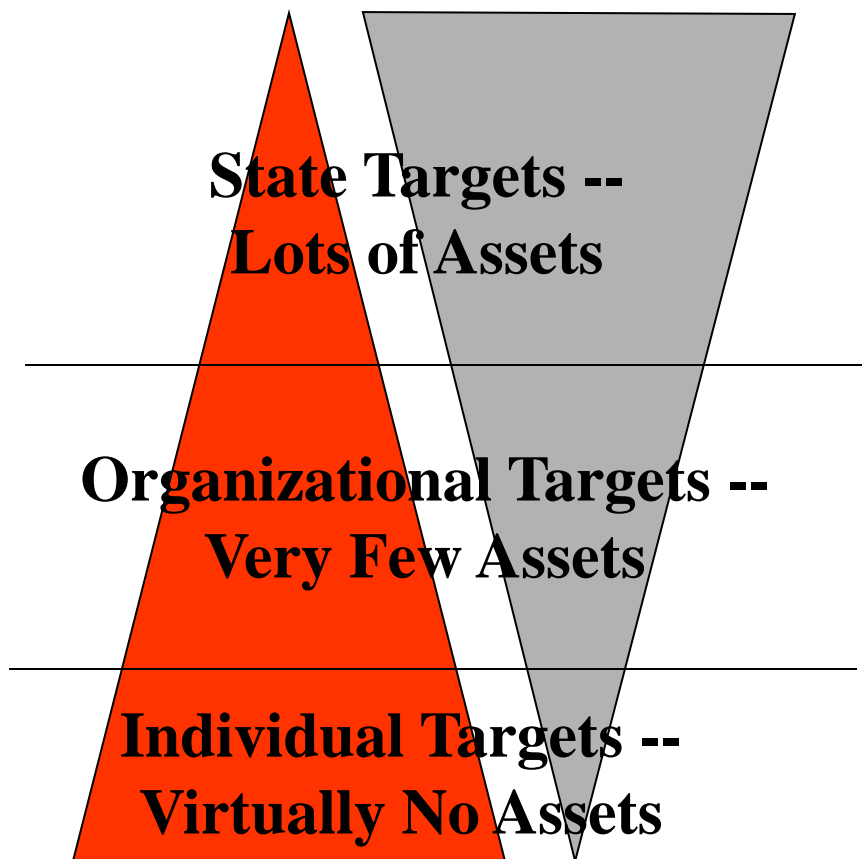
Sources (& methods) balance matters more



- Must strike better balance between
 - technical (-) and human (+) collection
 - secret (-) and open sources (+)
 - collection (-) and processing (+)
 - production (-) and reflection (+)

Rule 7

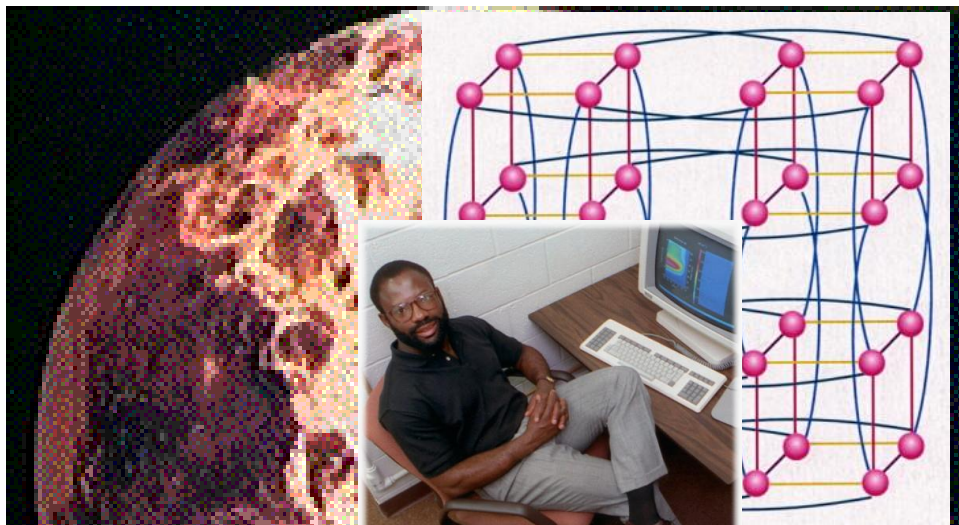
“Two levels down” is the new standard



- Nation-states are old targeting standard
- New standard is at the province, company, and individual level
- This is a double order of magnitude increase in the difficulty of being adequate

Rule 8

Processing matters more, is core competency



Philip Emeagwali received worldwide publicity in 1989 for using 65,000 processors to perform the world's fastest computation of 3.1 billion calculations per second.

- Multi-lingual wide nets will dramatically increase complexity and amount to data
- Global coverage and multi-lateral alliances require global web-based processing
- Human productivity depends on processing

Rule 9

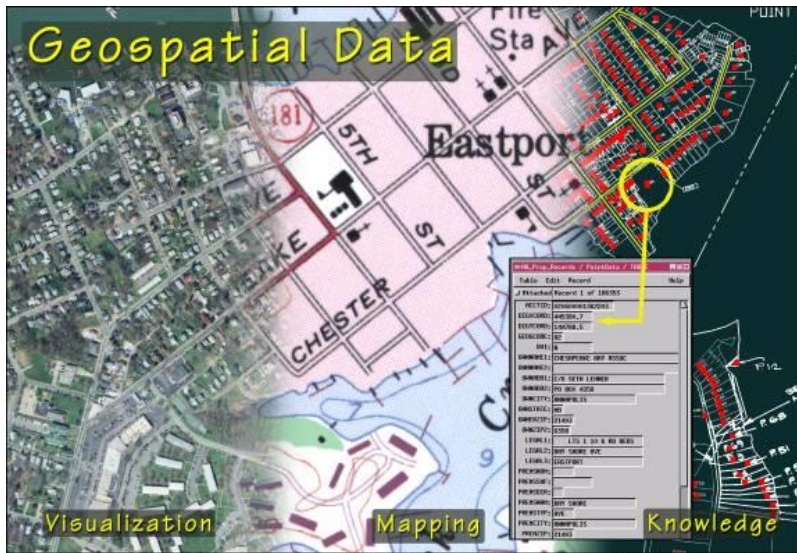
Cultural intelligence is fundamental



- More important than political or economic or military intelligence
- Requires deep skills in history and language
- Cannot teach this--must hire those that already have it (e.g. second generation Arabs)

Rule 10

Geospatial and time tagging are vital



- Given the increase in relevant data, automated pattern analysis and anomaly detection are vital.
- Geospatial and time attributes on all data enable intermediate processing.

Show me everything about this space in this timeframe, right now, on my desktop.

Rule 11

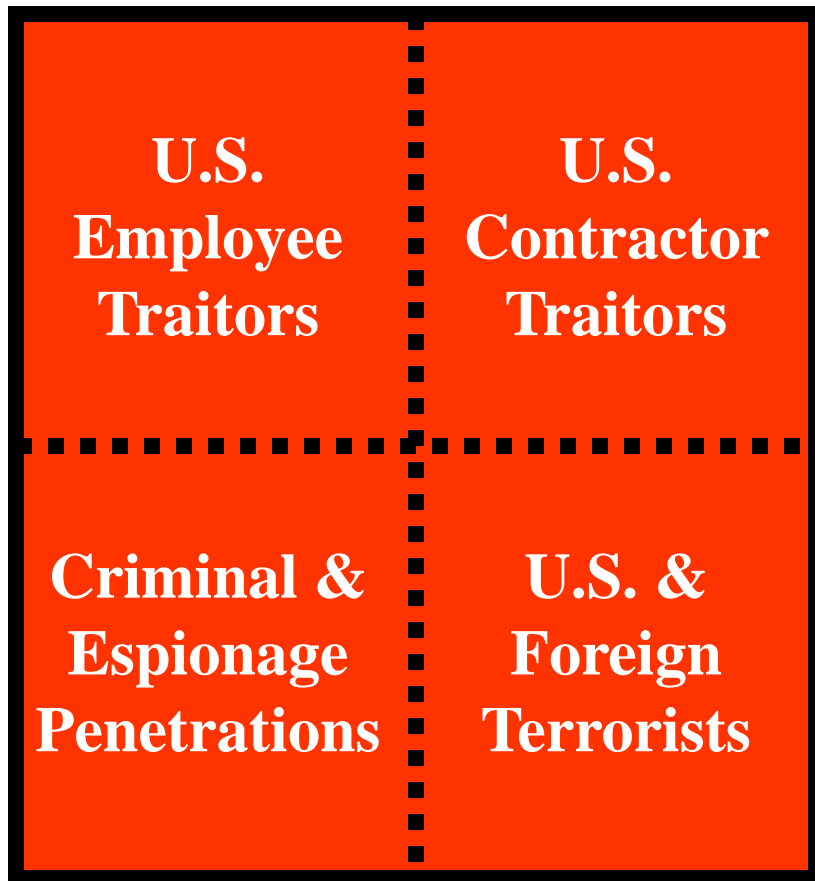
Global open source benchmarking mandatory

Arabic, Catalan, Chinese,
Danish, Dari, Dutch,
English, Farsi, Finnish,
French, German, Indonesian,
Irish, Italian, Japanese,
Korean, Kurdish, Kurmanji,
Norwegian, Pashto, Polish,
Portuguese, Russian,
Serbian, Spanish, Swedish,
Tamil, Turkish, Urdu

- In order to detect change around the world, a multi-national effort to benchmark global open sources is mandatory.
- This will set stage for “spikes” and patterns that can trigger classified collection.

Rule 12

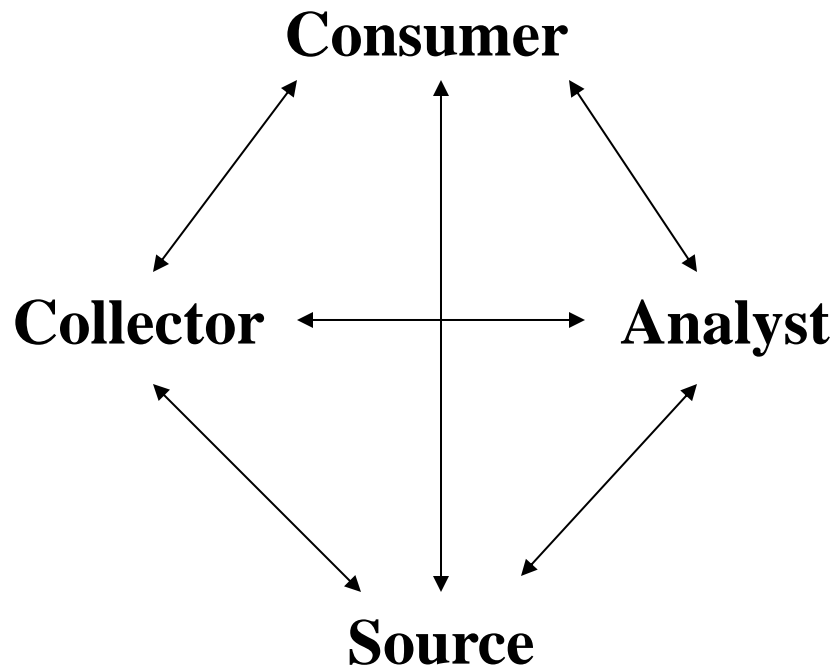
Counterintelligence matters more



- Counterintelligence must be a discipline in its own right, with protected funding and long-term specialists.
- Non-state terrorists who are already citizens require street-level counterintelligence.

Rule 13

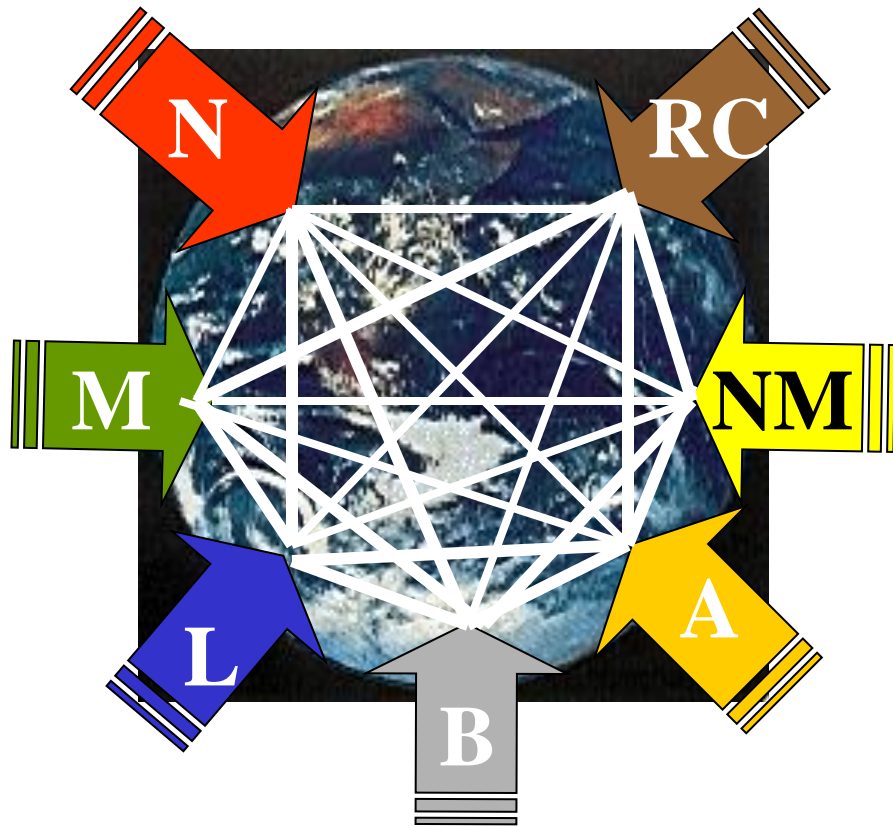
Cross-fertilization matters more



- Old approach: consumer to analyst to collector to source--the *linear* paradigm
- New approach is the *diamond* paradigm where collectors and analysts help consumers talk directly to sources

Rule 14

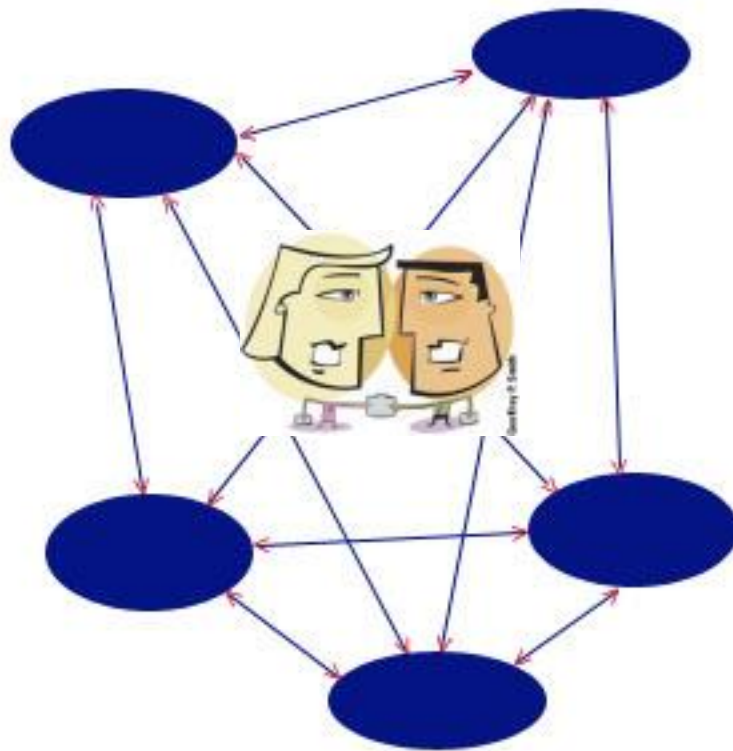
Decentralized intelligence matters more



- In the age of distributed information, “central intelligence” is an oxymoron.
- Knowing who knows matters more than knowing something
- Just enough, just in time intelligence creation

Rule 15

Collaborative Work & Informal Deals Rise



- Intelligence collectors and analysts will have personal “brands”
- Peer to peer networks will form quickly to tackle new problems
- Electronic access more important than physical location

Rule 16

New Value is Content + Context + Speed



- Old paradigm separated secrets from sources, and was insensitive to timing and context
- New paradigm places value on content in context, delivered at the right time.

Rule 17

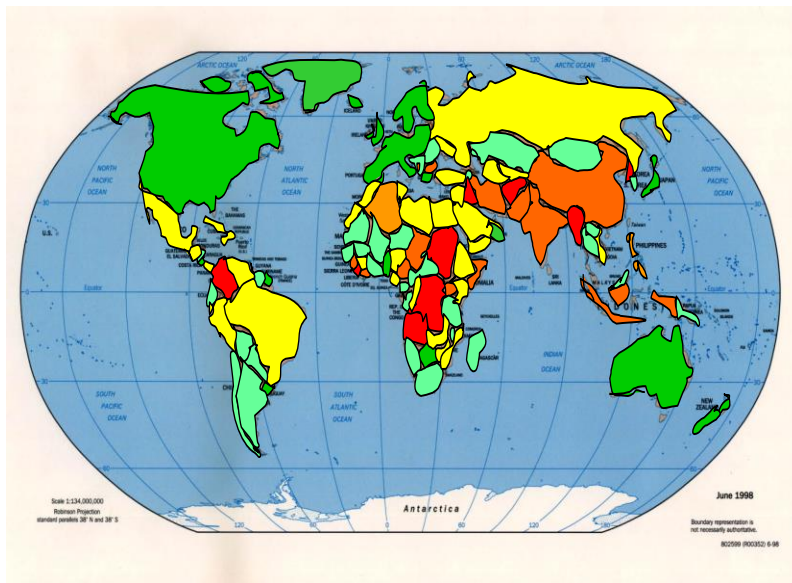
Collection based on gaps versus priorities



Conflict Facts for 2002

23 LIC+, 79 LIC-, 175 VPC

- Priorities should rule only the first effort.
- After that, focus must be on gaps.
- Something on everything is better than everything on just a few targets.
- Global reach is helpful



Source: PLOOM (NL), data with permission © 2002 A. Jongman

Rule 18

Collection doctrine more sophisticated

FIND -- free, internal

GET -- free, allies

BUY -- low cost

TASK -- expensive

- FIND the data if you already know it
- GET the data if it can be gotten free from an ally or NATO or the church
- BUY the data from the private sector
- TASK classified collectors as a last resort

Rule 19

Citizen “Intelligence Minutemen” Vital



- “Hive mind” is the essence of 21st Century intelligence
- Creating a Smart Nation depends on mobilizing and harnessing all citizens
- Virtual intelligence networks everywhere

Rule 20

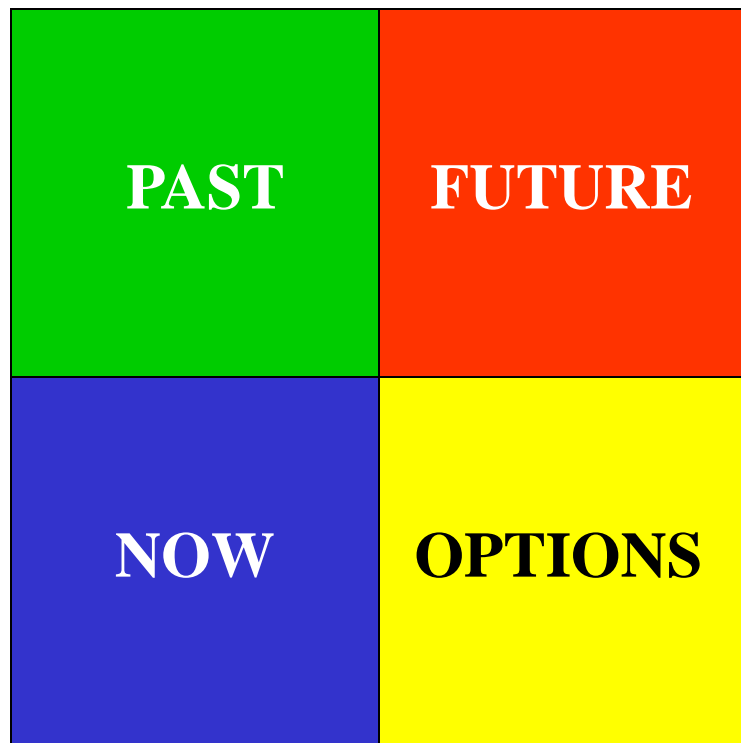
Production based on needs versus capabilities

OLD	NEW
Produce	Think
Produce	Travel
Produce	Converse
Produce	Network
Produce	Produce

- Forget about routine or recurring production
- New craft demands that all products be tailored to specific needs
- Spend more time thinking, traveling, and talking to consumers-- less time writing

Rule 21

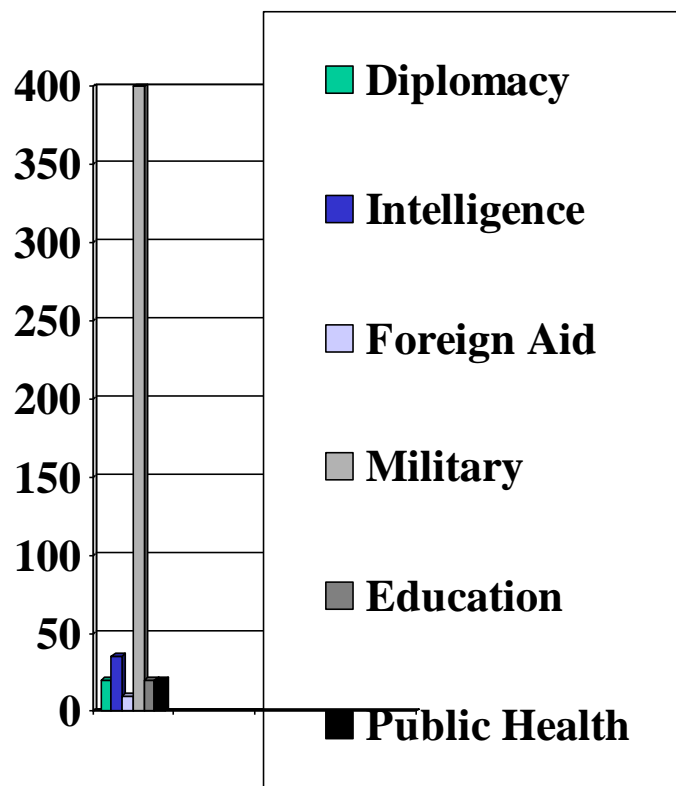
Strategic intelligence matters more



- Estimative intelligence must be restored as one of the primary objectives of analysis
- Intelligence must support preventive action (in advance of the threat's maturing), and budget trade-off decisions

Rule 22

Budget intelligence is mandatory



- Analysis of the national budget is the best way of determining if policymakers are informed by intelligence
- When spending is not enough for certain threats, this deficiency must be made public.

Rule 23

Public intelligence drives public policy

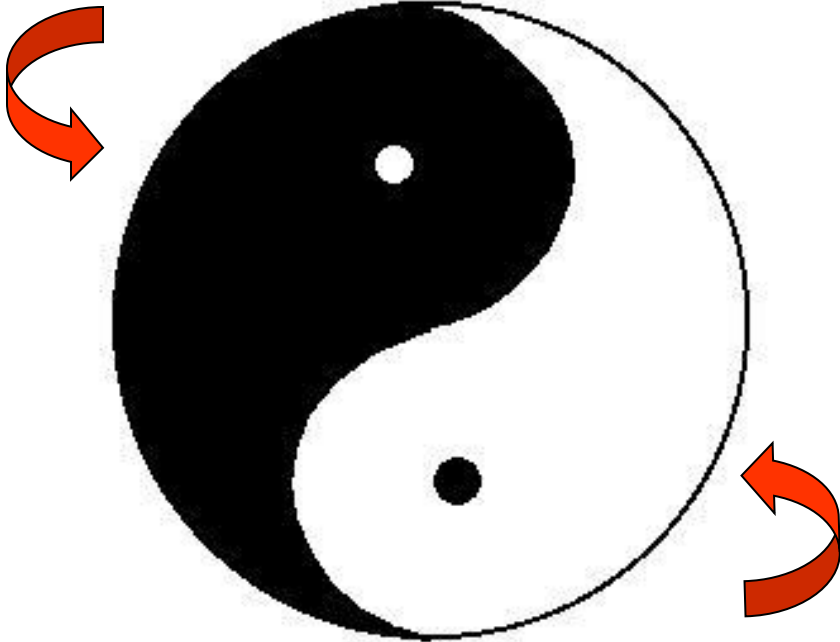
Selected Opinions

- McDaniel -- turf protection
- Moynihan -- high costs
 - policymakers uninformed
 - government not accountable
 - public left out of debate
- Ellsberg -- conceals policy
- Secret intelligence alone cannot assure public safety or sound policy, hidden costs
- Public intelligence estimates and public discussion of intelligence budgets is now essential

Rule 24

Analysts are Managers, Collectors are Analysts

Case officer from cowboy hip-shooter to thoughtful historian.



Analyst: from introvert in cubicle to extrovert handling people.

- Analysts must be managers of people, money, priorities, and information.
- Collectors must be analysts and bring to collection a deep knowledge of the target, the source, and the requirement.

Rule 25

New Measures of Merit--ISO Standards



- Gross results no longer acceptable--numbers of reports, of recruitments,
- Evaluation based on usefulness of answers across all topics
- Need ISO standards that can be shared across multi-national boundaries

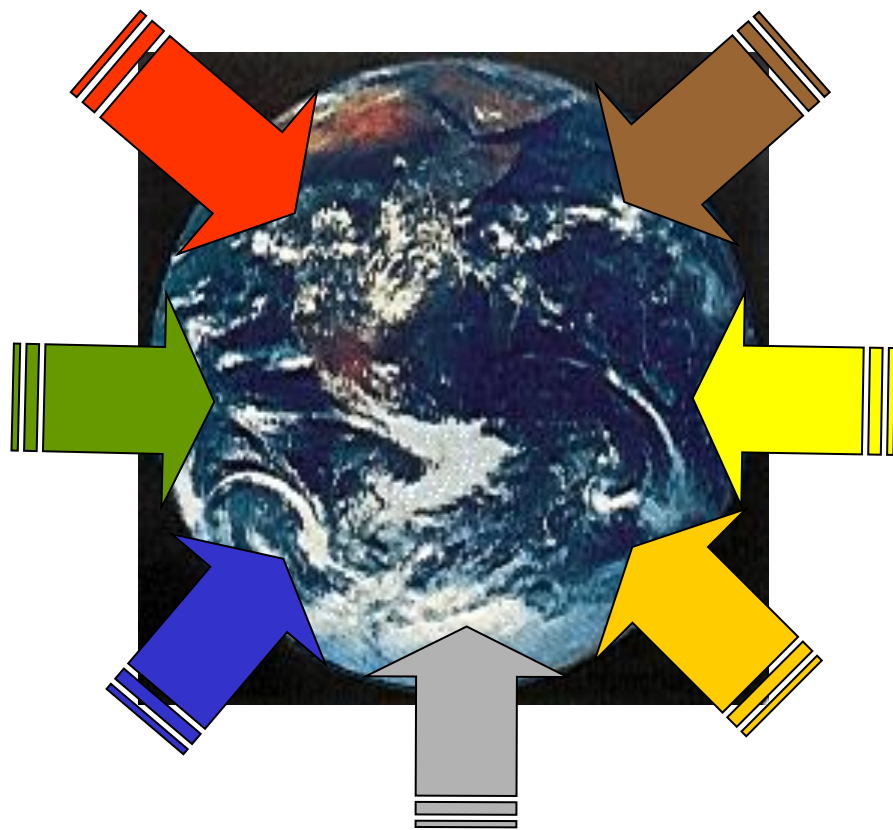
Rule 26

Multi-lateral burden sharing is vital



- We still need spies and secrets that no one else can find or learn.
- However, the great majority of intelligence in the future is only possible if we work together in multi-lateral teams.

Seven Tribes--A Discussion

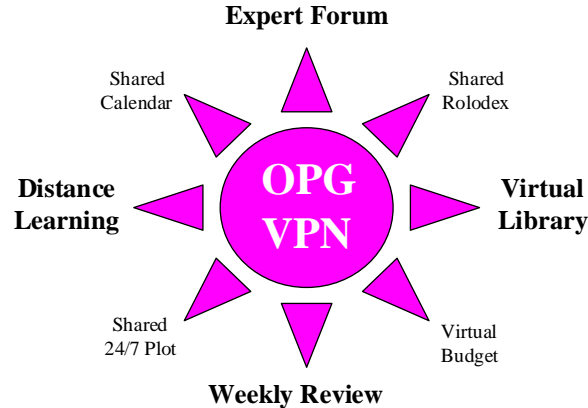


- Seven Tribes:
 - National
 - Military
 - Law Enforcement
 - Business
 - Academic
 - NGO-Media
 - Religious-Clan-Citizen
- Must unite the tribes!

World Brain--A Possibility



Creating the World Brain:
Web-Based Virtual Intelligence Teams



- Weekly report
- Distance learning
- Virtual library
- Expert Forum
- Shared directory
- Shared calendar
- Shared budget
- Shared “plot” (map)

United Nations--Possibly Useful



- Department of Public Information (DPI) is being restructured
- Secretary General wants global decision support network instead of 77 isolated libraries
- Need UN intelligence for peacekeeping ops