

Remarks at the Retirement Dinner for Lt. Gen. Leonard H. Perroots

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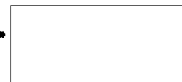
Thank you, Gordon.\* Len, Mrs. Perroots, distinguished guests and friends, I'm delighted to have a chance to participate in this evening to honor a distinguished general and a distinguished intelligence officer. And I have to say that those were some of the finest viewgraphs I have seen in my brief experience in military intelligence.

I've tried to imagine a waiter commissioned by the GRU to report back on the activities of the Intelligence Community here tonight. And I know that it would only spread fear and trembling if they could see how efficient and determined and lacking in humor and how serious we were this evening.

So, I'm tempted to tell you of a reputation that we already have—at least at one agency. The President is telling *perestroika* stories he collects. They are supposed to be authentic, although Howard Baker says he makes them up. The President confronted me the other day and said that Gorbachev had directed the KGB to find out how *perestroika* was working in the Urals. And the KGB officer went out into the Urals and visited the hamlets, the small villages. In each case he would go to see the mayor. And in one village he started off by asking how things were in the village. And the mayor said, "Everything is fine in the village." He said, "What do you think of *perestroika*?" "We like *perestroika*." "Are you prospering?" "We are prospering." "Are there any television sets in this village?" "Yes. There must be a television set in every hut in the hamlet. Some huts have more than one television set." "How about refrigerators?" "Oh yes, there's a refrigerator in every hut in the hamlet." The KGB officer leveled his eyes at the mayor and he said, "Do you know who I am?" And the mayor said, "Of course, I do. Who else but a CIA agent would come into a village with no electricity and ask questions like that?"

Well, I am delighted to have a chance to participate in this program, and, in deference to our honored guest this evening, I shall not use a single acronym.

The program we've just seen has made one thing pretty clear. Wherever Lenny is, there's a lot going on. He's taken care of projects and people. And when he's in charge, those around him will tell you that they have a good place to work. That is because Lenny makes sure that those who work for him have the information they need to get the job done and the training they need to do the job better. And if they don't know what they need to do the job better, Lenny can tell them that too. Lenny has never been accused of lacking for words. But tonight our words are for Lenny, rather than from him.



Executive Director of the Defense Intelligence Agency.

When he retires on the last day of this year, Lenny will retire from the highest position in military intelligence. In his 33 years of distinguished service to the Air Force, the Intelligence Community, and the country, Lenny has made a lasting contribution to intelligence. He has strengthened the quality of our product, the capabilities of our intelligence officers, and the integrity of our profession. Perhaps that may be his most abiding contribution. With these accomplishments, he's made intelligence a more vital and valued part of our nation's defense and national security policy.

As Director of DIA, Lenny has set the highest standards for intelligence collection and analysis. And he has not been shy in communicating this to the troops. "If your intelligence reports are lousy," he told a class of new defense attaches this past spring, "sending a mountain of them is not going to help. Likewise, I assure you, that if you send fewer reports, but of better quality, no one will complain, especially not me."

The intelligence that Lenny demanded also had to be free of personal or political bias. And I have seen this again and again. Lenny and I share the opinion that the credibility of our analysis depends upon the objectivity of our product. Early this year, Lenny told a group of defense attaches, "You have to keep the guy who needs the intelligence away from the guy who is collecting it." And he has told his analysts to keep a similar distance from policy concerns in developing their judgments to protect their independence and the objectivity of the results.

Lenny's willingness to stand behind the analysis of DIA and of the Intelligence Community has earned him our admiration and our respect. He has resisted pressures to change his counsel, and he has both defended and insisted upon the analytical integrity of his organization. From time to time, Congress spots apparent errors in competitive analysis. And I have been asked to reconcile apparent differences. I know on one occasion they had to think a while when I told them that I felt that the methodology used was correct and that the conclusions reached, while they differed from others in the Community, were to be accorded the highest level of respect. And they said, "Well, what do we do about this?" And I said, "Well, take the worst case between the two and make your policy judgments accordingly." And I think that's what they did.

Under Lenny's leadership, DIA has won high marks, not only for the quality and integrity of its intelligence, but for its ability to meet the intelligence needs of its consumers—from the operational commanders, to the Joint Chiefs, to our allies.

Providing and enhancing intelligence support to operational commanders around the world has been one of his top priorities, and he has done a whole lot to eliminate the gaps, the redundancy, and the incompatibility in the communication

of intelligence both between services and from the intelligence producers to the tactical commanders in the field. In 1986, the Defense Intelligence Agency received the Joint Meritorious Unit Award for the intelligence support it provided—especially to operational commanders—during the Libyan air raid, the Achille Lauro incident, and the hijacking of TWA Flight 847—all in just a short period of time.

At the request of Secretaries Weinberger and Carlucci, Lenny has spoken with foreign heads of state, briefed ministers of defense, and addressed foreign parliaments on U.S. defense intelligence concerns. In fact, he returned from a final and very successful briefing tour only last week. And he was good enough to call me while he was away. He has probably briefed more chiefs of state and chiefs of defense than any other living American.

I know that he is especially proud of his work with the Defense Intelligence College. And this is an exciting, dynamic time for the College. It's attracting and serving more students than ever before—students not only from the intelligence agencies, but from all parts of the armed services and the federal government. Thanks to Lenny's efforts, the Defense Intelligence College has expanded its faculty, broadened its curriculum, and become a center for research and learning in the intelligence field.

His efforts to strengthen defense intelligence have benefitted the entire intelligence process. Under his leadership, the Defense Intelligence Agency has played a strong, respected role in producing national estimates—managing many estimates and contributing significant expertise to others. DIA is always in there when we have our meetings before reporting to the President.

I also think we've seen people get along a little better with each other in the Intelligence Community during Lenny's tenure as Director of DIA. More analysts in different agencies are working with each other, rather than against each other. And without in any way sacrificing the principle of competitive analysis, we are producing complementary analysis. We've made some real progress, and I think Lenny deserves a good deal of credit for this.

Under his leadership, DIA is now providing more and better support than ever to our nation's defense and security policy. Intelligence is now a regular, valued input at every stage of weapons development and procurement—from the definition of need through the design of a particular weapons system to its eventual retirement and replacement.

Arms control is another very important challenge. In early November, I awarded a unit citation to DIA's Strategic Negotiations Branch for its superior defense intelligence support to our strategic arms control talks with the Soviets.

And the Defense Intelligence College has been charged with training our U.S. inspectors and escorts for the INF treaty. The first class of inspectors was ready within three months of the treaty's signing.

The late General Max Taylor, whom many of you knew as I did, once recounted a conversation he had with a hard-bitten and highly decorated Sergeant Major when he was conducting an Army study on leadership. General Taylor asked the Sergeant Major if he could give him a brief definition of leadership. The old soldier replied without hesitation, "Leadership is when your leader tells you he is going to take you to hell and back and you find yourself looking forward to the trip."

The toughest job of any leader is to inspire and motivate his people. And I think this may be Lenny's greatest talent—his great ability to communicate his vision, his enthusiasm, his energy, and his commitment to others. And his dedication and loyalty to his people have been returned to him many times over.

Lenny, through your many accomplishments and through the dedication and service you have inspired in others, you have done much for the intelligence profession and for your country. Whatever you choose to do in the future, you have our best wishes for your success and our gratitude and appreciation for your distinguished service to our profession and to our country.

Thank you.