

LOST PROMISE

How CIA Analysis Misserves the Nation

AN INTELLIGENCE ASSESSMENT

John A. Gentry



Lost Promise How Cia Analysis Misserves The Nation

**David Charters, Stuart Farson, Glenn P.
Hastedt**



Lost Promise How Cia Analysis Misserves The Nation:

Lost Promise John A. Gentry, 1993 *Lost Promise* describes and criticises the Directorate of Intelligence of the Central Intelligence Agency the analytical arm of the Agency Gentry first describes the DI s historical role and avowed mission and by so doing sets a standard for comparison with the troubled operations of the DI since the early 1980s He proposes an 18 point reform programme and helps to lift the fog that surrounds the CIA and protects it from serious external evaluation Gentry ventures to correct misunderstandings about CIA analysis and explains how analysis can become biased or politicised *Lost Promise* presents a framework for evaluating intelligence analysis in general using the DI as a case study US

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 *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

Why Intelligence Fails Robert Jervis, 2010-12-15 The U S 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, 2019-07-26 The second edition of *Secret Intelligence: A Reader* brings together key essays from the field of intelligence studies blending classic works on concepts and approaches with more recent essays dealing with current issues and ongoing debates about the future of intelligence Secret intelligence has never enjoyed a higher profile The events of 9/11 the conflicts in Iraq and Afghanistan the missing WMD controversy public debates over prisoner interrogation together with the revelations of figures such as Edward Snowden recent cyber attacks and the rise of hybrid warfare have all contributed to make this a hot subject over the past two decades 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 secrecy Intelligence and the new warfare This new edition contains essays by leading scholars in the field and will be essential reading for students of intelligence studies strategic studies international security and political science in general and of interest to anyone wishing to understand the current relationship between intelligence and policy making

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 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 *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 BContents 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 **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 **The U.S.**

Navy and the Rise of Great Power Competition James J. Wirtz, Jeffrey E. Kline, James A. Russell, 2023-12-22 This volume describes how technological and geo political trends are rapidly transforming maritime affairs A mix of original and previously published material this volume describes how the 21st century great power competition is changing the face of naval operations in general and U S Navy operations in the Western Pacific in particular The rise of an assertive China and its new anti access and area denial capabilities threaten the aircraft carrier based maritime dominance of the U S Navy

Military and political trends in the Western Pacific and beyond suggest that the world is encountering a pivotal moment when existing weapons tactics and operations might be rendered obsolete by techno strategic change This volume considers these developments from three perspectives by describing 1 the techno strategic setting 2 the institutional constraints that impede the ability of the U S Navy to respond to these changes and 3 a new approach to naval force planning and strategy to cope with these developments The volume culminates in a discussion of sophisticated strategies and operational concepts that position the U S Navy and its maritime allies and partners to prevail in today s techno strategic churn This book will be of much interest to students of naval policy strategic studies Asia Pacific politics and International Relations

Intelligence in the Cold War: What Difference did it Make? Michael Herman, Gwilym Hughes, 2013-09-13 Intelligence was a major part of the Cold War waged by both sides with an almost warlike intensity Yet the question What difference did it all make remains unanswered Did it help to contain the Cold War or fuel it and keep it going Did it make it hotter or colder Did these large intelligence bureaucracies tell truth to power or give their governments what they expected to hear These questions have not previously been addressed systematically and seven writers tackle them here on Cold War aspects that include intelligence as warning threat assessment assessing military balances Third World activities and providing reassurance Their conclusions are as relevant to understanding what governments can expect from their big secret organizations today as they are to those of historians analysing the Cold War motivations of East and West This book is valuable not only for intelligence international relations and Cold War specialists but also for all those concerned with intelligence s modern cost effectiveness and accountability This book was published as a special issue of *Intelligence and National Security*

Revisiting Intelligence and Policy Stephen Marrin, 2023-04-14 The relationship between intelligence organizations and the national security policymakers which they support has its ups and downs Sometimes the relationship is a good one communication flows and both sides benefit from the interaction but sometimes difficulties arise and problems develop For example when knowledge is required for decision but is not available or is inaccurate the outcome is frequently described as an intelligence failure A subset of this kind of intelligence failure occurs when knowledge is distorted in order to reinforce or oppose policymaker preferences or expectations Another less successful outcome occurs when good accurate knowledge is not used to improve policy but is instead set aside or ignored by those who have the responsibility and obligation to make decisions This collection explores the difficulties that can arise in the relationship between intelligence and policy The chapters consider both politicization of and lack of receptiveness to intelligence on the part of policymakers from a variety of different angles Readers will find that this book challenges conventional wisdom and offers new ways of thinking about this important but understudied area This book was published as a special issue of *Intelligence and National Security*

The Function of Intelligence in Crisis Management Shaun P. McCarthy, 2019-01-04 First published in 1998 this work is a study of the relationship between intelligence and policy and focuses on the function of intelligence in crisis management It provides an

integrated approach to the theory of the intelligence process and the principles of crisis management It identifies those factors that influence the producer consumer relationship within the context of the Traditionalist vs Activist approaches i e The Kent Kendall debate New insight into the practical limitations of the Traditionalist approach to intelligence is provided Using terrorism as a crisis phenomenon the study analyses the function of intelligence and the reasons behind the intelligence and the reasons behind the intelligence failures during the Reagan Administration s Foreign Policy initiatives in Lebanon 1981 1985 With its focus on intelligence theory and management as well as crisis management and policy making this book will appeal to academics scholars intelligence practitioners historians policy makers and business management professionals Although the work focuses on the U S intelligence community and the behavioural trends within American intelligence and security organisations the principles and lessons learned can be applied to business and government in other democracies

How Statesmen Think Robert Jervis,2017-02-28 Robert Jervis has been a pioneering leader in the study of the psychology of international politics for more than four decades How Statesmen Think presents his most important ideas on the subject from across his career This collection of revised and updated essays applies elaborates and modifies his pathbreaking work The result is an indispensable book for students and scholars of international relations How Statesmen Think demonstrates that expectations and political and psychological needs are the major drivers of perceptions in international politics as well as in other arenas Drawing on the increasing attention psychology is paying to emotions the book discusses how emotional needs help structure beliefs It also shows how decision makers use multiple shortcuts to seek and process information when making foreign policy and national security judgments For example the desire to conserve cognitive resources can cause decision makers to look at misleading indicators of military strength and psychological pressures can lead them to run particularly high risks The book also looks at how deterrent threats and counterpart promises often fail because they are misperceived How Statesmen Think examines how these processes play out in many situations that arise in foreign and security policy including the threat of inadvertent war the development of domino beliefs the formation and role of national identities and conflicts between intelligence organizations and policymakers [Open Source](#)

Intelligence in a Networked World Anthony Olcott,2012-03-22 The book explains how openly available information is undervalued by the intelligence community and how analysts can use of this huge amount of information **The Palgrave Handbook of National Security** Michael Clarke,Adam Henschke,Matthew Sussex,Tim Legrand,2021-09-28 This handbook provides a comprehensive analysis of the contemporary theory practice and themes in the study of national security Part 1 Theories examines how national security has been conceptualised and formulated within the disciplines international relations security studies and public policy Part 2 Actors shifts the focus of the volume from these disciplinary concerns to consideration of how core actors in international affairs have conceptualised and practiced national security over time Part 3 Issues then provides in depth analysis of how individual security issues have been incorporated into prevailing scholarly and

policy paradigms on national security While security now seems an all encompassing phenomenon one general proposition still holds national interests and the nation state remain central to unlocking security puzzles As normative values intersect with raw power as new threats meet old ones and as new actors challenge established elites making sense out of the complex milieu of security theories actors and issues is a crucial task and is the main accomplishment of this book **American Dispatches** Robert Parry,2022-06-21 Often going against the grain of Washington s so called conventional wisdom Robert Parry covered the most consequential issues facing the country during his five decades as a journalist from the Vietnam War to Iran Contra to the Iraq War to Russiagate stories that shaped the course of contemporary American history A finalist for the Pulitzer Prize in 1985 and the recipient of numerous awards including the George Polk Award for National Reporting in 1984 I F Stone Medal for Journalistic Independence in 2015 and the Martha Gellhorn Prize for Journalism in 2017 Parry earned a reputation as a tenacious reporter committed to telling the truth without fear or favor This compilation of Parry s writings traces his development from a student activist to a beat reporter to an investigative journalist and historian shedding light on how he came to believe that the Washington press corps had lost its way and that building independent media is essential to save the republic More than a simple collection of articles by an iconoclastic journalist however this volume is an illuminating history of the late 20th and early 21st centuries a troubling recent past that Parry meticulously chronicles through in depth research and compelling storytelling What will come into focus as the reader turns these pages is an at times shocking level of corruption and wrongdoing at the highest levels of government enabled by a steady deterioration of the U S media s commitment to providing an honest accounting of the events shaping our world The reader perhaps will come to the same conclusions that Robert Parry did that the media has become a threat to democracy and one of the most important tasks that exists today is to build a new infrastructure for conveying information one that is honest independent and incorruptible *Journal of Intelligence History Winter 2010* L. I. T. Verlag LIT Verlag,2011-02-17

Enemies of Intelligence Richard K. Betts,2009 Combining study with experience Richard K Betts draws on three decades of work within the U S intelligence community to illuminate the paradoxes and problems that frustrate the intelligence process Unlike America s efforts to improve its defenses against natural disasters strengthening its strategic assessment capabilities means outwitting crafty enemies who operate beyond U S borders It also requires looking within to the organizational and political dynamics of collecting information and determining its implications for policy Betts outlines key strategies for better intelligence gathering and assessment He describes how fixing one malfunction can create another in what ways expertise can be both a vital tool and a source of error and misjudgment the pitfalls of always striving for accuracy in intelligence which in some cases can render it worthless the danger though unavoidable of politicizing intelligence and the issue of secrecy when it is excessive when it is insufficient and how limiting privacy can in fact protect civil liberties Grounding his arguments in extensive theory and policy analysis Betts takes a comprehensive and realistic look

at the convergence of knowledge and power in facing the intelligence challenges of the twenty first century

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