

# Intelligence

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# **Why Secret Intelligence Fails**

**Michael Turner** 

# Why Secret Intelligence Fails:

Why Secret Intelligence Fails Michael A. Turner, 2005 Former CIA senior official tells what s wrong with the system Why Secret Intelligence Fails Michael A. Turner, 2005 Michael Turner argues that the root causes of failures in American intelligence can be found in the way it is organized and in the intelligence process itself Intelligence that has gone awry affects national decision making and ultimately American national security Intelligence officials are reluctant to talk about intelligence successes claiming the secret of our success is the secret of our success But these officials also shy away from talking about failures largely because doing so would expose the failings of American intelligence and have an impact on policy consumers who may become more reluctant to accept and act on the intelligence they receive Rather than focusing on case studies the book takes a holistic approach beginning with structural issues and all dysfunctions that emanate from them Turner explores each step of the intelligence cycle priority setting intelligence collection analysis production and dissemination to identify the inflection points within each stage that contribute to intelligence failures Finally he examines a variety of plans that if implemented would reduce the likelihood of intelligence failures While examining the causes of intelligence failures Turner also explores intelligence as a critical governmental activity making the book an excellent primer on secret intelligence Turner writes in jargon free prose for the informed reader interested in foreign policy and national security policy matters and brings enough depth to his subject that even experts will find this a must read Intelligence Fails Michael Turner, 2007-12-01 Intelligence intel officials are reluctant to talk about intel successes But these officials also shy away from failures largely because doing so would expose their shortcomings make policy makers more reluctant to act on the intel they receive The root causes of failure in Amer intel can be found in the way it is organized in the intel process itself Explores how the intel community functions making it an excellent primer on secret intel Discusses all the dysfunctions that emanate from them Explores each step of the intel cycle priority setting intel collection analysis production dissem to identify the inflection points that contribute to intel failures Examines a variety of plans that if implemented would improve Amer intel **Problem of Secret Intelligence** Kjetil Anders Hatlebrekke, 2019-05-03 What is intelligence why is it so hard to define and why is there no systematic theory of intelligence Kjetil Anders Hatlebrekke creates a new systematic model of intelligence analysis arguing that good intelligence is based on understanding the threats that appear beyond our experience and are therefore the most dangerous to society *Understanding Intelligence Failure* James J. Wirtz, 2016-11-10 This collection comprising key works by James J Wirtz explains how different threat perceptions can lead to strategic surprise attack intelligence failure and the failure of deterrence This volume adopts a strategist s view of the issue of surprise and intelligence failure by placing these phenomena in the context of conflict between strong and weak actors in world affairs A two level theory explains the incentives and perceptions of both parties when significant imbalances of military power exist between potential combatants and how this situation sets the stage for strategic surprise and

intelligence failure to occur The volume illustrates this theory by applying it to the Kargil Crisis attacks launched by non state actors and by offering a comparison of Pearl Harbor and the September 11 2001 attacks It explores the phenomenon of deterrence failure specifically how weaker parties in an enduring or nascent conflict come to believe that deterrent threats posed by militarily stronger antagonists will be undermined by various constraints increasing the attractiveness of utilising surprise attack to achieve their objectives This work also offers strategies that could mitigate the occurrence of intelligence failure strategic surprise and the failure of deterrence This book will be of much interest to students of intelligence studies strategic studies security studies and IR in general Fool Me Twice: Intelligence Failure and Mass Casualty Terrorism Thomas Copeland, 2007-07-30 This study evaluates whether surprise and intelligence failure leading to mass casualty terrorism are inevitable It explores the extent to which four factors failures of public policy leadership analytical challenges organizational obstacles and the inherent problems of warning information contribute to intelligence failure The study applies existing theories of surprise and intelligence failure to case studies of five mass casualty terrorism incidents World Trade Center 1993 Oklahoma City 1995 Khobar Towers 1996 East African Embassies 1998 and September 11 2001 A structured focused comparison of the cases is made using a set of thirteen probing questions based on the factors above The study concludes that while all four factors were influential failures of public policy leadership contributed directly to surprise Psychological bias and poor threat assessments prohibited policy makers from anticipating or preventing attacks Policy makers mistakenly continued to use a law enforcement approach to handling terrorism and failed to provide adequate funding guidance and oversight of the intelligence community The study has implications for intelligence reform information sharing congressional oversight and society s expectations about the degree to which the intelligence community can predict or prevent surprise attacks 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 Studies in Intelligence, 2004 Intelligence Failures and Strategic Surprises in Complex Geopolitical Environments Frederic Lemieux, 2025-06-30 Bridging the gap between academic theory and practical intelligence analysis in the context of modern geopolitical instability Lemieux features in depth case studies spanning over eight decades from the attack on Pearl Harbor in 1941 to the recent Hamas Attack in 2023 Essentials of Strategic Intelligence Loch K. Johnson, 2014-12-09 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 Essentials of Strategic Intelligence investigates a subject unknown to or misunderstood by most American citizens how U S foreign and security policy is derived from the information collection operations and data analysis by the sixteen major U S intelligence agencies The essays in this work draw back the curtain on the hidden side of America s government explaining the roles of various intelligence missions justifying the existence of U S intelligence agencies and addressing the complex moral questions that arise in the conduct of secret operations After an introductory overview the book presents accessibly written essays on the key topics intelligence collection and analysis counterintelligence covert action and intelligence accountability Readers will understand how intelligence directly informs policymakers and why democracies need secret agencies learn how the CIA has become deeply involved in the war like assassination operations that target suspected foreign terrorists even some individuals who are American citizens and appreciate how the existence of and our reliance on these intelligence agencies poses challenges for democratic governance The Role of Intelligence and State Policies in International Security Mehmet Emin Erendor, 2021-10-28 It is well known that the understanding of security has changed since the end of the Cold War This in turn has impacted the characteristics of intelligence as states have needed to improve their security policies with new intelligence tactics. This volume investigates this new state of play in the international arena Researching National Security Intelligence Stephen Coulthart, Michael Landon-Murray, Damien Van Puyvelde, 2019-11-01 Researchers in the rapidly growing field of intelligence studies face unique and difficult challenges ranging from finding and accessing data on secret activities to sorting through the politics of intelligence successes and failures to making sense of complex socio organizational or psychological phenomena The contributing authors to Researching National Security Intelligence survey the state of the field and demonstrate how incorporating multiple disciplines helps to generate high quality policy relevant research Following this approach the volume provides a conceptual empirical and methodological toolkit for scholars and students informed by many disciplines history political science public administration psychology communications and journalism This collection of essays written by an international group of scholars and practitioners propels intelligence studies forward by demonstrating its growing depth by suggesting new pathways to the creation of knowledge and by identifying how scholarship can enhance practice and accountability Israeli

National Intelligence Culture Itai Shapira, 2024-09-30 The book offers a novel conceptualization of Israeli national intelligence culture describing the way in which Israelis perceive and practice intelligence Different nations have different national intelligence cultures relying on different ideas of intelligence perceiving and practicing intelligence in different ways Written by a former senior intelligence officer this book is the first study dedicated to Israeli intelligence culture and the way it reflects Israeli strategic culture Relying on more than 30 elite interviews with acting and former Israeli practitioners the book highlights the Israeli aversion to intelligence theory and scientific methods as well as to the structured management of the intelligence system at the national level It describes the intelligence system's emphasis on contrarian thinking and moral courage as the foundations of intelligence professionalism and the growing inclination of Israeli intelligence toward action and influence Intelligence is perceived and practiced by Israelis as a tool for problem solving addressing unique Israeli challenges While some traits of the Israeli national intelligence culture have contributed to its high reputation and its success story others might have also contributed to its failure in anticipating the Hamas terrorist attack on October 2023 or have remained aspirational norms rather than realized practice The October 2023 failure as that of the Yom Kippur War in 1973 will undoubtfully influence Israeli national intelligence culture for many years to come This book will be of much interest to students of intelligence studies Israeli politics strategic studies and international relations Why Intelligence Fails Robert Jervis, 2010 The U S government spends enormous resources each year on the gathering and analysis of intelligence vet 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

Intelligence: The Secret World of Spies Loch K. Johnson, James J. Wirtz, 2011 Rev ed of Intelligence and national security c2008 Intelligence and National Security J. Ransom Clark, 2007-08-30 This book deals with what intelligence is what it can and cannot do how it functions and why it matters within the context of furthering American national security book cover

Stalin's Secret War Robert W. Stephan, 2004 An animated adaptation of the story of the same title by Maurice Sendak in which a small boy makes a visit to the land of the wild things Tells how he tames the creatures and returns home For primary grades Strategic Intelligence: Understanding the hidden side of government Loch K. Johnson, 2007 While several fine texts on intelligence have been published over the past decade there is no complementary set of volumes that addresses the subject in a comprehensive manner for the general reader This major set explains how the sixteen major U S intelligence agencies operate how they collect information from around the world the problems they face in providing further insight into this raw information through the techniques of analysis and the difficulties that accompany the dissemination of intelligence to policymakers in a timely manner Political Science Quarterly, 2008 Failure of Intelligence Melvin A.

Goodman, 2008-01-28 Failure of Intelligence is designed to inform the debate over intelligence policy and suggest a reform agenda The provocative mingling of historical description with contemporary political analysis and reform prescription challenges the conventional wisdom on clandestine collection and ultimately and persuasively asserts that the failure to have diplomatic relations has led to the inability to collect intelligence

# Why Secret Intelligence Fails Book Review: Unveiling the Magic of Language

In an electronic era where connections and knowledge reign supreme, the enchanting power of language has be more apparent than ever. Its power to stir emotions, provoke thought, and instigate transformation is actually remarkable. This extraordinary book, aptly titled "**Why Secret Intelligence Fails**," written by a highly acclaimed author, immerses readers in a captivating exploration of the significance of language and its profound impact on our existence. Throughout this critique, we will delve to the book is central themes, evaluate its unique writing style, and assess its overall influence on its readership.

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