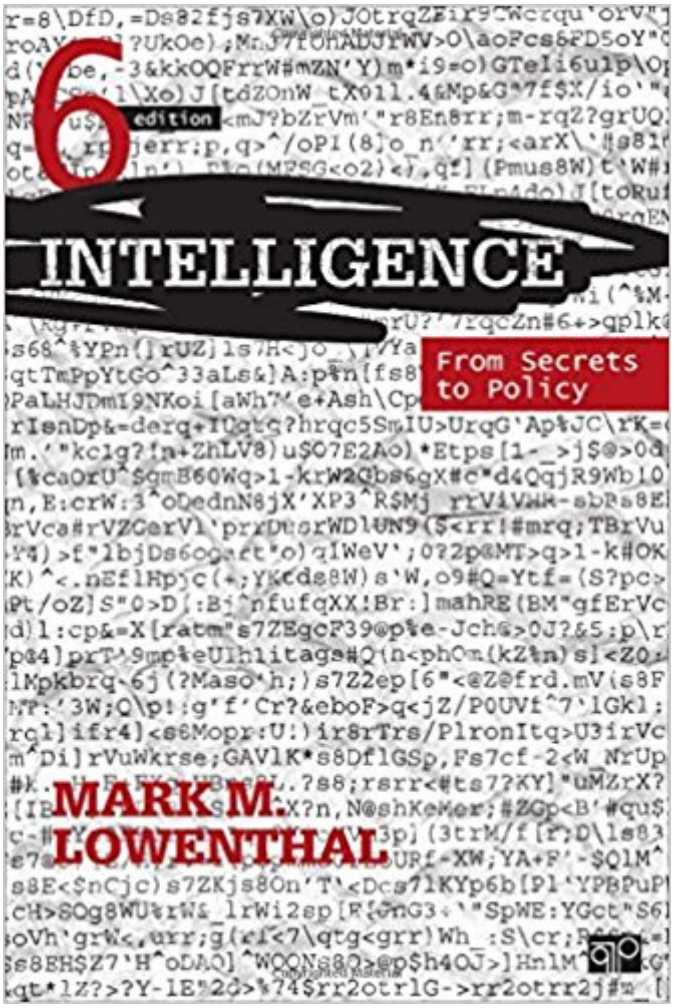
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# Intelligence; From Secrets To Policy 6 Ed




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## Synopsis

Mark Lowenthal’s trusted guide has become the go-to resource for understanding how the intelligence community’s history, structure, procedures, and functions affect policy decisions

## Book Information

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## Customer Reviews

"Lowenthal’s book remains the most cogent and comprehensive treatment of US intelligence and the intelligence processes. Others treat various topics, principally analysis, in greater detail, but lack the scope of Lowenthal, which is what makes it valuable. With each edition, Lowenthal ensures that the text is relatively up-to-date with recent events and trends. His sense of humor is a great addition to what otherwise could be rather wonk-ish and dry text." -- Peter Oleson "Intelligence is an excellent introduction into the realm of intelligence, both from the standpoint of the analyst and the policymaker. It is well written, clear and concise with well organized chapters. There is no text out there that covers the realm of intelligence in all of its phases as elegantly and precisely as this one does." -- Alan Clyde More

Mark M. Lowenthal has over forty-one years of experience in U.S. intelligence. He has served as the Assistant Director of Central Intelligence for Analysis and Production, Vice Chairman for Evaluation on the National Intelligence Council, staff director of the House Permanent Select Committee on Intelligence, office director and as a Deputy Assistant Secretary of State in the State Department’s Bureau of Intelligence and Research (INR), and Senior Specialist in U.S. Foreign

Policy at the Congressional Research Service, Library of Congress. He is now the President and CEO of the Intelligence & Security Academy, an education and consulting firm. Dr. Lowenthal received his BA from Brooklyn College and his PhD in history from Harvard University. He serves as an adjunct professor at the Johns Hopkins University; the National Intelligence University; and Sciences Po (Paris). He was an adjunct at Columbia University from 1993-2007.

I was an Air Force military intelligence officer in the late 1990s. I've been working in computer security since then. I read Intelligence, 4th Ed (I4E) to determine if I could recommend this book to those who doubt or don't understand the US intelligence community (IC). I am very pleased to say that I4E is an excellent book for those with little to no intelligence experience. I also found I4E to be a great way to catch up on changes in the IC, particularly since Congress passed the Intelligence Reform and Terrorism Prevention Act of 2004 (IRTPA).Mark Lowenthal struck me as an author who really understands the IC. When I read his descriptions of MASINT not being appreciated (p 96), the institutional bias against open source intelligence (p 105), and related cultural issues, I thought he offered a view of the IC not found in other sources. His explanations of friction between agencies, between various Congressional oversight committees, and between branches of government were very enlightening. The interests and bias of each party were interesting; for example, Congress (like Chief Information or Technology Officers) likes to buy new tech (satellites, etc.) instead of investing in analysts! I appreciated his description of the importance of Congressional authorizers vs appropriators, and how those duties affect the IC budget.I4E really frames IC issues in a way that makes sense to the reader. For example, p 2 says "Intelligence agencies exist for at least four major reasons: to avoid strategic surprise; to provide long-term expertise; to support the policy process; and to maintain the secrecy of information, needs, and methods." He explains that while Pearl Harbor was a strategic surprise, 9/11 was a tactical surprise. On p 1 he explains that "Intelligence refers to information that meets the stated or understood needs of policy makers and has been collected, processed, and narrowed to meet those needs. Intelligence is a subset of the broader category of information; not all information is intelligence." In Ch 4 he describes the seven phases of the intelligence process as 1) identifying requirements, 2) collection, 3) processing and exploitation, 4) analysis and production, 5) dissemination, 6) consumption, and 7) feedback.He emphasizes that professional intelligence officers do not offer policy recommendations. The two questions one must ask of new intelligence officers are 1) do they think interesting thoughts and 2) do they write well (pp 118-119). Good intelligence is timely, tailored, digestible, and clear, with objectivity assumed (p 147). On p 148 he makes the case that "the 'big things' tend to be the hardest to foresee for the

very reason that they run counter to all of that accumulated intelligence," and on p 167 he says government actors tend to have "an inability to use historical examples. Decision makers are so accustomed to concentrating on near-term issues that they tend not to remember accurately past analogous situations in which they have been involved... they learn somewhat false lessons from the past, which are then misapplied to new circumstances." I also liked his discussion of the "capabilities vs intentions" debate, where he differentiates between those who worry about parties because of what they can do, vs those who worry about parties because of what they want to do.Despite being a book on intelligence, the author manages to transmit a really dry sense of humor -- if you know where to look. For example, p 107 features Table 5-1 comparing advantages and disadvantages of various collection disciplines. SIGINT lists "voluminous material" as an advantage, and "voluminous material" as a disadvantage. Both are true, which is a subtle joke.Finally, the author shares some really helpful insights regarding the two biggest intelligence issues of the last decade: 9/11 and Iraq's weapons of mass destruction. On pp 310-311 he says the following:"Both of these events have entered into popular legend as to the mistakes that were made and the necessary fixes. However, a critical examination of the 'received' lessons of these two events... reveals that they are almost diametrically opposed.- Warning: The lesson of September 11 is to warn as stridently as possible to make sure that policy makers comprehend the gravity of the situation. But the lesson of Iraq WMD is to warn only when you are absolutely certain that the situation is real. You can warn extravagantly or cautiously but not both.- Information sharing: The lesson of September 11 is that intelligence must be shared broadly across the intelligence community so that necessary connections can be made. But the lesson of Iraq WMD is to be careful and not share information that is dubious, such as the discredited reporting of the human source known as CURVEBALL.- 'Connect the dots': If we overlook the inappropriate relationship of this phrase to the work of intelligence, for the moment, we see that the lesson of September 11 is the need to connect the dots. But the lesson of Iraq WMD is not to connect too many dots and create a false picture." Well said!Anyone interested in learning about the IC and how professional intelligence officers think and act will enjoy reading I4E. Great work!

This valuable and recent contribution to the intelligence bookshelf promises to become a classic text for any practitioner and student of intelligence. Understanding how the intelligence process can work efficiently, how consumers of intelligence can best utilize the process, and how essential it is for producers of intelligence to receive feedback by consumers (a critical and often lacking element), are among some of the major themes discussed. Perhaps one of the most valuable sections of the

book is the chapter on the analysis process itself, considered to be the most difficult process in the intelligence cycle. The author clearly provides the reader with exceptional comments regarding analyst training, politicized intelligence, and mirror imaging, and offers many unique insights into the process itself. Intelligence: From Secrets To Policy, contains well developed chapters on Counterintelligence, Covert Action, and Ethical and Moral Issues. Mr. Lowenthall also provides the reader with unique appendices that include excerpts from the National Security Act, Executive Order 12333, and a listing of intelligence related web sites. Comprehensive and yet easy to understand, this publication is highly recommended for those of us wishing to examine, or reexamine, the crucial roles of consumer, producer, and analyst, and the ever-increasing importance of feedback in the intelligence cycle.

I read the book in preparation for a few masters courses in national security and intelligence collection.My mouth fell open during the read as revelations about intel came to light.I found the book to be very resourceful in relation to defense and cybersecurity.

This book was published missing pages 361-408, portions of two different chapters. Otherwise, the book was fascinating, well written and insightful.

at little outdate, but still a very good look on the inside. it is a bit plodgy, so you have to stick to it to enjoy it.

I’m fully satisfied.

good

This book is a classic, although the day the new edition is released it is out of date... things change so fast! This book is like a text book on intelligence, it gives a pretty good overview of what intelligence is, how it is obtained and how it is used. This is just the tip of the iceberg.

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