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# **Reshaping National Intelligence for an Age of Information**

**Gregory F. Treverton  
May 8, 2001**

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## **Information, not secrets**

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- **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**

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## Roadmap

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- **Cold War inheritance**
- **Looking to the future**
- **Organizing future intelligence**
- **Intelligence of the “market state”**

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## Organized by information source

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### - Collection “stovepipes”

Humint

Imint

Sigint

“Open source”

- **Analysis centralized in CIA, but not monopolized**

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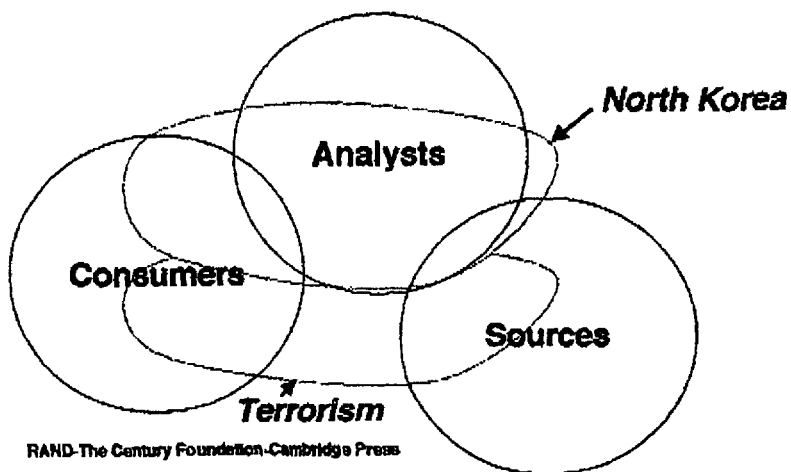
## Can't be right now

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

## Loose overlaps of problems, customers and sources

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## **“Market state” – longer term challenge**

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- **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

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## **Unfamiliar terrain for intelligence**

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- **“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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