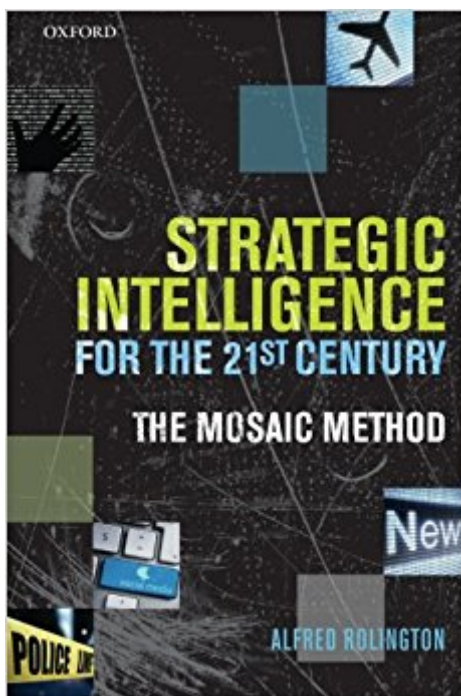The book was found

Strategic Intelligence For The 21st Century: The Mosaic Method

Synopsis

Strategic Intelligence for the 21st Century: The Mosaic Method provides an industry insider's assessment of current intelligence methods and offers a new strategic model, directed toward the police, military, and intelligence agencies.The birth of the internet, the advent of 24 hour news and the rise of social media is evidence of how governments and those dealing in intelligence commodities struggle not only to access but also to limit the information that is out there. At the same time, recent terrorist atrocities, such as 9/11 and the July 7th bombings in London, have highlighted the need for intelligence cooperation on a global scale - but how can this be achieved? Serving as a call to break from traditional models and forge more deeply and continuously inter-linked relationships, Strategic Intelligence for the 21st Century advocates more fluid, networked operating methods, incorporating far more open-sourced information and data in analysis.Featuring contributions from key figures in the industry, including Sir Colin McColl, R. James Woolsey, and Sir David Phillips, this book presents a history of intelligence developments alongside the current challenges, analysing the impact on society - both from within and due to propaganda and covert action - and the influence wrought by technological innovations. With discussion of the Deep Web, the post-9/11 era, and the resulting impact on civil liberty and police operations, Strategic Intelligence for the 21st Century offers a revolutionary new approach to intelligence analysis and global collaborations.

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Customer Reviews

This new volume offers a fresh approach to intelligence analysis for todays' increasingly

interconnected and interdependent world. The author directly addresses the big data cyber challenges for policing within the wider security domain by recommending a Mosaic Method which harnesses the full potential of open source data as part of a fully iintegrated and collaborative approach. This work is required reading for all in authority who are tasked with developing the capacity and capability of contemporary strategic intelligence analysis. * Andrew Staniforth, North East Counter Terrorism Unit *

Alfred Rolington was formerly CEO of Jane's Information Group, responsible for such publications as Jane's Defense Review and Jane's Police Review, as well as CEO for Oxford Analytica. He has over thirty years' experience of analytical publishing and media companies, producing information and intelligence for commerce, law enforcement, the, military and government. He has written about and given lectures on intelligence and strategic planning to Cambridge, Oxford, and Harvard Universities, and to organisations such as Thomson Reuters, the CIA, SIS (MI6), NATO Headquarters, and GCHQ.

I have been holding a gift copy of this book for over a month, waiting for it to be available on so I could load my review, and as a result have also read -- and also recommend as an essential book -- Sir David Omand's bookÂ Securing the State. I am rating both books at 5, both books are as erudite and perceptive as it gets.Alfred Rolington can reasonably be considered "P" or the Public counterpart to "M" in the UK, as I have been to the secret world in the US. He is the master of BOTH the secret process of intelligence and its purposes, AND the very broad multi-lingual multi-cultural world of open sources in unpublished, analog, and digital form that the secret world is -- to be blunt -- arrogantly ignorant of. This book is one of a handful truly relevant to the future of intelligence (decision-support) done properly -- which is to say, as decision-support for ALL threats and challenges, not as surveillance secrets protecting the few.This book by Alfred Rolington, former CEO of Janes and someone I have known for over fifteen years -- and whom I will testify has been the single most accomplished and imaginative speaker in my conference on international intelligence from 1992-2006, among over 750 speakers -- is the better book for students and I strongly recommend it as required reading at the university level.As I am one of the arch-critics of expensive secret "intelligence" that is done badly, and do not mince my own words, it is with some awe that I read strong critical views articulated in such a graceful manner that I can just see the US Director of National Intelligence with his pants down saying "Thank you, Sir, may I please have three more? Naturally nothing in this book should be taken to be critical of the British intelligence

community that is without peer.Early on in one of a few but thankfully present graphics, the author illustrates the differences between the old world of intelligence and the new. The old has been structured, moderate in volume, after the fact, with static technologies, and mannually intensive. The new is the opposite, and the Industrial Era communities have not adapted: largely unstructured (and multi-media, multi-lingual) content, massive volume, real-time, with a constant range of emerging technologies as available to the opposition as to the home team, and an automated process that some might say is quite stupid.More so than other books in this literature, this one does a fine job of discussing the broad changes to the information environment within which the government intelligence communities operate, and I particularly appreciate the author's dedicated focus to the side of the profession often neglected, counterintelligence, conspiracy, covert action, and propaganda. In brief, the author correctly observes that the new information environment is at least as corrupt as the old with regard to manipulation, lies, and all manner of deceit, at the same time that the new technologies allow one to reach only a fraction of the available information, most of it not online to begin with, and that which is online, most of it not indexed at all (deep web, C-drives).The book serves very well as a primer, reviewing the intelligence cycle, the relationships among collectors, analysts, and policymakers. It falls short--as does Sir Omand's book--in not confronting the abject corruption that is so typical of both US and UK "consumers" of intelligence, and in not recognizing that intelligence is less about surveillance and more about decision-support across ALL matters, not just national security matters. It also does not address the importance of intelligence to acquisition, and to whole of government budgetary sanity and balance.The book concludes with the author's seven step mosaic model for re-reinventing intelligence, integrating the best of his learned and managed practices from Janes, Oxford Analytica, and his study of the literature on secret intelligence. There is no bibliography, something I would have very much liked to see, but in fairness there is no other commercial practitioner so well equipped to present a personal essay of this scope, rooted in decades of direct access and support to the secret world, and direct exploitation of the non-secret world as it has evolved.The book benefits from some contributions by others, notably Sir Colin McColl, James Woolsey, Sir David Phillips and Sam Wilkin, but it limits itself in scope to secret intelligence for the government, business intelligence, and police intelligence (in which I am pleased to say Scotland Yard has led the way, and Sir David Vaness and Detective Steve Edwards, MBE are to be saluted for their exemplary use of open sources, not just to put bad people in jail faster, bester, cheaper, but also -- to our shared surprise -- increasing by 100 fold the global assets that could be seized post-conviction.Two other UK-based books I recommend are Intelligence in an Insecure World and the forthcoming Routledge Companion to Intelligence

Studies.My very large list of over 300 of my reviews of books on intelligence, each leading back to its page, can be found by searching for the phraseWorth a Look: Book Reviews on Intelligence (Most)I will end with three observations.First, intelligence right now is mis-understood, at least in the UK-US, as surveillance in all its forms. That is incorrect. Intelligence is decision-support, and 90% or more of the sources, methods, and conclusions needed to support decisions by ALL strategy, policy, acquisition, and operations nodes are not secret, not expensive, not online, and not in English. No one in government gets that yet.Second, there are eight "tribes" of intelligence, and 183 languages that matter (33 of them critical, including 12 dialects of Arabic), and no national intelligence community can be considered competent if it has failed to harness the distributed intelligence of all eight tribes at all levels (academic, civil society including labor and religion, government, law enforcement, media, military, and non-government/non-profit.Third, both the US and the UK have rushed into the technical rabbit hole, collecting too much, processing very little of it, and knowing all too little about the real world for lack of a globally distributed human network truly able to pulse the bazaars in real time. The Embassies have become bunkers, and access outside the cocktail party circuit all too limited. Human Intelligence (HUMINT) is going to be central to the craft of intelligence in the 21st Century, but it will be non-governmental, mid-career, third country, open, networked, and deeply rooted in historical, cultural, and linguistic understanding, something that a "pure blood" Englishman or American cannot, in a hundred lifetimes, achieve. Multinational Station are the future. China gets this, the US and UK do not.This is a very fine book, easily one of the top ten in the field right now, my critical comments notwithstanding.With best wishes to all,Robert David STEELE Vivas2012 INTELLIGENCE for EARTH: Clarity, Diversity, Integrity, & Sustainability

This book provides a wide-ranging overview of the history and current state of intelligence - mostly secret intelligence, but also business intelligence - and ends with a provocative argument on how intelligence ought to be reformed.The book is in three parts. The first part covers intelligence-related definitions and background, including the intelligence cycle, intelligence sources, and the history of intelligence. This could have done with some reorganization (perhaps chronologically?) but the book aims to address topics useful for the reader's understanding of the field of intelligence studies widely rather than deeply so it is not hard to follow.The second part is a briefing on some current issues facing the modern intelligence practitioner, including propaganda, conspiracies, economic globalization, the internet, and culture (especially cultural bias). Again, the treatment of topics is quick and wide-ranging.The third and final part of the book sets out proposals for intelligence reform

(after a short review of some more background, e.g. on intelligence supervision and business intelligence). These reform proposals are radical, seeking to address the challenges of the information age. Mainly, the `mosaic method' capitalizes on information technologies in order to integrate the exploding range of open-source information with the secret intelligence that is the traditional focus of intelligence agencies.To provide a concrete example, a police force using a `mosaic' or `network' approach might, for instance, deploy a countrywide information technology system such that if `officer Bob' made a routine traffic stop of a person who was a suspected mafia member, `Bob' would be alerted to the organized crime task force's analysis of the person's possible role. Moreover, any observations `officer Bob' made during the stop would in turn be used to flesh out the person's profile on the organized crime task force's analysis of the mafia organization.The book's arguments for such `mosaic' approaches to intelligence make sense - these enhance the understanding of decision-makers (the intelligence `customer') by putting secret intelligence into context; these methods help intelligence analysts `connect the dots' on apparently unrelated issues or individuals; and these approaches use IT systems to turn `footsoldiers' who do routine work (like `officer Bob') into intelligence assets.Having recently seen the movie Zero Dark Thirty, I could grasp this argument - in the film, the main breakthrough in the hunt for Osama bin Laden comes from linking intelligence provided by prisoners with a long-overlooked message from the government of Morocco received years earlier. This is depicted, in the film, as a stroke of luck. It is the kind of thing a `mosaic' or `networked' approach might turn into a regular occurrence.I, personally, read the book from the perspective of a person working in corporate strategy. Hence the first two parts (and first chapters of the third part), which essentially cover context, included much that was new to me. Readers who are intelligence specialists will probably want to focus on the book's final two chapters, which contain the main `mosaic method' and `network approach' arguments.Overall, as a business reader, I found the background sections, which take up most of the book, informative. And when a topic was dull, it was over quickly - no treatment of a topic lasts longer than about two pages, so it is a quick read. Some topic highlights include Machiavelli's The Prince, the dawn of human language, Clinton's fascination with "The Coming Anarchy", and the Gunpowder Plot - which illustrates the range. I felt the organization of these parts could have been better. For instance, Sun Tzu's Art of War follows, rather than precedes, the rise of social media, which for me, as a (perhaps excessively) organized person, was disorienting.The third part, which is the truly novel element of the book, is intriguing. From my business perspective, it parallels what many corporate strategy planning departments are doing (for instance, I have recently worked with a company whose strategy department has begun to deliver its main `intelligence product' to the

firm's senior executives as an interactive iPad app).That said, I was left wishing that the book had focused more on the last two chapters. These chapters felt to me like the beginning of an argument, rather than the end. The case for adopting these radical new methods is implicit in the earlier chapters, but could have been made much more explicit - for instance, by showing how recent intelligence failures could have been avoided using the `mosaic method', or by showing how intelligence failures are more likely in the future as a result of the trends discussed. The advantages of the mosaic method would also have been more clear if illustrated with more detailed case studies - I realize this would be hard to do without providing examples of some secret intelligence to show how it would be put in context.Also, possible objections to these new methods are not addressed. For me, the obvious question is counter-espionage. The `mosaic' and `network' strategies seem well-suited to address the modern threat of `disorganized crime', e.g. self-starting terrorist networks. But wouldn't these approaches create vulnerabilities to organized crime networks (or enemy states)? E.g., does the mafia need to corrupt only a single police officer in order to monitor everything the police knows about it? Presumably these issues can be addressed, but it would be interesting to know how.In sum, I found the book an intriguing and useful introduction to the field of intelligence, and a thought-provoking exposition on the potential of `mosaic methods'. I was intrigued enough to hope for a more closely-argued and case-rich exposition in a sequel.

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