

**Intelligence in the 21st Century:  
Re-focusing Intelligence to  
Shape the Strategic Environment**

Joint Military Intelligence  
Training Center

Douglas H. Dearth

**Agenda**

- Where are We in History ?
- A Future Strategic Landscape
- Changing Nature of Military Operations
- Implications for Intelligence

**“Where Are We in History?”**

- Post-Bipolar World
- Post-Cold War Era
- Post-Modern Era
- Post-Industrial Age
- Post-Capitalist Society
- “Post-Westphalian” World

**A Future Strategic Landscape:**

**Changing Backdrop for Operations**

- End of Total War and Wars of Conquest
- Death of Grand Ideologies
- End of Grand Alliances
- Evolving International System
- Primacy of Economic Endeavor
- Modernity vs. Traditionalism
- Changing Global Demographics
- Increased Connectedness
- Constant Technological Revolution
- Accelerated Rates of Change

**Changing Nature of Military  
Operations**

- Revolution in Military Affairs
- Changing Threats and Capabilities
- Evolving Venue for Conflict: Cyberspace
- Science, Technology, Society, Politics, and War
- “Defense” Is Not All That Counts
- Inter-Agency Operations

**Implications for Intelligence**

- Collection
- Assessment
- Warning
- Security
- Dissemination
- Budget & Programs
- Organisation
- People
- Adaptability
- Radical Solutions

**Implications for Intelligence:  
Collection**

- HUMINT
- SIGINT
- IMINT
- MASINT
- OSINT

**Implications for Intelligence:  
Collection**

**HUMINT:**

- At Least As Important As Ever
- Intentions Become the Key
- Cover & Documentation Is Going to Get Much Harder
- WASPs Can't Go Everywhere
- Espionage Is Going Digital (i.e., "Digital Tradecraft")

**Implications for Intelligence:  
Collection**

**SIGINT:**

- Public Key Escrow Is a Loser
- Private Encryption Is Here to Stay
- Wireless Communications Will Be a Nightmare
- Remember the Falklands & Rwanda !
- NSA Will Have to Chase Technology .... And Stay Within the Law

**Implications for Intelligence:  
Collection**

**IMINT:**

- Counting Doesn't Count As Much
- The Role Is Evolving....But Useful
- No More Government Monopoly
- Commercial Imagery Is the Future
- Implications for Operational Security: Where Does One Hide ?
- Remember the Falklands !

**Implications for Intelligence:  
Collection**

**MASINT:**

- Who In Hell Knows What This Is??

**Implications for Intelligence:  
Collection**

**OSINT:**

- Not All Useful Information Is Classified....Not All Classified Information Is Useful
- Much Initial Operational Planning Can Be Done with Open Sources
- "Vetting" of Sources is Important & Difficult...But It Always Has Been

### **Implications for Intelligence: Collection**

#### **OSINT:**

- OSINT is Another Specialised Discipline
- Information Vendors & Predators
- “Don’t Send a Spy Where a School-boy Can Go”

### **Implications for Intelligence: Analysis & Assessment**

- Counting Doesn’t Count....(as much)  
....but Numbers Do Still Matter
- Classified Information Has Limited Utility
- What Do We Look For....What Do We Look At ?
- The Importance of Non-State Actors....  
(Takes Different Skill-Sets)

### **Implications for Intelligence: Analysis & Assessment**

- Non-Traditional Analytical Talent Will Be Even More Important
- “Just Enough....Just In Time”
- What About “Just-in-Case” Intelligence?
- Education Is Important....But What Kind?
- Cultural Intelligence Must Be Recognised & Elevated

### **Implications for Intelligence: Warning**

- Indicators Are the Enemy of Warning !
- Acceptance is a Key Part of the Process
- Time is Even More of a Problem
- All Warning is Now Tactical....
- .... Maybe All Warning is Now Strategic

### **Implications for Intelligence: Security**

- Security Counts Nearly as Much as Ever
- Paranoia is Not Security
- Electronic Security Is Even Trickier Than Physical Security (e.g, Steganography)
- Products Must Be Accessible and Shared to Be Useful (i.e., Tactical Units & Allies)
- Counter-Intelligence & Counter-Espionage Must Go Digital (i.e., “Digital Tradecraft”)

### **Implications for Intelligence: Dissemination**

- Paper Products Are Irrelevant
- Door-Stop Pubs & Paperweights
- Speed (Timeliness) Counts as Much as Content...Maybe More
- We Must Understand the Decision-Cycle  
....Ours and “Theirs”
- Minimal Classification is Necessary

### **Implications for Intelligence: Budgets & Programs**

- **Technology Life-cycle = Months**
- **Government Systems Business = 3 % of the Market.... Therefore 3 % of Attention**
- **Budget & Program Staffs are Semi-Productive (Maybe Counter-Productive)**
- **Government Must Become "Business-Like" (i.e., More Adaptable)**

### **Implications for Intelligence: Organisation**

- **Organisation Is Important...Sorta**
- **Form Follows Function ( F3)**
- **Do We "Organise the Way We Think"... or "Think the Way We Organise" ?**
- **Bureaucrats Will Win Every Time.... If You Let tThem**
- **Beware the Palace Guards**

### **Implications for Intelligence: People**

- **Education**
- **Professional Development**
- **Remuneration vs. Satisfaction**
- **Loyalty vs. Retention**
- **How Do You "Get Into It" Without "Going Native" ?**
- **A "Pain in the Neck" is Worth It ...Generally**

### **Implications for Intelligence: Adaptability**

- **PDD-35 Is Useless....and Dangerous: The Case for "Just-in-Case" Analysis**
- **Necessity for "Strategic U-Turns"**
- **"Edge-Seekers" Are Necessary....But a Pain**
- **History: Yes.... History: No !**
- **Half-Careers Are Best: Don't Expect a Gold Watch ! (Invest Well & Buy Your Own !)**

### **Implications for Intelligence: Radical Solutions**

- **Organisation Might Be the Problem.... But It Is Not the Real Issue**
- **Reform Will Not Come From Inside**
- **Civil Service System Must Die....For Us**
- **We Need a Sense of Crisis....Not Paranoia**
- **The Garrison-State Is Dangerous**
- **Good Intelligence Will Not Save Bad Policy**
- **Need to Go Back to "Roots"**

### **Intelligence in the 21st Century: Re-focusing Intelligence to Shape the Strategic Environment**

Joint Military Intelligence  
Training Center

Douglas H. Dearth

# PacIntel '99 PROCEEDINGS Pacific Intelligence Forum Creating a Virtual Intelligence Community in the Pacific Region: Open Sources - Link Page

[Previous](#) PacIntel '99 Dr. Douglas Dearth, Defense Intelligence Agency, Peacekeeping in the Information Age,

[Next](#) PacIntel '99 Hugh Smith (Australia), Intelligence and UN Peacekeeping,

[Return to Electronic Index Page](#)