**Executive Core Qualifications 1-5**

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| **1) LEADING CHANGE:**  *Interpersonal Skills: engaged over 7,500 multi-cultural individuals at all ranks, making case for OSINT.*  *Oral communications: hundreds of briefings at flag and agency head level across 20 years inclusive of CENTCOM CCC in 2006.* | Since 1988, the foremost champion for constructive all-source intelligence reform inclusive of OSINT, HUMINT, Counterintelligence, advanced information processing, and multinational intelligence sharing and sense-making. In terms of being a complement to the CG rather than a mini-me, earnestly suggest that am uniquely qualified by virtue of doing original work outside the system and can bring all of that experience – experience no one else can claim – into a direct support role to the CG. Am the perfect alter ego precisely for being an original, and therefore represent, under discipline as a subordinate to the CG, as powerful a catalyst for leading and nurturing change as could be found. | | |
| **a. Creativity and Innovation:**  *Written Communications: articles, books, chapters, written Q&A interviews* | Nine books, three US Army Strategic Studies Institute (SSI) monographs, many articles, chapters, briefings, and lectures. Long-standing proponent for OSINT within DIA, NATO, and SOCOM as well as by, with, and through innovation. Champion of *technical* concept of Open Source Everything (affordable, interoperable, and scalable solution for by, with, and through) and *human* concept of M4IS2 (multinational, multiagency, multidisciplinary, multidomain information-sharing and sense-making), Defined the fifteen slices of HUMINT still not managed coherently. | | |
| **b. External Awareness:** | Have created four strategic analytic models in my lifetime – the two most relevant are the Expeditionary Factors model created in standing up the Marine Corps Intelligence Activity (MCIA) and the Strategic Analytic Model created in standing up the Earth Intelligence Network (501c3). Without an analytic model that nurtures discipline in collection, processing, and analysis, too many critical bits are over-looked, inter-disciplinary and inter-domain connections are ignored. Pioneered early warning in support of peaceful preventive measures. | | |
| **c. Flexibility:** | Was the first to understand that OSINT must be the underlying foundation for both the classified intelligence disciplines, and multinational information-sharing, especially helpful to OOTW/S&R. | | |
| **d. Resilience:** | Despite very broad strategic penetration, innovation repressed. Still fighting, 25 years on, for positive change | | |
| **e. Strategic Thinking:**  *Written Communications: External Researcher, published by Strategic Studies Institute.* | Recognized as the primary persistent advocate for resurrecting the craft of intelligence so as to better support strategy, acquisition, policy, and operations. A leading voice in crafting intelligence support to information operations. A leading voice in devising intelligence support to Whole of Government and Multinational “by, with, and through.” | | |
| **f. Vision:**  *Written Communications: single most prolific author on intelligence reform, open source intelligence, multinational sharing, alternative C4/ISR.* | Have a coherent vision focused on providing not just the commander, but every mission-area leader, every desk officer, every company commander with ethical evidence-based decision-support. Failing to understand the intelligence needs of every element of the total force, including coalition elements, and failing to provide decision-support in near real time to every element of the total force, is not an option. ***Intelligence must be understood as decision-support – outputs, not as secret sources and methods. It’s time we mature the craft.*** | | |
| **2) LEADING PEOPLE:**  *Oral Communications: globally recognized presenter*  *Written Communications: globally recognized author* | Have been a pioneer, including editing and publishing the first book in the arena of Collective Intelligence. In the 1990’s was among the first to recognize that top-down “because I say so” leadership is actually rankism or bossism – ***real leadership demands bottom-up consensus and nurturing to achieve sustainable energy and the ideal of training each employee to step into their bosses job or be able to handle jobs on either side of them as needed. People are organic and need to be managed so.*** | | |
| **a. Conflict Management:**  Interpersonal Skills: *no one wins a fight. Negotiate.* | One can lose their temper and vent but once a person turns 50 everything seems to go into slow motion – one can see people in their context, they are what they are, where the only sustainable outcome is a negotiated win-win. There is no win-lose, *both* lose. Win-win rules. | | |
| **b. Leveraging Diversity:**  *Integrity/Honesty: among both international intelligence leaders and rank and file, believe I have lived up to the highest standards as an earnest American that seeks to advance the craft.* | Diversity is in the sub-title of my next to last book, *INTELLIGENCE FOR EARTH: Clarity, Diversity, Integrity, & Sustainability*. ***The plain fact is that diversity is the primary source of innovative insights*** – not just internal diversity, but also diversity through legal authorized outreach to the “eight tribes:” academic, civil society including labor and religion, commerce, government, law enforcement, media, military, and non-government/non-profit. Without a “360 degree” view such as can only be achieved with a full court press across the diversity front, we cannot achieve the best possible understanding of our environment, the obstacles, and the opportunities.  *Am probably the only applicant with an international reputation who is also able to rapidly engage all eight of the major information “tribes” both US and foreign (academic, civil society, commerce, government, law enforcement, media, military, non-government/non-profit).* | | |
| **c. Developing Others:**  *Interpersonal Skills: invited to lecture at flag and agency head level across NATO/PfP, personally recruited and hosted 7,500 mid-career officers from across 66+ countries, maintaining many relations over time and still today.* | I have personally trained over 7,500 mid-career officers from across over 66 countries – and lost my clearances (since restored) when DOHA failed to understand that every one of these were part of my global outreach duties for SOCOM, and none of them had bonds of affection or obligation. I am a master trainer in OSINT, HUMINT, processing, and analysis. As a key deputy to the CG, I would consider this among my top priorities, to provide the CG with a comprehensive coherent process that is harmonized, energized, and up to any challenge. One of my frustrations in Afghanistan was the neglect of the weekly professional development seminar and the absence of authorized reading time. ***Professional development is like getting enough sleep – it should not be neglected or the quality of the enterprise will suffer over time.*** | | |
| **d. Team Building:**  *Interpersonal Skills: hand-picked by Deputy Director of Administration at CIA to lead advanced IT project across directorate boundaries. Did first cross agency functional requirements analysis. Led team with personal interest of then DCI Bill Casey. Invited by USMC to return as a civil servant.* | For many years have worried about “cognitive dissonance” and the impact on employees of being asked to do the same job over and over without any real sense of meaning or appreciation. A major part of team building has to do with individual fit and the ability of each individual to see that their job has meaning on its own and in relation to other jobs. I share Donald Rumsfeld’s concerns about over-compartmentation to the point where we lose sight of the desired end-state and the obstacles to getting there. Within authorized parameters, it is very helpful for each person to know what others are doing, and to be incentivized to share items they find in passing—this widens the net we can cast and people take heart from being recognized within a team [create a tip-off and sharing culture]. | | |
| **3) RESULTS DRIVEN:**  *Public Service Motivation: I resigned in 1993 because USMC lawyers would not let me do another OSINT conference. I did this for the craft, at considerable financial loss to myself.* | | As CEO of a one-man company with global reach whose primary client was SOCOM (1997-2006) consistently delivered what they could not get from the national level. In 60 days in 29 languages I led the first ever inventory of what proved to be 396 terrorism, insurgent, and opposition websites. We found and delivered Russian military maps for denied area cross border crossings. For CENTCOM J2P we identified and catalogued global financial holdings for the top Islamic families in each of the Caliphate countries and covered 27 countries across 10 factors. If it exists, I know how to go get it. | |
| **a. Accountability:**  *Integrity/Honesty:*  *Earned “no change” in IRS 2007 audit. Motto is “the truth at any cost lowers all other costs.”* | | **In addition to being a trained 0132 I am a trained 0343 (Program Analyst)**. As a COTR for both CIA and USMC, learned how to develop functional requirements documents (the precursor to Statements of Work that most people skip over), the SOWs themselves, and the technical quantification or measures of effectiveness needed to make a contract award or evaluate contract performance. Wrote every job description for the new MCIA. ***Perhaps my strongest recommendation is that still today I am close to my three most important bosses, in the CIA clandestine service, the CIA analytic service, and the USMC (founding director of MCIA).*** | |
| **b. Customer Service:**  *Interpersonal Skills: It’s not just how you deal with those you know are customers – half the battle is outreach to those that should be but are not customers.* | | For decades have attempted to champion the need to do intelligence support to strategy, acquisition, policy, and operations, not just to operations – ***our mid-career officers have to create the force for the future, not just fight the force they are given.*** Have also championed the need to provide decision support to desk officers and country team elements. In my view, we have satisfied less than a third of the relevant customers for intelligence support, would like to try for 100%. The Command is ground zero for innovation …*.* ***but it does not appear to be impacting on force structure.*** | |
| **c. Decisiveness:**  *Public Service Motivation: I never expected to spend 20 years pressing the OSINT agenda as a private citizen. I have 18 years in and wish to spend at least 12 more in public service.* | | In 1986, as part of a second graduate thesis, explored decision-making under conditions of ambiguity, and am a graduate of General Al Gray’s Marine Corps and his concept of “commander’s intent.” As a deputy can be decisive about keeping administrative decisions off the CG’s desk, but my general philosophy is that only the CG can say “no” and all substantive decisions should be crafted in standard defense decision memorandum form (as taught at the Naval War College as well as in Command & Staff College, both of which I have completed). Where I believe we fall short is in supporting the CG with creative coherent alternative perspectives – Big Army still a “business as usual” Army, with TRADOC being central to that mode. | |
| **d. Entrepreneurship:**  *Continual Learning: this is in my DNA. Never stop listening, reading, learning or sharing.* | | 20 years as CEO of SOCOM-oriented company that also served CENTCOM J2P and SOUTHCOM as well as NATO and DIA. Never stopped learning, picking up MPA and NWC on top of an MA. #1 Amazon reviewer for non-fiction, reading in 98 categories. Completed wide variety of USG courses in passing. Am by nature an improver, always looking for potential new approaches. | |
| **e. Problem Solving:** | | My abstract reasoning has tested off the scale. | |
| **f. Technical Credibility:** | | From 1976, 38 years’ experience, most of it outside the wire. The technical colleagues I have developed are quite extraordinary, one reason why I was elected to the Silicon Valley Hackers Conference created by Stewart Brand. My CIA technical collection operations are classified and can be briefed separately. As the world-class champion of Open Source Everything (see *The Guardian* of 19 June 2014, with 57,000 “likes,” [The open source revolution is coming and it will conquer the 1% - ex CIA spy](http://www.theguardian.com/environment/earth-insight/2014/jun/19/open-source-revolution-conquer-one-percent-cia-spy) and the books, *The Open Source Everything Manifesto: Transparency, Truth, & Trust* (2012) and *Intelligence for Earth: Clarity, Diversity, Integrity, & Sustainability* (2010), I am both a “top gun” for classified all-source C5ISR and a “top gun” for 21st Century innovation across all aspects of C5ISR. | |
| **4) BUSINESS ACUMEN:** | | | Created and successfully operated a for-profit company for 13 years. When excess funds became available rather than set them aside for personal gain instead funded the creation of a non-profit and recruited 23 others to help create a new strategic analytic model in support of local to global information-sharing and sense-making. |
| **a. Financial Management:**  *Integrity/Honesty: IRS audit for 2007 of OSS.Net, Inc., a year with 1.7 million gross, found “no change.” That is a gold medal equivalent in financial management.*  *Written Communications: I made a deliberate decision early on to pay $20K a year for a world-class accountant, and to be meticulous in all of my documentation. An IRS finding of “no change” is virtually unheard of, and a testimony to the care with which I and my accountant maintained the written records of the business.*  *Oral Communications: I have provided both Member and staff testimony before Congress, and also before Presidential commissions (Aspin-Brown, others)* | | | In 2007 the IRS selected OSS.Net, Inc. for an audit. ***The surest measure of anyone’s success is when the IRS renders a “no change” decision for a very complex small company moving money all over the place.*** Within the USG have been colleagues with successive Associate Deputy Directors of OMB for National Security and know how to develop every piece of paper from command justification memos to service and DoD level paragraphs to one liners and related supporting information for Congressional Budget Justification Books (CBJB). Am a trained COTR, and understand PPBS/E, how to manage a budget to term and leave nothing unspent at the end (or devise conversions into multi-year money). Am ready if desired to support CG in crafting a new initiative to create an Open Source Activity (OSA) that tests both open source content and open source technical solutions. The time is right to create a new C5ISR “lifeboat” outside the system. OMB has pre-approved this as a Presidential initiative with an IOC of $125M and an FOC of $2B. One can see NSA taking a huge budget hit in the near term, if CG is ready with the initiative; some of those savings can be redirected toward a joint integrated service force structure but theater-driven 21st Century multinational all-source intelligence network. My vision includes a MISTF for every theater, and a multinational clandestine human and technical intelligence network in the shadows, directly responsive to theater needs. We can also improve on counterintelligence – all grist for discussion. ***I am certain we can thrive in a declining fiscal environment. This may be my greatest value.*** |
| **b. Human Capital Management:**  *Interpersonal Skills: advised on hiring and evaluation of all new MCIA employees. Personally hired and oversaw hundreds of short-term hired as CEO of OSS.Net, Inc.* | | | Have managed contractors and can gladly do so again, but all things being equal recommend that we focus on building the strongest possible government cadre, and do our out-sourcing on a just enough just in time basis, contracting for “exactly right” products and services on a one of basis (including from foreign sources via cover support plans). ***Put bluntly, we can make our money go at least three times if not tem times further by eliminating the US contractor overhead costs.*** Have written job descriptions, evaluated personnel, etcetera. |
| **c. Technology Management:**  *Continual Learning: for the past 20 years I have been in constant learning mode -- #1 Amazon reviewer for non-fiction, organizing international conferences, training courses* | | | From service in CIA’s Office of Information Technology (OIT) to my years of following open source software and hardware, am probably as advanced a non-IT person as may be applying. ***For decades I have been a champion of the all source fusion workstation we still do not have***, and believe that much more can be done by building on DARPA’s STRONG ANGEL and Unity Net (both led by Dave Warner (PhD MD), a good friend who is available to help take multinational information-sharing and sense-making fast forward if desired. It’s time for a break-out. |
| **5) BUILDING COALITIONS:**  *Interpersonal Skills: Invited and funded to brief over 18 governments across agency lines, trusted to focus on teaching OSINT and not be a threat seeking to elicit unauthorized disclosure.*  *Oral Communications: my many briefings across UN, NATO, IADB, NDU, many other venues, have all been focused on building coalitions toward a new shared craft. Have been featured in several film documentaries, and on a PBS interview about hackers.*  *Written Communications: my articles, books, and monographs have all sought to move the craft forward.* | | | My greatest contribution in this area has been the inspiration of over 66 governments that learned to value OSINT, and also learned that outreach makes a difference. In the early days intelligence professionals would show up to my conference in alias, paying cash. By the second day they were writing their real names and contact information on napkins and seeing the world in a whole new way. I lost ground to institutionalized resistance here in the USA, but I do have a following ready to rally for change. There are eight tribes that we can do outreach with: academic, civil society (including labor and religion), commerce especially small business in the provinces, government including local and provincial (which is where the French and Iranian put their emphasis), law enforcement, media including bloggers, military, and non-government/non-profit. ***I know how to do outreach 100X more effective than any done by US IC.*** ***Building coalitions requires a mind-set and experience with methods that are simply not taught nor experienced within our system. This is one of my several strong points as a candidate.*** By with and through is where we need to go, but at a level of complexity, breadth, and depth that our current institutions simply cannot comprehend nor execute. ***This is what I do very well, and it translates into*** ***two tangibles: use of other people’s money, and access to other people’s staff and flows of information.*** |
| **a. Partnering:**  *Integrity/Honesty: I venture, humbly, to suggest that if there is one applicant for this job with an international “brand” that would be instantly trusted as an “honest” American, I am that person.*  *Interpersonal skills: have very high cultural IQ, much higher than average USG.* | | | Have learned that partnering can be very effective on a case by case basis with separate Memorandum of Understanding (MOU) for each case. Have found over the years that the CIA model for liaison (HQS to HQS, lie to each other) does not work as well as the DEA model (give me a rotational person, we integrate him or her into a band of brothers, and we get the job done while keeping the home headquarters modestly informed). The days of the unilateral big stick are over. We need to be the gold standard for by with and through partnering, and we need to contribute substantively with cash, analytic models, shared information, and above all an open mind-set that respects indigenous concerns and caveats. |
| **b. Political Savvy:**  *Integrity/Honesty: have testified honestly on multiple occasions.* | | | ***One reason I consider myself the perfect deputy is because my experience has been outside the wire, doing innovative things that the political conformists don’t understand. Supporting a politically-savvy CG is the perfect assignment for me.*** I can keep my mouth shut and give the CG creative options to present as desired while engaging with internal and external stakeholders using ethical evidence-based decision-support in ways that most others do not know how to do. |
| **c. Influencing/**  **Negotiating:**  *Interpersonal skills: have very high cultural IQ, much higher than average USG, from a lifetime overseas.* | | | It can reasonably be said that I have influenced more people in my lifetime (in small positive ways both in person and through my writing and public presentations) than virtually any other serving or retired US intelligence professional. An OSA could negotiate inter-state and inter-agency information treaties and agreements. If CG desired, I would be very good at this. *OSINT is a tangible tradable good across all mission areas and all political boundaries. It is a substitute for money.*  ***Lacking today within US military and civilian intelligence are credible consistent approaches to developing intelligence support for all four levels of analysis (strategic, policy, acquisition, operations) against all ten high-level threats to humanity, across all twelve core policy areas in relation to the four forces after next (high-tech brute, low-tech brute, high-tech seer, low-tech seer).***  ***Put most directly, what I know and can bring to the team is knowledge and experience not to be found among typical candidates for this leadership position. Bringing us together would be world-changing for all concerned.*** |