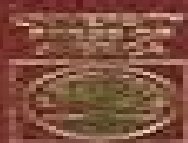


LOST PROMISE

How CIA Analysis Misserves the Nation

AN INTELLIGENCE ASSESSMENT

John A. Gentry



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John A. Gentry, Joseph S. Gordon



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Intelligence Failure and Knowledge Creation Carl W. Ford, Jr., Kathleen M. Vogel, 2025-10-16 This book examines the roots and elements of the research and knowledge generation problems in US intelligence The work identifies the crux of the problem as the lack of a research capability in US intelligence which has developed over the past 40 years due to a variety of organizational decisions that prioritized current intelligence reporting and a focus on structural solutions to fix intelligence failures The book argues that this is the principal cause of recent major intelligence failures regarding 9 11 the 2003 Iraq War and the current Russia Ukraine War Throughout the book the authors aim to provide short medium and long term policy relevant recommendations to intelligence officials and members of the US Congress in the form of workforce leadership and organizational changes that can be implemented to address existing research shortcomings in intelligence analysis The book's conclusions will also be relevant to the intelligence agencies of other countries This book will be of much interest to students of intelligence studies national security US politics defense studies and international relations **Lost Promise**

John A. Gentry, 1993-01-29 *Lost Promise* describes and critiques the Directorate of Intelligence of the Central Intelligence Agency of the analytical arm of the agency Gentry first describes the DI's historical and avowed mission and in so doing he sets a standard for comparison with the troubled operations of the DI since the early 1980s He proposes an 18 point reform program and helps to lift the fog that surrounds the CIA and which protects it from serious external evaluation Gentry corrects misunderstandings about CIA analysis and explains how analysis can become biased or politicized *Lost Promise* presents a framework for general intelligence evaluation using the DI as a case study **Contents** I PART I CIA's Directorate of Intelligence The Institution in Practice How It Got That Way Implications of Current Practices Recommendations for Reform A Primer on Review and Politicization Lessons of the 1991 Gates Nomination for DCI PART II Perception Versus Reality Explanations Corrections and Comments Toward a Critics Paradigm Appendix CIA Credo Glossary of Intelligence Acronyms Figures including photographs and portraits *Intelligence Analysis and Assessment* David Charters, Stuart Farson, Glenn P. Hastedt, 2013-11-05 These essays cover assessment systems now in place in Britain the USA Germany and Australia the bureaucratic dynamics of analysis and assessment the changing ground in intelligence and the impact of new technologies and modes of communication on intelligence gathering and analysis **How Wars Are Won and Lost** John A.

Gentry,2011-11-10 This provocative book seeks to answer a most crucial and embarrassing question concerning the U S military why the United States is so often stymied in military confrontations with seemingly weaker opponents despite its superpower status This fascinating book examines a question that continues to puzzle soldiers statesmen and scholars why do major powers including the ostensible superpower United States repeatedly perform poorly against seemingly overmatched adversaries And what can they and the United States do to better achieve their military objectives How Wars are Won and Lost Vulnerability and Military Power argues that beyond relying solely on overwhelming military might the United States needs to focus more on exploiting weaknesses in their adversaries such as national will resource mobilization and strategic miscues just as opposing forces have done to gain advantage over our military efforts The author tests the vulnerability theory by revisiting six conflicts from the Philippine War of 1899 1902 to the ongoing actions in Iraq and Afghanistan showing again and again that victory often depends more on outthinking the enemy than outmuscling them

Whistleblower at the CIA Melvin A. Goodman,2017-04-24 Mel Goodman has spent the last few decades telling us what s gone wrong with American intelligence and the American military he is also telling us how to save ourselves Seymour M Hersh The New Yorker Whistleblower at the CIA offers a fascinating glimpse into the secret behind the scenes world of U S intelligence Melvin A Goodman s first person account of the systematic manipulation of intelligence at the CIA underscores why whistleblowing is so important and why the institutional obstacles to it are so intense At its core it s an invaluable historical expose a testimony to integrity and conscience and a call for the U S intelligence community to keep its top leaders in check Urgent timely and deeply recommended Daniel Ellsberg Mel Goodman shines a critical whistleblower light into the dark recesses of the CIA as a former insider His book serves in the public interest as a warning and wake up call for what s at stake and why we cannot trust the CIA or the intelligence establishment to do the right thing Thomas Drake former NSA senior executive and whistleblower Mel Goodman s Whistleblower at the CIA is not just an insider s look at politics at the highest levels of government It s also a personal account of the political odyssey Goodman had to negotiate for telling the truth The CIA likes for its employees to believe that everything is a shade of grey But some things are black or white right or wrong Mel Goodman did what was right He may have paid with his career but he s on the right side of history John Kiriakou former CIA Counterterrorism Officer and former Senior Investigator Senate Foreign Relations Committee Melvin Goodman s long career as a respected intelligence analyst at the CIA specializing in US Soviet relations ended abruptly In 1990 after twenty four years of service Goodman resigned when he could no longer tolerate the corruption he witnessed at the highest levels of the Agency In 1991 he went public blowing the whistle on top level officials and leading the opposition against the appointment of Robert Gates as CIA director In the widely covered Senate hearings Goodman charged that Gates and others had subverted the process and the ethics of intelligence by deliberately misinforming the White House about major world events and covert operations In this breathtaking expose Goodman tells the whole story Retracing his career with the Central

Intelligence Agency he presents a rare insider's account of the inner workings of America's intelligence community and the corruption, intimidation and misinformation that lead to disastrous foreign interventions. An invaluable and historic look into one of the most secretive and influential agencies of US government and a wake up call for the need to reform its practices. Melvin A Goodman served as a senior analyst and Division Chief at the CIA from 1966 to 1990. His writing has appeared in the New York Times, Washington Post, Harper's and many others. He is author of six books on US intelligence and international security.

Why Intelligence Fails Robert Jervis, 2010-12-15. The US government spends enormous resources each year on the gathering and analysis of intelligence, yet the history of American foreign policy is littered with missteps and misunderstandings that have resulted from intelligence failures. In *Why Intelligence Fails*, Robert Jervis examines the politics and psychology of two of the more spectacular intelligence failures in recent memory: the mistaken belief that the regime of the Shah in Iran was secure and stable in 1978, and the claim that Iraq had active WMD programs in 2002. The Iran case is based on a recently declassified report Jervis was commissioned to undertake by CIA thirty years ago and includes memoranda written by CIA officials in response to Jervis's findings. The Iraq case also grounded in a review of the intelligence community's performance is based on close readings of both classified and declassified documents, though Jervis's conclusions are entirely supported by evidence that has been declassified. In both cases, Jervis finds not only that intelligence was badly flawed but also that later explanations analysts were bowing to political pressure and telling the White House what it wanted to hear or were willfully blind, were also incorrect. Proponents of these explanations claimed that initial errors were compounded by groupthink, lack of coordination within the government and failure to share information. Policy prescriptions including the recent establishment of a Director of National Intelligence were supposed to remedy the situation. In Jervis's estimation, neither the explanations nor the prescriptions are adequate. The inferences that intelligence drew were actually quite plausible given the information available. Errors arose, he concludes, from insufficient attention to the ways in which information should be gathered and interpreted, a lack of self-awareness about the factors that led to the judgments and an organizational culture that failed to probe for weaknesses and explore alternatives. Evaluating the inherent tensions between the methods and aims of intelligence personnel and policymakers from a unique insider's perspective, Jervis forcefully criticizes recent proposals for improving the performance of the intelligence community and discusses ways in which future analysis can be improved.

Secret Intelligence Christopher Andrew, Richard J. Aldrich, Wesley K. Wark, 2009. This Reader in the field of intelligence studies focuses on policy, blending classic works on concepts and approaches with more recent essays dealing with current issues and the ongoing debate about the future of intelligence. The subject of secret intelligence has never enjoyed a higher profile. The terrorist attacks of 9/11, Madrid and London, the conflicts in Iraq and Afghanistan, the missing WMD, public debates over prisoner interrogation and new domestic security regulations have all contributed to make this a hot subject over the past decade. Aiming to be more comprehensive than existing books and to

achieve truly international coverage of the field this book provides key readings and supporting material for students and course convenors It is divided into four main sections each of which includes full summaries of each article further reading suggestions and student questions The intelligence cycle Intelligence counter terrorism and security Ethics accountability and control Intelligence and the new warfare Comprising essays by leading scholars in the field Secret Intelligence will be essential reading both for students and for anyone wishing to understand the current relationship between intelligence and policy making

The U.S. Intelligence Community Mark M. Lowenthal, 2013-10-23 First published in 1995 This series seeks to consolidate published material on a wide variety of public private and non profit organizations including a federal agencies Congressional committees the judicial branch and international bodies b corporations interest groups trade unions and consulting firms as well as c professional associations scientific societies and educational institutions This text offers an organised volume of intelligence literature Intelligence is the collection and analysis of information about threats at home and abroad for use by policymakers as they make key decisions is widely recognized as the nation s first line of defense in protecting itself against dangers from overseas and subversive activities at home

Strategic Warning Intelligence John A. Gentry, Joseph S. Gordon, 2019-03-01 John A Gentry and Joseph S Gordon update our 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

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