

UNITED WE STAND, DIVIDED ...? ACHIEVING INTELLIGENCE INTERAGENCY SYNERGY IN COMPLEX WARFARE

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Adaptive work consists of the learning required to address conflicts in the values people hold, or to diminish the gap between the values people stand for and the reality they face

— Ron Heifetz¹

As 9/11, the current Israeli/Hizbollah conflict and the foiled terrorist plot to bring down aircraft departing London taught us, we must efficiently and effectively integrate national and international efforts in order to engage an assortment of new adversaries or find ourselves weakened by the seams we either inadvertently create or tolerate. The Cold War effort, and in particular our intelligence focus, became so narrowly focused on fostering the collapse of the Soviet Union that we lost our ability to fully integrate and leverage all elements of national interagency effectiveness across a range of new and developing adversarial contingencies. The process of adapting our industrial age organizations to today's new reality is not something we have collectively done well.

Today and for the foreseeable future, we will need to assess and effectively deal with a range of threats that are primarily ideologically driven, global and networked. Military effects alone will not get us there – nor will any other single form of national power for that matter. What is required is a concentrated and integrated mobilization of all national efforts, be they academic, intelligence, economic, political, legal or cultural – especially since the great majority of the US

is non-federal government. In short, we must transform our agencies into high speed, responsive, adaptive and integrated organizations capable of managing “interagency relations” (IAR) to the highest level of synergy as possible.

One of the greatest gifts that each interagency player has is their differences from one another. It is those differences that add color and context to both perception and action. How one's agency relates to others, how well one learns to address conflicts in the values people hold, or to diminish the gap between the values people stand for and the reality they face will determine just how successful IAR will be.

One must begin with the notion that leadership in effective IAR situations is not about having all the answers, but is really about having a number of diverse diagnostic tools and perspectives that can “influence the community to face its problems.”¹ Effectiveness means making the problem statement the leader, thereby getting the agency's decision makers egos out of it.

The leader's adaptive challenge is to *shape a shared meaning* – of a potentially very diverse group as opposed to trying to force a pre-conceived position from their own group. The goal is interagency clarity absent a “stovepiped” bias inherent in a single agency's approach to problem resolution. DIA does not have all the answers and neither does NSA, DEA, the National Security Council nor the FBI. The purpose of creating these agencies in the first place was to get concentrated focus on the problem from a particular point of

