



## L'ANALISI D'INTELLIGENCE NEL XXI° SECOLO

**Seminario – 17 ottobre 2012 (ore 16:00-18:00) – Link Campus University, Via Nomentana 335, 00162 Roma.**

La **Link Campus University**, il **Centro Studi “Gino Germani”**, la **Fondazione ICSA** (Intelligence Culture and Strategic Analysis), organizzano un seminario sul tema **“L’analisi d’intelligence nel XXI secolo”**, che si terrà a Roma il 17 ottobre 2012, dalle ore 16:00 alle 18:00 presso la Link Campus University (via Nomentana 335, Roma).

Il seminario si svolgerà in lingua inglese, ed è riservato a esperti e studiosi di problemi di intelligence e sicurezza nazionale.

La relazione di base verrà svolta dal **Anthony Campbell** (esperto di analisi d'intelligence e *intelligence management*, già Direttore dell'Analisi d'Intelligence del Governo Canadese), sul tema **“Intelligence analysis in the 21st century. Hidden weaknesses and ways to overcome them”**.

Seguiranno un intervento del *discussant*, il Dott. **Alfredo Mantici** (Capo del Dipartimento Analisi del SISDE fino al 2008) e un dibattito con i partecipanti coordinato dal Prof. **Luigi Sergio Germani** (Link Campus University e Direttore del Centro Studi “G. Germani”)

### PROGRAMMA:

#### I) Introduction

- Primarily Canadian perspective
- Informed by 10 years observing over 20 countries' analytical services in the GFF

#### II) Identification and Diagnosis of Weaknesses

##### 1. Politicization

2. Negative evolution of the “mental model” of intelligence analysis: from public service model to public choice model, to consumer sovereignty model – from serve the user and the public, to please the user or “consumer” instead of “client”

3. Low respect and credibility of the analytical function among users/clients and budget-masters

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4. Weak decision-making systems and decision-maker skills e.g. Yom Kippur War, 9/11 etc.

5. Inadequate levels of education and knowledge for 21st C globalized world among analysts and decision-makers

6. “Silo thinking” propensity of professional analysts

7. Personality differences between analytical mindset and managerial and political mindsets

8. Excessive focus on “terrorism” distorting priorities, resource distribution and the way the world looks at the world and its problems

9. Over-dependence of small and medium size analytical organizations on the big analytical organizations

10. Inadequate and declining resources

11. Outdated organizational models and processes

12. Outdated professional career structures and incentives

13. Foreign language challenges and inadequacies

14. “Information Revolution” challenges and weaknesses

15. Constraints of security and “secrecy”

16. Weak anticipation and command of new and emerging issues

17. Weak collaborative skills and cultures in federal or multi-layer governments

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III) Suggestions for Overcoming the Weaknesses

IV) Conclusion

*Anthony Campbell*

Anthony Campbell had a 34 year career in the Canadian public service, first as a diplomat in the Foreign Ministry (posted to Guyana, Spain and Morocco), then as a policy advisor and international negotiator on several political and economic issues, and finally as a head of intelligence analysis in the Canadian Cabinet Office (Privy Council Office) where for seven years he was responsible for producing and coordinating intelligence analysis for the Prime Minister and other senior readers. In addition he was

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responsible for developing and strengthening liaison relationships with intelligence services in other countries.

After retirement in 2001 he became a professional management consultant and university teacher and advisor on intelligence analysis. He taught strategic communication at the Master's level at Royal Roads University in Victoria, Canada, and held adjunct teaching or fellowship positions at the University of Victoria (public management) and Carleton University in Ottawa (security and defence studies). He was a Visiting Fellow at the Centre of International Studies at Cambridge University and the 2008 Visiting Research Fellow at the Institute for Advanced Studies at the University of Warwick, UK. From 2008-12 he completed studies in theology at St Paul University, a pontifical university in Ottawa, Canada.

He played an active role in the experimental international collaboration known as the Global Futures Forum (GFF) for ten years and was Leader of its 20 country Community of Interest on the Practice and Organization of Intelligence (COI/POI) from 2006 to 2011. Mr. Campbell is a past President of the Canadian Association for Security and Intelligence Studies (CASIS) and resides in Ottawa.