Reshaping National Intelligence for an Age of Information
Gregory F. Treverton
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Information, not secrets

- Inheritance of hot war and Cold -- "stovepipes," centralization and secrets
- Not bad then, makes less sense now
- Now, "puzzles" less important, "mysteries" more so
- World more open -- torrents of information
- Selection, not collection
- Open, not closed
Roadmap

- Cold War inheritance
- Looking to the future
- Organizing future intelligence
- Intelligence of the "market state"

Organized by information source

- Collection "stovepipes"
  - Humint
  - Imint
  - Sigint
  - "Open source"

- Analysis centralized in CIA, but not monopolized
Can't be right now

- Many targets, not few
- Ditto "customers"
- Torrents of information -- but unreliable and not "owned"

Loose overlaps of problems, customers and sources

North Korea

Terrorism

Analysts

Consumers

Sources
"Market state" — longer term challenge

- From territorial state to market state
  - Not new
  - Obscured by wars of 20th century
- From "make, buy or regulate" to "carrots, sticks and sermons"
- State as builder of coalitions
  - May have legitimacy
  - Have information/intelligence

Unfamiliar terrain for intelligence

- "Sharing" now conceived narrowly
- Coalition partners will be foreigners, private citizens
- Sources one day, colleagues the next, customers the next — "conflict of interest"

Ultimate puzzle: how multilateral this unilateral advantage
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