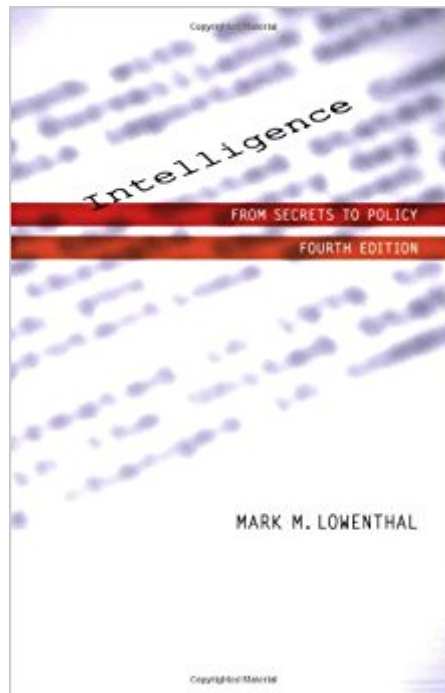The book was found

Intelligence: From Secrets To Policy, 4th Edition

Synopsis

Intelligence veteran Mark M. Lowenthal details how the intelligence community's history, structure, procedures, and functions affect policy decisions. With his friendly prose, he demystifies a complicated and complex process. Rich with examples and anecdotes, Intelligence also includes bolded key terms, an acronym list, suggested readings and websites, and a list of major intelligence reviews or proposals. This new, fully-updated fourth edition highlights many crucial recent developments in reforms, ethics, and transnational issues, including: -the actual implementation of the Director of National Intelligence (DNI) reforms and their successes and strains; -the ongoing legal, operational, and ethical issues raised by the war against terrorism; -the growth of transnational issues, such as WMD; -fresh coverage of analytic standards and analytic transformation; -more in-depth explanation of geospatial, signal, and human intelligence; -a new discussion of the lessons of 9/11; - and, the growing politicization of intelligence in the United States, specifically through the declassified use of National Intelligence Estimates (NIEs).

Book Information

Paperback: 330 pages

Publisher: CQ Press; 4 edition (October 17, 2008)

Language: English

ISBN-10: 0872896005

ISBN-13: 978-0872896000

Product Dimensions: 8.9 x 6.1 x 0.7 inches

Shipping Weight: 15.2 ounces (View shipping rates and policies)

Average Customer Review: 4.4 out of 5 stars   60 customer reviews

Best Sellers Rank: #297,551 in Books (See Top 100 in Books)   #285 in Books > Biographies & Memoirs > True Crime > Espionage   #472 in Books > History > Military > Intelligence & Espionage   #560 in Books > Politics & Social Sciences > Politics & Government > Specific Topics > Intelligence & Espionage

Customer Reviews

Lowenthal's Intelligence: From Secrets to Policy remains the mainstay in my undergraduate political science course on intelligence and international security. It strikes an impressive balance between breadth and depth, attending to the important conceptual and political themes, while providing cogent accounts of the unique analytical, organizational, and strategic problems of intelligence policy, all of which are supported by illuminating figures and illustrations and vivid historical

examples. The suggestions for further readings at the end of the chapters are gold-mine for students looking to go deeper into particular questions or to bolster their research papers, and a useful reference point for instructors as well -- Timothy Crawford Lowenthal's Intelligence: From Secrets to Policy, now in its fourth edition, remains the best introduction to the role of the United States intelligence community in the national security policy making process. Popular with academics and practitioners alike, it is the standard text for many university level intelligence and national security courses. Clear, concise, and thoroughly updated to reflect recent changes in the intelligence community, this book demystifies the intelligence process and places it in a contemporary perspective that the general reader also will find informative -- Kenneth R. Dombroski Since 9/11, much attention within the United States and abroad has been focused on the problems within the intelligence community. Lowenthal's book offers a superior framework for understanding the structure of the intelligence community and the challenges it faces. The fourth edition will bring new insights into some of the most current controversies involving the intelligence community and U.S. policymakers--such as the Valerie Plame case and the `Curveball' incident -- Catherine Lotrionte Mark Lowenthal's Intelligence: From Secrets to Policy, now in its fourth edition, is the go-to book for the most comprehensive overview on the U.S. intelligence community. Intelligence processes, policy, and organization are clearly and concisely described, providing those who study intelligence with a complete picture of the IC and its relationship with the executive and legislative branches to date in the evolving, dynamic and highly politicized post-9/11 world of intelligence. I highly recommend this book to academics and practitioners alike! It is a great resource -- Michael Bennett

Mark M. Lowenthal has thirty years of experience as an intelligence official in the executive and legislative branches of government and in the private sector. He retired from government service in 2005 after serving for three years as the assistant director of central intelligence for analysis and production and vice chairman of the National Intelligence Council for Evaluation. Dr. Lowenthal is the president and CEO of the Intelligence & Security Academy, LLC, a national security education, training and consulting firm. He is also an adjunct professor at Columbia University.

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.

Emotional Intelligence: Why You're Smarter But They Are More Successful(Emotional intelligence leadership,Emotional Quotient,emotional intelligence depression,emotional intelligence workbook) Intelligence: From Secrets To Policy, 4th Edition Emotional Intelligence: 3 Manuscripts - Emotional Intelligence Definitive Guide, Mastery, Complete Step by Step Guide (Social Engineering, Leadership, ... (Emotional Intelligence Series Book 4) Intelligence; From Secrets to Policy 7th Edition Intelligence; From Secrets to Policy 6 Ed Intelligence: From Secrets to Policy Emotional Intelligence: The Top Secret to Using Emotional Intelligence to Get the Most Out of Your Life Emotional Intelligence: Why it can matter more than IQ (Leading with Emotional Intelligence) Emotional Intelligence: The Complete Step by Step Guide on Self Awareness, Controlling Your Emotions and Improving Your EQ (Emotional Intelligence Series Book 3) Emotional Intelligence: How to Increase EQ, Interpersonal Skills, Communication Skills and Achieve Success (emotional intelligence, emotions, how to read ... problem solving, communication Book 3) Writing Classified and Unclassified Papers for National Security: A Scarecrow Professional Intelligence Education Series Manual (Security and Professional Intelligence Education Series) Ethics of Spying: A Reader

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