

Strategic Intelligence For The 21st Century The Mosaic Method

This book critically examines the weaknesses of American intelligence led by the Central Intelligence Agency in informing presidential decision making on issues of war and peace. It evaluates the CIA's strategic intelligence performance during the Cold War and post-Cold War periods as a foundation for examining the root causes of intelligence failures surrounding the September 11th attacks and assessments of Iraq's weapons of mass destruction programs in the run up to the Iraq War. The book probes these intelligence failures, which lie in the CIA's poor human intelligence collection and analysis practices. The book argues that none of the post-9/11 intelligence reforms have squarely addressed these root causes of strategic intelligence failure and it recommends measures for redressing these dangerous vulnerabilities in American security. In today's world, only the smartest survive. The competitive landscape is littered with graves of well-known firms whose revenues, profits and stock prices rose for decades until they suddenly imploded. In fast-changing business environments, firms must adapt their strategies and innovate to remain at the top. But many successful firms fail to do so. Instead, they succumb to inertia, hesitate, or

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stick blindly to their old strategies, until it is too late. The ability to adapt to change is a measure of intelligence; so why do firms demonstrate such low Strategic IQ? What causes inertia and why is it so deadly? How can leaders help their firms to act more intelligently? This book identifies the key sources of inertia - strategic, structural and human - and provides practical advice on how they can be overcome to create smarter corporations. It is both a wake-up call for successful firms and a lifeline for firms struggling to succeed. To successful firms - beware! You may already be dead! To struggling firms - have hope! It is possible to pass powerful competitors by raising your strategic, structural and human IQ. Praise for Strategic IQ "Hard-hitting and stimulating, Wells' thesis carries a robust message that should make business leaders the world over sit up and think."
—Archie Norman, Chairman of ITV, UK "Wells makes a compelling case for dramatic change." —Ron Sargent, CEO of Staples, USA

"Bruce Pease has written a much needed book on a long ignored topic: how does one lead analysts? Most analysis is at some level a group activity, whether in government or the private sector. Much has been written about good versus bad analysis and how to train analysts, but Pease, himself a veteran senior CIA analyst and manager, focuses on what the leaders of these analysts need to know and should be thinking about. Leadership matters in

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analysis as in all other endeavors, and Pease offers invaluable guidance on how to lead effectively. This book is a must for anyone in a leadership role in an analytic enterprise." —Mark M. Lowenthal, PhD, Intelligence & Security Academy, LLC

Written by an experienced professional who has led Navy Intelligence and CIA analysts in high-stakes situations, *Leading Intelligence Analysis* introduces the fundamental managerial skills and practical tools needed to lead analysis projects conducted by individuals and teams. Author Bruce Pease provides insights into key questions such as What kind of environment draws out a team's best work? What brings out their creativity? When does pressure bring out their best insights? When does pressure sap their intellectual energy? and What kind of team builds new knowledge rather than engaging in group-think? This book draws on the author's perspective from decades of leading intelligence analysts on critical issues, including war in the Middle East, terrorism after 9/11, and nuclear threats.

Key Features Practical advice helps leaders of analytic units nurture insight with the understanding that it can be enabled but not manufactured. Discussion of a range of different types of analysis serves leaders conducting research in areas including data analysis, security analysis, geopolitical analysis, threat warning, counterterrorism, and business climate analysis. Practical advice on judging IT tools guides

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leaders to the correct data science approach for various situations.

"Strategic intelligence: windows into a hidden world provides the first comprehensive set of readings in the field of intelligence studies. The book spans a wide range of topics, from how the United States gathers and interprets information collected around the world to comparisons of the American intelligence system with the secret agencies of other nations. Each topic and set of readings by renowned experts is introduced with essays written by the editors."

This is the first course guide that has been developed for students of policing. It identifies the core themes and additional source material, providing an essential overview for students and a reference point for use throughout their studies. The Policing Course Companion is designed to complement and work alongside existing literature. It provides:

- " Easy access to the key themes in policing
- " Helpful summaries of the approach taken by the main course textbooks
- " Guidance on the essential study skills required to pass the course
- " Help with developing critical thinking
- " Taking it Further sections that suggest how readers can extend their thinking beyond the "received wisdom"
- " Pointers to success in course exams and written assessment exercises

The SAGE Course Companion in Policing is much more than a revision guide for

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undergraduates; it is an essential tool that will help readers take their course understanding to new levels and help them achieve success in their undergraduate course. John Grieve is a former Director of Intelligence for the Metropolitan Police, where he also held a number of other senior roles. He is now Chair of the John Grieve Centre for Policing and Community Safety and Emeritus Professor at London Metropolitan University. Clive Harfield is a former police Inspector and is now the Deputy Director of the John Grieve Centre for Policing and Community Safety, London Metropolitan University. Allyson MacVean is Founder and Director of the John Grieve Centre for Policing and Community Safety, London Metropolitan University.

This topical volume offers a comprehensive review of secret intelligence organizations and activities. Intelligence has been in the news consistently since 9/11 and the Iraqi WMD errors. Leading experts in the field approach the three major missions of intelligence: collection-and-analysis; covert action; and counterintelligence. Within each of these missions, the dynamically written essays dissect the so-called intelligence cycle to reveal the challenges of gathering and assessing information from around the world. Covert action, the most controversial intelligence activity, is explored, with special attention on the issue of military organizations

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moving into what was once primarily a civilian responsibility. The authors furthermore examine the problems that are associated with counterintelligence, protecting secrets from foreign spies and terrorist organizations, as well as the question of intelligence accountability, and how a nation can protect its citizens against the possible abuse of power by its own secret agencies. The Handbook of Intelligence Studies is a benchmark publication with major importance both for current research and for the future of the field. It is essential reading for advanced undergraduates, graduate students and scholars of intelligence studies, international security, strategic studies and political science in general.

Since 9/11, the needs of intelligence agencies as well as the missions they conduct have increased in number, size, and complexity. This expanded and updated edition offers a way of gaining the analytic skills essential to undertake intelligence work. It acquaints students and analysts with how intelligence fits into the larger research framework, covering not only the essentials of applied research, but also the function, structure, and operational methods specifically involved in intelligence work. It looks at how analysts work with classified information in a security conscious environment as well as obtain data via covert methods.

This edited volume brings together a range of

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essays by individuals who are centrally involved in the debate about the role and utility of theory in intelligence studies. The volume includes both classic essays and new articles that critically analyse some key issues: strategic intelligence, the place of international relations theory, theories of 'surprise' and 'failure', organisational issues, and contributions from studies of policing and democratisation. It concludes with a chapter that summarises theoretical developments, and maps out an agenda for future research. This volume will be at the forefront of the theoretical debate and will become a key reference point for future research in the area. This book will be of much interest for students of Intelligence Studies, Security Studies and Politics/International Relations in general. Offers a new model of intelligence analysis, the Mosaic Method, which capitalises on both the strengths and the weaknesses of the information revolution. Written by the former CEO of Jane's Information group, it presents analysis of current and past intelligence methods alongside fresh ideas and approaches for the future. This volume examines the role of technology in gathering, assimilating and utilizing intelligence information through the ages. Pushing the boundaries of existing works, the articles contained here take a broad view of the use and implementation of technology and intelligence procedures during the cold war era and the space race, the September 2011 attacks, and more recent cyber operations. It looks at the development of

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different technologies, procedural implications thereof, and the underlying legal and ethical implications. The findings are then used to explore the future trends in technology including cyber operations, big data, open source intelligence, smart cities, and augmented reality. Starting from the core aspects of technical capabilities the articles dig deeper, exploring the hard and soft infrastructure of intelligence gathering procedures and focusing on the human and bureaucratic procedures involved therein. Technology and innovation have played an important role in determining the course of development of the intelligence community. Intelligence gathering for national security, however, is not limited only to the thread of technical capabilities but is a complex fabric of organizational structures, systemic undercurrents, and the role of personnel in key positions of decision making. The book's findings and conclusions encompass not just temporal variation but also cut across a diverse set of issue areas. This compilation is uniquely placed in the interdisciplinary space combining the lessons from key cases in the past to current developments and implementation of technology options. A highly valuable resource for students of intelligence studies, strategy and security, and foreign policy, this volume provides readers with an accessible and comprehensive exploration of U.S. espionage activities that addresses both the practical and ethical implications that attend the art and science of spying. • Provides a comprehensive, up-to-date examination of all aspects of intelligence by experts in the field, from collection-and-analysis and counterintelligence to covert action and

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accountability • Probes into how the United States' intelligence agencies attempt to protect the nation from cyberattacks by foreign nations and terrorist groups—and documents the successes and failures • Documents the involvement of the National Security Agency (NSA) in bulk "metadata" collection of information on the telephone records and social media communications of American citizens • Examines the effects that have resulted from major leaks in the U.S. government, from Wikileaks to the NSA Snowden leaks

Bruce Berkowitz and Allan Goodman draw on historical analysis, interviews, and their own professional experience in the intelligence community to provide an evaluation of U.S. strategic intelligence.

Changes in technology, customer demands, competition, and the social character challenge organizations to innovate and change. How they change depends on their leaders, and their knowledge, and philosophy. To create a better future for organizations and to improve the wellbeing of customers, collaborators and communities, leaders need to be strategic thinkers. This book describes the qualities of strategic intelligence and provides the conceptual tools that equip leaders to improve and transform organizations in the age of knowledge work. These qualities include foresight, visioning, partnering both within and outside the organization, and engaging and motivating collaborators. To develop these qualities, it is necessary to articulate a leadership philosophy and to gain knowledge of systems, variation, personality psychology, and the theory of knowledge. This book uniquely integrates leadership,

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personality and organization. Michael Maccoby has almost unparalleled experience of working with organizations in a wide variety of contexts. He draws his insights from several disciplines - organization theory, psychoanalysis, anthropology; and from working with distinguished and pioneer thinkers. These include the psychoanalyst Erich Fromm; the systems theorist Russell Ackoff; and management pioneer W. Edwards Deming. A major challenge for leadership today is the transformation of traditional bureaucracies into learning organizations. It can't be done by following formulas or roadmaps. Leaders need the qualities and conceptual tools of strategic intelligence and this book shows them what they must do and provides exercises to develop them.

Strategic Intelligence Management introduces both academic researchers and law enforcement professionals to contemporary issues of national security and information management and analysis. This contributed volume draws on state-of-the-art expertise from academics and law enforcement practitioners across the globe. The chapter authors provide background, analysis, and insight on specific topics and case studies. Strategic Intelligent Management explores the technological and social aspects of managing information for contemporary national security imperatives. Academic researchers and graduate students in computer science, information studies, social science, law, terrorism studies, and politics, as well as professionals in the police, law enforcement, security agencies, and government policy organizations will

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welcome this authoritative and wide-ranging discussion of emerging threats. Hot topics like cyber terrorism, Big Data, and Somali pirates, addressed in terms the layperson can understand, with solid research grounding. Fills a gap in existing literature on intelligence, technology, and national security.

The revised edition of *Strategic Intelligence: A Handbook for Practitioners, Managers, and Users* is a primer for analysts involved in conducting strategic intelligence research. Author Don McDowell begins with an overview of what strategic intelligence and analysis is, the functions it performs, and outcomes it delivers. McDowell then outlines a proven methodological approach to planning and implementing a strategic research project useful in any setting whatsoever. *Strategic Intelligence* explains in detail the steps involved in doing strategic analysis and includes examples, guidelines, and standards to further illustrate the process. Each step in the process corresponds with a chapter in the book, describing the doctrine and/or theory appropriate, as well as applications of the theory and practical hints on its implementation. Additionally, holistic and creative thinking about the problem issues being tackled is stressed in order to avoid narrow, biased analysis. Intelligence work is in some ways like a newspaper or newsmagazine, in some like a business, in some like the research activity of a university; very little of it involves cloaks and daggers. All of it is important to national survival, and should be understood by the citizens of a democracy. In this remarkable book, an able scholar, experienced in foreign intelligence, analyzes all of these

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varied aspects of what is known as "high-level foreign positive intelligence." Illustrations are drawn from that branch, but the lessons apply to all intelligence, and in fact to all those phases of business, of journalism, and (most importantly) of scholarship, where the problem is to learn what has happened or will happen. Originally published in 1966. The Princeton Legacy Library uses the latest print-on-demand technology to again make available previously out-of-print books from the distinguished backlist of Princeton University Press. These editions preserve the original texts of these important books while presenting them in durable paperback and hardcover editions. The goal of the Princeton Legacy Library is to vastly increase access to the rich scholarly heritage found in the thousands of books published by Princeton University Press since its founding in 1905.

Twenty-First Century Intelligence collects the thinking of some of the foremost experts on the future of intelligence in our new century. The essays contained in this volume are set against the backdrop of the transforming events of the September 11 terrorist attacks. Intelligence plays a central and highly visible role in the global war on terror, and in new doctrines of global pre-emption of threats. Yet the challenges for intelligence services are great as the twenty-first century unfolds. This collection will inform and stimulate new thinking about the current strengths and weaknesses of intelligence services, and about the future paths that

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they may follow. Behind the controversies of the present over intelligence performance, lie critical questions about how the past and future of an often mysterious but critical arm of the state are linked. This book was previously published as a special issue of the journal *Intelligence and National Security*.

"With *Critical Thinking for Strategic Intelligence*, Katherine Hibbs Pherson and Randolph H. Pherson have updated their highly regarded, easy-to-use handbook for developing core critical thinking skills and analytic techniques. This indispensable text is framed around 20 key questions that all analysts must ask themselves as they prepare to conduct research, generate hypotheses, evaluate sources of information, draft papers, and ultimately present analysis, including: How do I get started? Where is the information I need? What is my argument? How do I convey my message effectively?"--

Governments recognise that national security in the turbulent conditions of the early twenty-first century must centre on the creation of public confidence that normal life can continue even in the face of threats such as terrorism and proliferation, and of natural hazards such as pandemics and climate change. Based on his own experience in government, David Omand argues that while public security is vital for good government, the effects of bad government will result from failure to maintain the right relationship

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between justice, liberty, privacy, civic harmony and security measures. His book examines in detail how secret intelligence helps governments to deliver security, but also risks raising public concern over its methods. A set of ethical principles is proposed to guide intelligence and security work within the framework of human rights. *Securing the State* provides a new way of thinking about the cycle of activities that generates secret intelligence, examines the issues that arise from the way that modern intelligence uses technology to access new sources of information, and discusses how the meaning of intelligence can best be elucidated. The limits of intelligence in enabling greater security are explored, especially in guiding government in a world in which we must learn not to be surprised by surprise. Illustrated throughout by historical examples, David Omand provides new perspectives for practitioners and those teaching security and intelligence studies and for a wider readership offers an accessible introduction to pressing issues of public policy.

Part of a three part collection in honour of the teachings of Michael I. Handel, one of the foremost strategists of the late 20th century, this collection explores the paradoxes of intelligence analysis, surprise and deception from both historical and theoretical perspectives.

The goal of *Reasoning for Intelligence Analysts* is to

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address the three distinct dimensions of an analyst's thinking: the person of the analyst (their traits), the processes they use (their techniques), and the problems they face (their targets). Based on a decade of academic research and university teaching in a program for aspiring intelligence analysts, this multidimensional approach will help the reader move beyond the traditional boundaries of accumulating knowledge or critical thinking with techniques to assess the unique targets of reasoning in the information age. This approach is not just a set of techniques, but covers all elements of reasoning by discussing the personal, procedural, and problem-specific aspects. It also addresses key challenges, such as uncertain data, irrelevant or misleading information, indeterminate outcomes, and significance for clients through an extensive examination of hypothesis development, causal analysis, futures exploration, and strategy assessment. Both critical and creative thinking, which are essential to reasoning in intelligence, are integrated throughout. Structured around independently readable chapters, this text offers a systematic approach to reasoning along with an extensive toolkit that will serve the needs of both students and intelligence professionals.

Does foreign denial and deception threaten the interests of contemporary democracies? Strategic denial and deception (D&D) has emerged as a little

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understood challenge to security in general, and the intelligence community in particular. To gain advantages, adversaries seek to deny critical information about their own activities and capabilities, and to deceive foreign governments. In recent years, Iraq, India, Somalia, Colombian criminal groups, and terrorists, for example, have all used D&D successfully against the United States. Denial and deception is a low cost, potentially high impact to level political, military, and economic playing fields, particularly against strong opponents. Concerns about the threat of denial and deception have waxed and waned since the end of World War II. Sometimes it shaped assessments about the former Soviet Union, for example. At other times, such as the end of the Cold War, such threats appear to fade into insignificance. This volume considers whether globalization, proliferating communication technologies, and the dissemination of vast amounts of information make effective foreign denial and deception more or less likely. Contributors also examine whether more information and data sources make policymakers better informed or simply create confusion. Drawing on lessons learned from historical experiences, the authors propose ways to minimize future challenges. Chapters include ""Elements of Strategic Denial and Deception,"" by Abram Shulsky; ""Conditions Making for Success and Failure of D&D,"" by Barton Whaley;

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""Conditions Making for Success and Failure of D&D,"" by M.R.D. Foot; ""Conditions Making for Success and Failure of D&D,"" by J. Bowyer Bell; ""Arms Control,"" by Lynn M. Hansen; and ""Prescription: Detecting Deception-Practice, Practitioners, and Theory,"" by Barton Whaley and Jeffrey Busby. While there are previous books about celebrated D&D cases, from Troy to Pearl Harbor and D-Day, no work attempts to assess how these instruments o

Addressing the complexities of radicalisation, resilience, cyber, and homeland security, *State, Society and National Security: Challenges and Opportunities in the 21st Century* aims to shed light on what has changed in recent years security discourse, what has worked (as well as what has not), and what the potential further evolutions within each domain might be. The release of this book commemorates the 10th anniversary of the creation of the Centre of Excellence for National Security (CENS) — a policy-oriented security think tank within the S Rajaratnam School for International Studies, Nanyang Technological University, as well as the 10th edition of CENS' annual Asia-Pacific Programme for Senior National Security Officers (APPSNO), which has developed into a premier international security conference in Southeast Asia. Featuring contributions from practitioners, policy experts and academics closely linked to CENS, this

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volume is a reminder of the meaningful and impact-creating insights that 10 years' worth of thinking and talking about national security imperatives have generated. Contributors to this volume include Professor Sir David Omand, former director of the United Kingdom's Government Communication Headquarters (GCHQ), Steven R Corman, Professor in the Hugh Downs School of Human Communication, Marc Sageman, former operations officer at the United States Central Intelligence Agency, Ilan Mizrahi, former Head of Israel's National Security Council and John, Lord Alderdice, Liberal Democrat member of the House of Lords and Senior Research Fellow and Director of the Centre for the Resolution of Intractable Conflict at Harris Manchester College, Oxford. This book has been written in a manner that makes it accessible to policymakers, security practitioners and academics, as well as interested lay readers. Contents: National Security: Securing the State: A Conversation with Peter Ho and Benny Lim Thinking about National Security (Sir David Omand) Strategic Intelligence Challenges in the 21st Century (Ilan Mizrahi) The Velocity of Change: Global Threats, Moore's Law and Securing the Future (David F Heyman) Resilience: The Role of Community Resilience in Advancing Security (Stephen E Flynn) Social Resilience and the Troubles in Northern Ireland (Lord John Alderdice) Resilience and National

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Security: "Everyone Has a Plan 'Til They Get Punched in the Mouth" (Norman Vasu) Radicalisation and Extremism: On Radicalization (Marc Sageman) 'Radicalisation': The Transformation of Modern Understanding of Terrorist Origins, Psychology and Motivation (Andrew Silke and Katherine Brown) Radicalisation into Violent Extremism: A New Synthesis? (Kumar Ramakrishna) Strategic and Crisis Communications: The 21st Century Strategic Communication Landscape and its Challenges for Policymakers (Steven R Corman) Digital Naturals and the Effects of Social Media on Disaster Communication (W Timothy Coombs) The Evolution, Impact and Future of Social Media for National Security (Damien D Cheong) Cyber: Embracing Transformation: Success and Failure in Cybersecurity Implementation (Christian Lifländer) Singapore's Approach to Cybersecurity (Wong Yu Han) Regional Cybersecurity Policy Developments in Southeast Asia and the Wider Asia Pacific (Caitríona Heintz) Readership: Policymakers, security practitioners, security studies academics, general readers interested in issues of security. Now in its Sixth Edition, Robert M. Clark's Intelligence Analysis: A Target-Centric Approach once again delivers a consistent, clear method for teaching intelligence analysis—demonstrating how a collaborative, target-centric approach leads to

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sharper and more effective analysis. This bestseller also includes new end-of-chapter questions to spark classroom discussion, as well as material on the intelligence cycle, collection, managing analysis, and dealing with intelligence customers. Clark's practical approach combined with his insider perspective create the ideal resource for students and practitioners alike.

This new and final edition is a follow-up to the author's first book, *Anticipating Surprise* (University Press of America, 2002) and the *Handbook of Warning Intelligence* (Scarecrow Press, 2010). The first book was an abridged version of Grabo's 1972 manuscript, of which only 200 pages were allowed to be published by the government. The second book was published after it was agreed that the last 10 chapters would remain classified. These final 10 chapters have recently been released by the government and complete the manuscript as it was originally intended to be published by the author in 1972. The *Handbook of Warning Intelligence* was written during the cold war and was classified for 40 years. Originally written as a manual for training intelligence analysts, it explains the fundamentals of intelligence analysis and forecasting, discusses military analysis, as well as the difficulties in understanding political, civil, and economic analysis and assessing what it means for analysts to have "warning judgment." Much of what Grabo wrote in her book seems to appear in many of the numerous commission reports that emerged after the 9/11 attacks. However, her book

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was written in response to the "surprise attack" of the Soviet Union's invasion of Czechoslovakia in 1968. According to the author, that event was no surprise. And while analysts have to take some of the blame for their failure to strenuously present their case that the threat was real and imminent, what occurred was a failure by policymakers to listen to the warning intelligence reports that were written at the time. In these last chapters, Grabo discusses scenarios where the United States will need to take action, especially describing Soviet indicators of such action. She also talks on how to influence policymakers to take, or not take, action based on intelligence. After the Soviet Union fell, the government was hesitant to release this information—especially considering what's going on with Putin today.

A career of nearly three decades with the CIA and the National Intelligence Council showed Paul R. Pillar that intelligence reforms, especially measures enacted since 9/11, can be deeply misguided. They often miss the sources that underwrite failed policy and misperceive our ability to read outside influences. They also misconceive the intelligence-policy relationship and promote changes that weaken intelligence-gathering operations. In this book, Pillar confronts the intelligence myths Americans have come to rely on to explain national tragedies, including the belief that intelligence drives major national security decisions and can be fixed to avoid future failures. Pillar believes these assumptions waste critical resources and create harmful policies, diverting attention away from smarter reform, and they keep Americans

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from recognizing the limits of obtainable knowledge. Pillar revisits U.S. foreign policy during the Cold War and highlights the small role intelligence played in those decisions, and he demonstrates the negligible effect that America's most notorious intelligence failures had on U.S. policy and interests. He then reviews in detail the events of 9/11 and the 2003 invasion of Iraq, condemning the 9/11 commission and the George W. Bush administration for their portrayals of the role of intelligence. Pillar offers an original approach to better informing U.S. policy, which involves insulating intelligence management from politicization and reducing the politically appointed layer in the executive branch to combat slanted perceptions of foreign threats. Pillar concludes with principles for adapting foreign policy to inevitable uncertainties.

The expression "We did not see it coming!" has often been heard in recent years from decision makers at the highest levels of the private and public sectors. Yet there were actually early warning signals, but they were often ignored due to a lack of appropriate methodology. Focusing on the concept of a weak signal, this book provides methods for anticipating problems and dealing with blind spots. Along with examples of this concept, the authors provide answers to questions of feasibility, including how to recognize a weak signal, and how to exploit it. Numerous applications are also presented throughout.

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OUP Oxford

World-renowned economist Klaus Schwab, Founder and

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Executive Chairman of the World Economic Forum, explains that we have an opportunity to shape the fourth industrial revolution, which will fundamentally alter how we live and work. Schwab argues that this revolution is different in scale, scope and complexity from any that have come before. Characterized by a range of new technologies that are fusing the physical, digital and biological worlds, the developments are affecting all disciplines, economies, industries and governments, and even challenging ideas about what it means to be human. Artificial intelligence is already all around us, from supercomputers, drones and virtual assistants to 3D printing, DNA sequencing, smart thermostats, wearable sensors and microchips smaller than a grain of sand. But this is just the beginning: nanomaterials 200 times stronger than steel and a million times thinner than a strand of hair and the first transplant of a 3D printed liver are already in development. Imagine "smart factories" in which global systems of manufacturing are coordinated virtually, or implantable mobile phones made of biosynthetic materials. The fourth industrial revolution, says Schwab, is more significant, and its ramifications more profound, than in any prior period of human history. He outlines the key technologies driving this revolution and discusses the major impacts expected on government, business, civil society and individuals. Schwab also offers bold ideas on how to harness these changes and shape a better future--one in which technology empowers people rather than replaces them; progress serves society rather than disrupts it; and in which innovators respect moral and ethical boundaries

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rather than cross them. We all have the opportunity to contribute to developing new frameworks that advance progress.

"This book focuses on environment information scanning and organization-wide support for strategic intelligence. It also provides practical guidance to organizations for developing effective approaches, mechanisms, and systems to scan, refine, and support strategic information provision"--Provided by publisher.

When criminal activity is as straightforward as a child's game of cops and robbers, the role of the police is obvious, but today's bad guys don't always wear black. In fact, the most difficult criminals to cope with are those who straddle the gray divide between licit and illicit activity. Many of these nefarious sorts operate on the fringe of society.

This book analyzes intelligence relations in an insecure world and provides contributions on intelligence processes, interstate intelligence relations and hybrid warfare. Tactical, operational and strategic intelligence relations, both within and between intelligence agencies, and between states, are essential to support decision makers. This book ties together how intelligence adapts to security changes, global power shifts and the trend from globalization to a more nationalistic approach. During such changes, there is a need to analyze intelligence sharing relationships. Bringing together practitioners and academics, the book presents a plurality of approaches relative to intelligence relations that seek to advance the debate in the field.

John A. Gentry and Joseph S. Gordon update our

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understanding of strategic warning intelligence analysis for the twenty-first century. Strategic warning—the process of long-range analysis to alert senior leaders to trending threats and opportunities that require action—is a critical intelligence function. It also is frequently misunderstood and underappreciated. Gentry and Gordon draw on both their practitioner and academic backgrounds to present a history of the strategic warning function in the US intelligence community. In doing so, they outline the capabilities of analytic methods, explain why strategic warning analysis is so hard, and discuss the special challenges strategic warning encounters from senior decision-makers. They also compare how strategic warning functions in other countries, evaluate why the United States has in recent years emphasized current intelligence instead of strategic warning, and recommend warning-related structural and procedural improvements in the US intelligence community. The authors examine historical case studies, including postmortems of warning failures, to provide examples of the analytic points they make. Strategic Warning Intelligence will interest scholars and practitioners and will be an ideal teaching text for intermediate and advanced students.

Contemporary security has expanded its meaning, content and structure in response to globalisation and the emergence of greatly improved world-wide communication. The protocols of modern warfare, including targeted killing, enhanced interrogations, mass electronic surveillance and the virtualisation of war have changed the moral landscape and brought diverse new

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interactions with politics, law, religion, ethics and technology. This book addresses how and why the nature of security has changed and what this means for the security actors involved and the wider society. Offering a crossdisciplinary perspective on concepts, meanings and categories of security, the book brings together scholars and experts from a range of disciplines including political, military studies and security studies, political economy and international relations. Contributors reflect upon new communication methods, postmodern concepts of warfare, technological determinants and cultural preferences to provide new theoretical and analytical insights into a changing security environment and the protocols of war in the 21st century. A useful text for scholars and students of security studies, international relations, global governance, international law and ethics, foreign policy, comparative studies and contemporary world history. Intelligence is critical to ensuring national security, especially with asymmetric threats making up most of the new challenges. Knowledge, rather than power, is the only weapon that can prevail in a complex and uncertain environment awash with asymmetric threats, some known, many currently unknown. This book shows how such a changing national security environment has had profound implications for the strategic intelligence requirements of states in the 21st century. The book shows up the fallacy underlying the age-old assumption that intelligence agencies must do a better job of connecting the dots and avoiding future failures. It argues that this cannot and will not happen for a variety

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of reasons. Instead of seeking to predict discrete future events, the strategic intelligence community must focus rather on risk-based anticipatory warnings concerning the nature and impact of a range of potential threats. In this respect, the book argues for a full and creative exploitation of technology to support — but not supplant — the work of the strategic intelligence community, and illustrates this ideal with reference to Singapore's path-breaking Risk Assessment and Horizon Scanning (RAHS) program.

This textbook introduces students to the critical role of the US intelligence community within the wider national security decision-making and political process.

Intelligence in the National Security Enterprise defines what intelligence is and what intelligence agencies do, but the emphasis is on showing how intelligence serves the policymaker. Roger Z. George draws on his thirty-year CIA career and more than a decade of teaching at both the undergraduate and graduate level to reveal the real world of intelligence. Intelligence support is examined from a variety of perspectives to include providing strategic intelligence, warning, daily tactical support to policy actions as well as covert action. The book includes useful features for students and instructors such as excerpts and links to primary-source documents, suggestions for further reading, and a glossary.

In this seminal work, published by the C.I.A. itself, produced by Intelligence veteran Richards Heuer discusses three pivotal points. First, human minds are ill-equipped ("poorly wired") to cope effectively with both inherent and induced uncertainty. Second, increased

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knowledge of our inherent biases tends to be of little assistance to the analyst. And lastly, tools and techniques that apply higher levels of critical thinking can substantially improve analysis on complex problems.

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