**Executive Core Qualifications 6**

**IC SOCQ Standard**

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| **1) Collaboration and Integration**  **2) Enterprise Focus**  **3) Values-Centered Leadership** | With nine books, two of them with Forewords from past and then serving Chairmen of the Senate Select Committee on Intelligence (SSCI) – *ON INTELLIGENCE: Spies and Secrecy in an Open World*, Foreword by Senator Dave Boren (D-OK), and *THE NEW CRAFT OF INTELLIGENCE: Personal, Public, & Political*, Foreword by Senator Pat Roberts (R-KS), I represent the gold standard for 21st Century intelligence leadership. Still today we have over 80 unintegrated databases and over 2,500 classified compartments at the same time that we are processing less than 1% of what we collect by technical means. Despite claims with respect to imminent integration, I see no prospects of genuine collaboration and integration in the near term, particularly since the secret world is still obsessed with secret collection at the expense of everything else, and still refuses to be serious about multinational information-sharing and decision-support. In my view the Command is the one place where a break-out could be effected – where a transformative alternative C5ISR capability could be built with open source information technologies that are affordable, interoperable, and scalable.  I humbly and respectfully point out that 80% or more of the information that each Service, DoD, and USG need to be effective at the strategic, policy, acquisition, and operations collaboration and integration levels is NOT SECRET. Our C5ISR technology is now unaffordable, not interoperable, and not scalable. The time has come to fund the Open Source Agency (OSA) that OMB has twice approved, with an IOC of $125M and FOC of $2B. If we do that, the Command will become the virtual IC of the 21st Century and its shaping of this specific investment will in turn serve as a forcing function for reconstructing DoD to eradicate the 45% (weapons acquisition) to 75% (Afghanistan) waste, while providing the compelling ethical evidence-based decision support needed to get to an air-mobile expeditionary Army such as CSA has defined with his five priorities, enabled by a long-haul Air Force (transferring Close Air Support to the Army, it’s time we re-write the Key West agreement) and a 450-ship Navy – the Marines go back in their box as naval infantry with organic combined arms, our Nation’s 911 force with global reach, and the world’s best forced entry team.  How one defines the “enterprise” is critical. If the enterprise is defined as the secret world to the exclusion of all else, I am the least qualified person. If however the enterprise is defined as both the brain-housing group for strategy, policy, acquisition, and operations across all services, theaters, and whole of government; and further broadened to include all potential multinational allies, all eight information “tribes” or networks (academic, civil society, commerce, government, law enforcement, media, military, and non-government/non-profit) then I am the original 21st Century pioneer, and the best qualified.  I was one of the first clandestine case officers to be assigned the terrorist target full-time in the 1980’s, and I understand the moral hazard as well as the pragmatic waste of torture. We have lost sight of our values. The “values” of today’s national and departmental intelligence leaders, as perceived by Congress and the public, are not the values inherent in the US Constitution nor do they contribute substantially to getting it right for Army, DoD, or Whole of Government.  The values that substitute spending for sense-making, technology for thinking, lying to Congress instead of speaking truth to power, are not my values.  My values focus on clarity, diversity, integrity, and sustainability. My values focus on the truth at any cost lowering all other costs. My values focus on making intelligence deeply useful to strategy (win without fighting), to policy (whole of government peace with prosperity), to acquisition (see prior answer) and to operations (multinational, preventive and pre-emptive, information as a substitute for violence and a creator of stabilizing wealth).  My values focus on making intelligence (decision-support) the core competence of every Army leader from private to Chief of Staff, with integrity as the core value underlying that intelligence. |