



# ENEMIES OF INTELLIGENCE

Knowledge & Power in American National Security

RICHARD K. BETTS

# Enemies Of Intelligence Knowledge And Power In American National Security

**Robert Dover, Michael S.  
Goodman, Claudia Hillebrand**



## **Enemies Of Intelligence Knowledge And Power In American National Security:**

**Enemies of Intelligence** Richard K. Betts, 2007-09-06 The tragic events of September 11 2001 and the false assessment of Saddam Hussein's weapons arsenal were terrible reminders that good information is essential to national security. These failures convinced the American public that their intelligence system was broken and prompted a radical reorganization of agencies and personnel. But as Richard K. Betts argues in this book, critics and politicians have severely underestimated the obstacles to true reform. One of the nation's foremost political scientists, 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. Combining academic research with personal experience, Betts outlines 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. Betts argues that when it comes to intelligence, citizens and politicians should focus less on consistent solutions and more on achieving a delicate balance between conflicting requirements. He also emphasizes the substantial success of the intelligence community despite its well-publicized blunders and highlights elements of the intelligence process that need preservation and protection. Many reformers are quick to respond to scandals and failures without detailed historical knowledge of how the system works. Grounding his arguments in extensive theory and policy analysis, Betts takes a comprehensive and realistic look at how knowledge and power can work together to face the intelligence challenges of the twenty-first century.

**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      *The Oxford Handbook of U.S. National Security* Nikolaos K. Gvosdev, Derek S. Reveron, John A. Cloud, 2018 The Oxford Handbook of U S National Security frames the context institutions and processes the U S government uses to advance national interests through foreign policy government institutions and grand strategy Contributors examine contemporary national security challenges and the processes and tools used to improve national security      *The Oxford Handbook of National Security Intelligence* Loch K. Johnson, 2010-03-12 The Oxford Handbook of National Security Intelligence is a state of the art work on intelligence and national security Edited by Loch Johnson one of the world s leading authorities on the subject the handbook examines the topic in full beginning with an examination of the major theories of intelligence It then shifts its focus to how intelligence agencies operate how they collect information from around the world the problems that come with transforming raw information into credible analysis and the difficulties in disseminating intelligence to policymakers It also considers the balance between secrecy and public accountability and the ethical dilemmas that covert and counterintelligence operations routinely present to intelligence agencies Throughout contributors factor in broader historical and political contexts that are integral to understanding how intelligence agencies function in our information dominated age      **Routledge Companion to Intelligence Studies** Robert Dover, Michael S. Goodman, Claudia Hillebrand, 2013-09-05 The Routledge Companion to Intelligence Studies provides a broad overview of the growing field of intelligence studies The recent growth of interest in intelligence and security studies has led to an increased demand for popular depictions of intelligence and reference works to explain the architecture and underpinnings of intelligence activity Divided into five comprehensive sections this Companion provides a strong survey of the cutting edge research in the field of intelligence studies Part I The evolution of intelligence studies Part II Abstract approaches to intelligence Part III Historical approaches to intelligence Part IV Systems of intelligence Part V Contemporary challenges With a broad focus on the origins practices and nature of intelligence the book not only addresses classical issues but also examines topics of recent interest in security studies The overarching aim is to reveal the rich tapestry of intelligence studies in both a sophisticated and accessible way This Companion will be essential reading for students of intelligence studies and strategic studies and highly recommended for students of defence studies foreign policy Cold War studies diplomacy and international relations in general      **Intelligence in the National Security Enterprise** Roger Z. George, 2020-02-03 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 US Intelligence and Al Qaeda Peter de Werd,2020-09-21 This book sets out a new analytic methodology analysis by contrasting narratives ACN which states that defining an enemy and attempting to counter threats can contribute to the manifestation of that threat Peter de Werd applies ACN to the problem the US faced in understanding and responding to the phenomenon of Al Qaeda in the 1990s He demonstrates how this approach can fill a gap in intelligence studies by enhancing the understanding of complex intelligence problems and strengthening the practice of intelligence analysis Adopting a reflexivist theoretical stance the book underlines the importance of an integrated approach to interpretation and action and of a continuous dialogue between intelligence and policy **Special Duty** Richard J. Samuels,2019-10-15 The prewar history of the Japanese intelligence community demonstrates how having power over much but insight into little can have devastating consequences Its postwar history one of limited Japanese power despite growing insight has also been problematic for national security In *Special Duty* Richard J Samuels dissects the fascinating history of the intelligence community in Japan Looking at the impact of shifts in the strategic environment technological change and past failures he probes the reasons why Japan has endured such a roller coaster ride when it comes to intelligence gathering and analysis and concludes that the ups and downs of the past century combined with growing uncertainties in the regional security environment have convinced Japanese leaders of the critical importance of striking balance between power and insight Using examples of excessive hubris and debilitating bureaucratic competition before the Asia Pacific War the unavoidable dependence on US assets and popular sensitivity to security issues after World War II and the tardy adoption of image processing and cyber technologies Samuels bold book highlights the century long history of Japan s struggles to develop a fully functioning and effective intelligence capability and makes clear that Japanese leaders have begun to reinvent their nation s intelligence community *Truth to Power* Robert Hutchings,Gregory F. Treverton,2019-05-24 *Truth to Power* the first ever history of the U S National Intelligence Council NIC is told through the reflections of its eight Chairs in the period from the end of the Cold War until 2017 Co editors Robert Hutchings and Gregory Treverton add a substantial introduction placing the NIC in its historical context going all the way back to the Board of National Estimates in the 1940s as well as a concluding chapter that highlights key themes and judgments This historic mission of this remarkable but little known organization now forty years old is strategic intelligence assessment in service of senior American foreign policymakers Its signature inside products National Intelligence Estimates are now accompanied by the NIC s every four years Global Trends Unclassified Global Trends has become a noted NIC brand its release awaited by officials academics and private sector managers around the world *Truth to Power* tracks the NIC s role in providing strategic analysis on every major foreign policy issue confronting the United States during this consequential period Chapters provide insider insights on the Balkan wars of the 1990s the terrorist attacks of September 11 2001 the invasion and occupation of

Iraq in 2003 the nuclear weapons programs in Iran and North Korea upheaval in the Middle East including the rise and fall of the Islamic State the rise of China and the Russia's turn toward aggression under Vladimir Putin The book also assesses the NIC's newly expanded role in direct support to meetings of the National Security Council as well as its longstanding role in producing longer range strategic intelligence

**National Security Intelligence** Loch K. Johnson, 2013-04-29 National security intelligence is a vast complicated and important topic made doubly hard for citizens to understand because of the thick veils of secrecy that surround it This definitive introduction to the field guides readers skilfully through this hidden side of government It not only explains the three primary missions of intelligence information collection and analysis counterintelligence and covert action it also explores the wider dilemmas posed by the existence of secret government organizations in open societies With over thirty five years of experience studying intelligence agencies and their activities Loch Johnson illuminates difficult questions such as why intelligence organizations make mistakes in assessing world events why some intelligence officers decide to work against their own country on behalf of foreign regimes and how agencies succumb to scandals including spying on the very citizens they are meant to protect National Security Intelligence is tailor made to meet the interests of students and general readers who care about how nations protect themselves against threats through the establishment of intelligence organizations and how they continue to strive for safeguards to prevent the misuse of this secret power

*Historical Dictionary of United States Intelligence* Michael A. Turner, 2014-10-08 While the United States has had some kind of intelligence capability throughout its history its intelligence apparatus is young dating only to the period immediately after World War II Yet in that short a time it has undergone enormous changes from the labor intensive espionage and covert action establishment of the 1950s to a modern enterprise that relies heavily on electronic data technology satellites airborne collection platforms and unmanned aerial vehicles to name a few This second edition covers the history of United States intelligence and includes several key features Chronology Introductory essay Appendixes Bibliography Over 600 cross referenced entries on key events issues people operations laws regulations This book is an excellent access point for members of the intelligence community students scholars and historians legal experts and general readers wanting to know more about the history of U S intelligence

**The Image of the Enemy** Paul Maddrell, 2015-09-15 Intelligence agencies spend huge sums of money to collect and analyze vast quantities of national security data for their political leaders How well is this intelligence analyzed how often is it acted on by policymakers and does it have a positive or negative effect on decision making Drawing on declassified documents interviews with intelligence veterans and policymakers and other sources *The Image of the Enemy* breaks new ground as it examines how seven countries analyzed and used intelligence to shape their understanding of their main adversary The cases in the book include the Soviet Union's analysis of the United States and vice versa East Germany's analysis of West Germany and vice versa British intelligence in the early years of the Troubles in Northern Ireland Israeli intelligence about the Palestinians Pakistani

intelligence on India and US intelligence about Islamist terrorists These rivalries provide rich case studies for scholars and offer today's analysts and policymakers the opportunity to closely evaluate past successes and failures in intelligence analysis and the best ways to give information support to policymakers Using these lessons from the past they can move forward to improve analysis of current adversaries and future threats Intelligence Security in the European Union Artur

Gruszczak, 2016-08-05 This book investigates the emergence of an EU strategic intelligence community as a complex multi-dimensional networked construction It examines the constitution structure and performance of EU intelligence arrangements as part of security policies of the European Union Intelligence security has become a remarkable feature of the European integration processes This study assesses the ability of EU Member States as well as relevant institutions and agencies to develop effective legitimate and accountable institutions and mechanisms for collection transmission processing and exchange of intelligence In this regard synergy is a key indicator that validates the ability to create the European strategic intelligence community in the EU's legal and institutional framework This groundbreaking project constructs a comprehensive model of the intelligence community as a distorted epistemic community tailored to singularities of EU security policies and systemic arrangements provided by EU institutions and agencies 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 Intelligence Communication in the Digital Era: Transforming Security, Defence and Business

R. Arcos, R. Pherson, 2015-06-02 This edited volume argues that producers of analysis need to shift from producing static narrative products to much more dynamic digitally based platforms in order to remain competitive and relevant **Intelligence and U.S. Foreign Policy** Paul R. Pillar, 2011-09-06 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 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

**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

**Organizational Intelligence and Knowledge Analytics** Brian T. McBreen, John Silson, Denise Bedford, 2022-01-18 Organizational Intelligence and Knowledge Analytics expands the traditional intelligence life cycle to a new framework Design Analyze Automate Accelerate and clearly lays out the alignments between knowledge capital and intelligence strategies

Conflict and Cooperation in Intelligence and Security Organisations James Thomson, 2021-11-11 This book provides an institutional costs framework for intelligence and security communities to examine the factors that can encourage or obstruct cooperation The governmental functions of security and



intelligence require various organisations to interact in a symbiotic way These organisations must constantly negotiate with each other to establish who should address which issue and with what resources By coupling adapted versions of transaction costs theories with socio political perspectives this book provides a model to explain why some cooperative endeavours are successful whilst others fail This framework is applied to counterterrorism and defence intelligence in the UK and the US to demonstrate that the view of good cooperation in the former and poor cooperation in the latter is overly simplistic Neither is necessarily more disposed to behave cooperatively than the other rather the institutional costs created by their respective organisational architectures incentivise different cooperative behaviour in different circumstances This book will be of much interest to students of intelligence studies organisational studies politics and security studies     **Sensemaking** David T. Moore, 2013-09-28 In Sensemaking David Moore advocates for a paradigm shift to improve analysis among intelligence practitioners as well as intelligence collaboration with decision makers

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