CONSTRUCTING CASSANDRA

REFRAMING INTELLIGENCE FAILURE AT THE CIA, 1947-2001

> MILO JONES AND PHILIPPE SILBERZAHN

Nicolae Sfetcu

Constructing Cassandra Milo Jones, Philippe Silberzahn, 2013-08-21 Constructing Cassandra analyzes the intelligence failures at the CIA that resulted in four key strategic surprises experienced by the US the Cuban Missile Crisis in 1962 the Iranian revolution of 1978 the collapse of the USSR in 1991 and the 9 11 terrorist attacks surprises still play out today in U S policy Although there has been no shortage of studies exploring how intelligence failures can happen none of them have been able to provide a unified understanding of the phenomenon To correct that omission this book brings culture and identity to the foreground to present a unified model of strategic surprise one that focuses on the internal make up the CIA and takes seriously those Cassandras who offered warnings but were ignored This systematic exploration of the sources of the CIA s intelligence failures points to ways to prevent future strategic surprises Rebel Ideas Matthew Sved, 2021-05-11 Rebel Ideas will strengthen any kind of team while including advice on how as individuals we can embrace the potential of an outsider mind set as our greatest asset Ideas are everywhere but those with the greatest problem solving business transforming and life changing potential are often hard to identify Even when we recognize good ideas applying them to everyday obstacles whether in the workplace our homes or our civic institutions can seem insurmountable According to Matthew Syed it doesn t have to be this way In Rebel Ideas Syed argues that our brainpower as individuals isn t enough To tackle problems from climate change to economic decline well need to employ the power of cognitive diversity Drawing on psychology genetics and beyond Syed uses real world scenarios including the failings of the CIA before 9 11 and a communication disaster at the peak of Mount Everest to introduce us to the true power of thinking differently Studies in Intelligence ,2017 The Plot to Seize Russia Martin Armstrong, 2023-06-23 Take care of Russia Boris Yeltsin said as he departed his presidency in August 1999 These words were directed at current Russian president Vladimir Putin Yeltsin specifically picked Putin as his predecessor to prevent the takeover of Russia So who was Yeltsin warning against Newly declassified documents from the Clinton Administration prove that there was a plot to rig the Russian election of 2000 These never before seen documents confirm numerous attempts to implement pro Western policies using the Russian oligarchy headed by Boris Berezovsky On the other side were the communists who desired a return to the glory days of the Soviet Union As one of the largest international hedge fund managers author Martin Armstrong found himself in the middle of perhaps the greatest espionage or attempt at a regime change for Russia in modern history The Plot to Seize Russia pulls back the curtain to expose the most extraordinary attempt to seize power in modern history but with the pen rather than armies These declassified documents reveal a plot that has altered our thinking about the relations between the United States and Russia The thirst for power comes seething through every line of these papers that alter our perception of reality change the course of history and now threaten us with World War III Roots of Counterterrorism Constant Willem Hijzen, 2024-10-22 The dominant narrative in intelligence studies portrays the evolution of intelligence from Cold War times

to the present as one of increasing complexity But Western intelligence and security services have countered terrorism before terrorism became an important threat from the end of the 1960s onwards Counterterrorism efforts before 9 11 however differed from those employed post 9 11 not only in the way threats were perceived but also in the repertoires of action that emerged to counter them Using newly declassified primary sources Roots of Counterterrorism puts into focus how the rise of terrorism in the 1970s challenged the existing perceived core functions of intelligence specifically in the Netherlands Constant Willem Hijzen analyses how the Dutch domestic security service Binnenlandse Veiligheidsdienst BVD scrutinized traces of terrorism from 1968 when Spanish anarchists bombed embassies in The Haque until the South Moluccan attack of 1978 after which the threat of terrorism and political violence diminished Unlike counterterrorism in the post 9 11 era prevention was not the primary goal Instead the Dutch security service launched intelligence investigations into the suspected perpetrators of attacks provided hands on assistance during terrorist incidents and advised the police and the Justice department Roots of Counterterrorism sheds new light on Dutch intelligence history but also on the dynamics of international intelligence cooperation operational complexities and more fundamental questions in intelligence and security studies about the essence and evolution of intelligence and intelligence organizations World War I and the Foundations of American Intelligence Mark Stout, 2023-11-16 Ask an American intelligence officer to tell you when the country started doing modern intelligence and you will probably hear something about the Office of Strategic Services in World War II or the National Security Act of 1947 and the formation of the Central Intelligence Agency What you almost certainly will not hear is anything about World War I In World War I and the Foundations of American Intelligence Mark Stout establishes that in fact World War I led to the realization that intelligence was indispensable in both wartime and peacetime After a lengthy gestation that started in the late nineteenth century modern American intelligence emerged during World War I laying the foundations for the establishment of a self conscious profession of intelligence Virtually everything that followed was maturation reorganization reinvigoration or reinvention World War I ushered in a period of rapid changes Never again would the War Department be without an intelligence component Never again would a senior American commander lead a force to war without intelligence personnel on their staff Never again would the United States government be without a signals intelligence agency or aerial reconnaissance capability Stout examines the breadth of American intelligence in the war not just in France not just at home but around the world and across the army navy and State Department and demonstrates how these far flung efforts endured after the Armistice in 1918 For the first time there came to be a group of intelligence practitioners who viewed themselves as different from other soldiers sailors and diplomats Upon entering World War II the United States had a solid foundation from which to expand to meet the needs of another global hot war and the Cold War that followed e-Pedia: Captain America: Civil War Contributors, Wikipedia, 2017-02-11 This carefully crafted ebook is formatted for your eReader with a functional and detailed table of contents Captain America Civil

War is a 2016 American superhero film based on the Marvel Comics character Captain America produced by Marvel Studios and distributed by Walt Disney Studios Motion Pictures It is the sequel to 2011 s Captain America The First Avenger and 2014 s Captain America The Winter Soldier and the thirteenth film of the Marvel Cinematic Universe MCU The film is directed by Anthony and Joe Russo with a screenplay by Christopher Markus Stephen McFeely and features an ensemble cast including Chris Evans Robert Downey Ir Scarlett Johansson Sebastian Stan Anthony Mackie Don Cheadle Jeremy Renner Chadwick Boseman Paul Bettany Elizabeth Olsen Paul Rudd Emily VanCamp Tom Holland Frank Grillo William Hurt and Daniel Br hl In Captain America Civil War disagreement over international oversight of the Avengers fractures them into opposing factions one led by Steve Rogers and the other by Tony Stark This book has been derived from Wikipedia it contains the entire text of the title Wikipedia article the entire text of all the 634 related linked Wikipedia articles to the title article This book does not contain illustrations **Nothing Is Beyond Our Reach** Kristie Macrakis, 2023 Ever since the earliest days of the Cold War American intelligence agencies have launched spies in the sky implanted spies in the ether burrowed spies underground sunk spies in the ocean and even tried chemical means to pry open the human mind The United States increasingly has covered the globe with planes satellites drones electronics tunnels and submarines all in the service of intelligence Hard targets meant that American intelligence could not entirely rely on human spies but it was more than that Nothing is Beyond Our Reach reveals how America's love affair with technology has led to its dependence on machines in intelligence collection and how this has almost inadvertently created a global surveillance empire In a lively and engaging narrative author Kristie Macrakis tells this story of how intelligence has changed from American technophilia and what its implications will be Perspectives on Military Intelligence from the First World War to Mali Floribert Baudet, Eleni Braat, Jeoffrey van Woensel, Aad Wever, 2017-07-01 With a foreword by Michael Kowalski Chairman of the Netherlands Intelligence Studies Association Many intelligence practitioners feel that the statutory footing on which intelligence agencies have been placed forms an impediment to confronting unprecedented contemporary challenges On the basis of case studies spanning the period from the First World War to the present this book argues that while the intelligence community in the era of globalization has indeed come to face new and complex challenges that require adaptation operating in demanding and changing environments is not new at all This book questions the conventional wisdom of 9 11 or the end of the Cold War as caesurae It also argues that the ability to adapt innovate question and learn from past experience is crucial for the success of intelligence organizations rather than ever expanding funding Agencies ability to reflect adapt and learn from experience determines their subsequent capability to deliver One key development resulting from globalization is the marked increase in cooperation between intelligence agencies of different countries on the one hand and between investigative agencies and intelligence agencies on the other This has led to concerns over human rights and privacy and to increased calls for accountability and improved oversight as the increase in cooperation between organizations operating globally also provides

scope for the circumvention of domestic restrictions This book proposes an instrument to assess the effectiveness of existing accountability arrangements and offers new insights into the role of military intelligence in a number of crises e g the 1962 Cold War confrontation over Western New Guinea and the functioning of intelligence in peacekeeping operations ranging from Srebrenica to Mali Thematically comprehensive it offers a mixture of historical legal operational and policy aspects analyzed through the lens of institutional learning bringing together academic and practitioners perspectives The focus lies not only on the familiar Anglo Saxon experience but also on cases from India the Netherlands South East Asia Bosnia Lebanon and Mali The book is aimed at both scholars and practitioners studying and or working in the field of civil and military intelligence and those involved in international relations and international humanitarian law human rights law It brings together contributions from authors who spoke at the Conference to commemorate the 100th anniversary of the Dutch Military Intelligence and Security Service organized by the Netherlands Intelligence Studies Association NISA and from a number of authors who were specifically invited to participate About the editors Floribert Baudet is Associate Professor of Strategy at the Netherlands Defence Academy in Breda Eleni Braat is Assistant Professor at the Department of History and Art History at Utrecht University Jeoffrey van Woensel is a military historian who works at the Veteraneninstituut in Doorn and Aad Wever is an independent scholar who formerly worked at Saxion University of Applied Sciences in Enschede and Ferris State University MI USA and who is now retired Specific to this book Offers a mixture of historical legal operational and policy aspects analyzed through the lens of institutional learning Brings together academic and practitioners perspectives Focusses not only on the familiar Anglo Saxon experience but also presents cases from India the Netherlands South East Asia Bosnia Lebanon and Mali A Research Agenda for Intelligence Studies and Government Robert Dover, Huw Dylan, Michael S. Goodman, 2022-11-04 This Research Agenda explores the academic field of intelligence studies and how it is developing into an increasingly international and diverse area of study The CIA Hugh Wilford, 2024-06-04 A celebrated historian of US intelligence uncovers how the CIA became the foremost defender of America's covert global empire As World War II ended the United States stood as the dominant power on the world stage In 1947 to support its new global status it created the CIA to analyze foreign intelligence But within a few years the Agency was engaged in other operations bolstering pro American governments overthrowing nationalist leaders and surveilling anti imperial dissenters at home The Cold War was an obvious reason for this transformation but not the only one In The CIA celebrated intelligence historian Hugh Wilford draws on decades of research to show the Agency as part of a larger picture the history of Western empire While young CIA officers imagined themselves as British imperial agents like T E Lawrence successive US presidents used the covert powers of the Agency to hide overseas interventions from postcolonial foreigners and anti imperial Americans alike Even the CIA's post 9 11 global hunt for terrorists was haunted by the ghosts of empires past Comprehensive original and gripping The CIA is the story of the birth of a new imperial order in the shadows It offers the

most complete account yet of how America adopted unaccountable power and secrecy abroad and at home 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 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

Epistemology of Intelligence Agencies Nicolae Sfetcu,2019-04-07 About the analogy between the epistemological and methodological aspects of the activity of intelligence agencies and some scientific disciplines advocating for a more scientific approach to the process of collecting and analyzing information within the intelligence cycle I assert that the theoretical ontological and epistemological aspects of the activity of many intelligence agencies are underestimated leading to

incomplete understanding of current phenomena and confusion in interinstitutional collaboration After a brief Introduction which includes a history of the evolution of the intelligence concept after World War II Intelligence Activity defines the objectives and organization of intelligence agencies the core model of these organizations the intelligence cycle and the relevant aspects of the intelligence gathering and intelligence analysis In the Ontology section I highlight the ontological aspects and the entities that threaten and are threatened The Epistemology section includes aspects specific to intelligence activity with the analysis of the traditional Singer model and a possible epistemological approach through the concept of tacit knowledge developed by scientist Michael Polanyi In the Methodology section there are various methodological theories with an emphasis on structural analytical techniques and some analogies with science archeology business and medicine In Conclusions I argue on the possibility of a more scientific approach to methods of intelligence gathering and analysis of intelligence agencies CONTENTS Abstract 1 Introduction 1 1 History 2 Intelligence activity 2 1 Organizations 2 2 Intelligence cycle 2 3 Intelligence gathering 2 4 Intelligence analysis 2 5 Counterintelligence 2 6 Epistemic communities 3 Ontology 4 Epistemology 4 1 The tacit knowledge Polanyi 5 Methodologies 6 Analogies with other disciplines 6 1 Science 6 2 Archeology 6 3 Business 6 4 Medicine 7 Conclusions Bibliography DOI 10 13140 RG 2 2 12971 49445 India's Intelligence Culture and Strategic Surprises Dheeraj Chaya, 2022-09-29 This book examines India's foreign intelligence culture and strategic surprises in the 20th century The work looks at whether there is a distinct way in which India thinks about and does intelligence and by extension whether this affects the prospects of it being surprised Drawing on a combination of archival data secondary source information and interviews with members of the Indian security and intelligence community the book provides a comprehensive analysis of the evolution of Indian intelligence culture from the ancient period to colonial times and subsequently the post colonial era This evolutionary culture has played a significant role in explaining the India's foreign intelligence failure during the occurrences of strategic surprises such as the 1962 Sino Indian War and the 1999 Kargil War while it successfully prepared for surprise attacks like Operation Chenghiz Khan by Pakistan in 1971 The result is that the book argues that the strategic culture of a nation and its interplay with intelligence organisations and operations is important to understanding the conditions for intelligence failures and strategic surprises This book will be of much interest to students of intelligence studies strategic studies Asian politics and International Relations The Oxford Handbook of U.S. National Security Derek S. Reveron, Nikolas K. Gvosdev, John A. Cloud, 2018-05-01 National security is pervasive in government and society but there is little scholarly attention devoted to understanding the context institutions and processes the U S government uses to promote the general welfare The Oxford Handbook of U S National Security aims to fill this gap Coming from academia and the national security community its contributors analyze key institutions and processes that promote the peace and prosperity of the United States and by extension its allies and other partners By examining contemporary challenges to U S national security contributors consider ways to advance national interests The United States is entering

uncharted waters The assumptions and verities of the Washington consensus and the early post Cold War have broken down After 15 years of war and the inability of two presidents to set a new long term U S foreign policy approach in place the uncertainties of the Trump administration symbolize the questioning of assumptions that is now going on as Americans work to re define their place in the world This handbook serves as a how to guide for students and practitioners to understand the key issues and roadblocks confronting those working to improve national security The first section establishes the scope of national security highlighting the important debates to bridge the practitioner and scholarly approaches to national security The second section outlines the major national security actors in the U S government describes the legislative authorities and appropriations available to each institution and considers the organizational essence of each actor to explain behavior during policy discussions It also examines the tools of national security such as diplomacy arms control and economic statecraft The third section focuses on underlying strategic approaches to national security addressing deterrence nuclear and cyber issues and multilateral approaches to foreign policy The final section surveys the landscape of contemporary national security challenges This is a critical resource for anyone trying to understand the complex mechanisms and institutions that govern U **Decision Advantage** Jennifer E. Sims, 2022-08-02 A history of winning intelligence practices from the S national security Spanish Armada to Cyberwar that offers timeless practical lessons we ignore at our peril According to conventional wisdom strategic surprise and other intelligence failures are both inevitable and ultimately irrelevant because at least in international politics and war military muscle matters more than brains In Decision Advantage Jennifer E Sims counters this argument by investigating the history of intelligence through centuries of international conflict including the 16th Century s Spanish Armada two US Civil War battles the hunt for President Lincoln's assassin and key diplomatic crises before the two World Wars Sims dives deep into these events to show that the competitive pursuit of intelligence advantage has been a measurable buildable and consequential form of power that can help competitors win against otherwise stronger opponents From these observations the author develops a general guide to building intelligence readiness whether for war diplomacy or international manhunts Refuting arguments that intelligence is a sideshow because intentions are unknowable and predictions risky she redefines success as gaining information advantages over an adversary prescribes four practical pathways for gaining them and confirms what seems to be simple common sense smart competitors know how to learn and the ones who learn best tend to win Thinking of intelligence in this way Sims argues adds a moral character to an enterprise that is too often mired in excessive secrecy and tyrannical agendas By lifting the veil on international politics Decision Advantage shows how good intelligence can lessen the likelihood of wars of misperception and folly The Future of National Intelligence Shay Hershkovitz, 2022-10-15 National intelligence agencies have long adjusted to the opportunities and threats from new technologies and have created structures concepts and practices to best apply new capabilities But such recent technological developments as artificial intelligence are different in kind Increasingly affordable to

nongovernmental actors they are powerful enough to overwhelm and marginalize much of what agencies do In The Future of National Intelligence How Emerging Technologies Reshape Intelligence Communities Shay Hershkovitz argues that only with a new paradigm can these agencies take up this fundamentally new technological challenge Intelligence Agencies, **Technology and Knowledge Production** Rüdiger Bergien, Debora Gerstenberger, Constantin Goschler, 2022-02-17 This volume examines intelligence services since 1945 in their role as knowledge producers Intelligence agencies are producers and providers of arcane information However little is known about the social cultural and material dimensions of their knowledge production processing and distribution This volume starts from the assumption that during the Cold War these core activities of information services underwent decisive changes of which scientization and computerisation are essential With a focus on the emerging alliances between intelligence agencies science and computer technology the chapters empirically explore these transformations and are characterised by innovative combinations of intelligence history with theoretical considerations from the history of science and technology and the history of knowledge At the same time the book challenges the bipolarity of Cold War history in general and of intelligence history in particular in favour of comparative and transnational perspectives The focus is not only the Soviet Union and the United States but also Poland Turkey the two German states and Brazil This approach reveals surprising commonalities across systems time and again the expansion and use of intelligence knowledge came up against the limits that resulted from intelligence culture itself. The book enriches our global understanding of knowledge of the state and contributes to a historical framework for the past decade of debates about the societal consequences of intelligence data processing This book will be of much interest to students of intelligence studies science and technology studies security studies and International Relations The Twilight Struggle Hal Brands, 2022-01-25 A leading historian s guide to great power competition as told through America's successes and failures in the Cold War If you want to know how America can win today s rivalries with Russia and China read this book about how it triumphed in another twilight struggle the Cold War Stephen I Hadley national security adviser to President George W Bush The United States is entering an era of great power competition with China and Russia Such global struggles happen in a geopolitical twilight between the sunshine of peace and the darkness of war In this innovative and illuminating book Hal Brands a leading historian and former Pentagon adviser argues that America should look to the history of the Cold War for lessons in how to succeed in great power rivalry today Although the threat posed by authoritarian powers is growing America s muscle memory for dealing with dangerous foes has atrophied in the thirty years since the Cold War ended In long term competitions where the diplomatic jockeying is intense and the threat of violence is omnipresent the United States will need all the historical insight it can get Exploring how America won a previous twilight struggle is the starting point for determining how America can successfully prosecute another high stakes rivalry today

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