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ROUTING AND RECORD SHEET

SUBJECT: (Optional) DCI - Proposed Talking Points for Discussion With New SIS Officers
19 December 1988

FROM: William M. Baker <i>WB</i> Director, Public Affairs	EXTENSION NO. PAO 88-0410	DATE 12 December 1988
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TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		

TO: (Officer designation, room number, and building)	RECEIVED	FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. ER	13 DEC 1988		<i>WB</i>	
2.				
3. DCI	14 Dec	12/19	✓	
4.				
5. PAO	21 Dec		<i>ELS</i>	
6.				
7. <i>Carol</i>	21 Dec		<i>lso</i>	
8.				
9. <i>Mark/Chris</i>				
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15.				

DCI
EXEC
REG

FORM 1-79 **610** USE PREVIOUS EDITIONS

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PAO 88-0410

12 December 1988

JUDGE:

RE: Discussion With New SIS Officers
19 December 1988 3:00 p.m. 7:30 a
DCI Conference Room

25X1 You are scheduled to meet with [] new members of the Senior Intelligence Service to present your ideas about leadership and to discuss what you expect from Agency executives.

25X1 About half of the SIS officers you address will have just completed the week-long training seminar [] to examine the concept of executive leadership. The other half of the group attended the October, 1988 running of the training seminar. In addition to their meetings with senior Agency management, participants in both seminars heard guest speakers from academia and the private sector.

The new SIS officers represent all the Directorates. The average age of these officers is 48, and they have spent an average of 20 years with the Agency.

I suggest you cover three areas: the importance of leadership; what the Agency has accomplished over the last 18 months through the combined efforts of strong leaders; and leadership challenges in the near future.

In preparing these talking points, we have drawn from your concluding remarks at the Off-Site Managers' Conference 30 October-1 November 1988. The proposed talking points are attached (see opposite for cards), as well as the December training seminar agenda.

25X1 []
Bill Baker

Attachments:
As stated

25X1 []

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PROPOSED TALKING POINTS
BY
WILLIAM H. WEBSTER
DIRECTOR OF CENTRAL INTELLIGENCE
BEFORE THE
NEW SENIOR EXECUTIVES
DECEMBER 19, 1988

INTRODUCTION

- I UNDERSTAND THAT ALL OF YOU HAVE RECENTLY DISCUSSED LEADERSHIP AT THE EXECUTIVE SEMINAR. THIS AFTERNOON I WANT TO MAKE SOME OBSERVATIONS ABOUT THE IMPORTANCE OF LEADERSHIP, WHAT WE HAVE ACCOMPLISHED AT CIA THROUGH THE COMBINED EFFORTS OF OUR STRONG LEADERS, AND WHAT CHALLENGES LIE BEFORE US IN THE NEAR FUTURE.

THE IMPORTANCE OF LEADERSHIP

- THE SUCCESS OF ANY ORGANIZATION DEPENDS ON STRONG LEADERSHIP. STRONG LEADERS POSSESS SEVERAL TRAITS:
 - THE ABILITY TO ATTRACT AND KEEP TOP PEOPLE.
 - THE ABILITY TO MOTIVATE THOSE PEOPLE TO EXCEL.
 - THE ABILITY TO SET GOALS AND COMMUNICATE THOSE GOALS WITHIN THE ORGANIZATION.

- THE NATURE OF OUR MISSION AT CIA REQUIRES OUR LEADERS TO POSSESS TWO OTHER TRAITS:
 - INTEGRITY -- A COMMITMENT TO BE ABSOLUTELY FAITHFUL TO THE LAW AND ABSOLUTELY TRUTHFUL TO THOSE IN GOVERNMENT WITH WHOM WE WORK.
 - EXTREMELY GOOD JUDGMENT -- TO PROTECT OUR EMPLOYEES, OUR SYSTEMS, AND OUR SOURCES FROM DISCLOSURE OR HARM.

ACCOMPLISHMENTS

- YOU RECALL THE SITUATION TWO YEARS AGO, WHEN WE WERE CONFRONTING THE IRAN-CONTRA INVESTIGATIONS.
 - TWO YEARS LATER, WE SEE FEWER NEGATIVE ARTICLES IN THE NEWSPAPERS, AND WE ARE NOT BEING CHALLENGED AS WE WERE.
 - WE HAVE TOGETHER TAKEN THE AGENCY THROUGH ONE OF THE MOST CHALLENGING ERAS IN OUR HISTORY.

- WE HAVE UNDERTAKEN A NUMBER OF INITIATIVES TO STRENGTHEN OUR ORGANIZATION AND IMPROVE OUR EFFECTIVENESS.
 - ESTABLISHED POLICIES TO ENSURE THAT OUR NATIONAL INTELLIGENCE ESTIMATES AND OTHER INTELLIGENCE ASSESSMENTS REMAIN OBJECTIVE. WE ARE NO LONGER ACCUSED OF "COOKING THE BOOKS."
 - MADE INTELLIGENCE A VITAL COMPONENT IN NATIONAL SECURITY PLANNING GROUP DELIBERATIONS ON KEY FOREIGN POLICY ISSUES SUCH AS THE PERSIAN GULF, PANAMA, AND ARMS CONTROL.
 - STRENGTHENED INTERNAL REVIEW OF COVERT ACTION.
 - DEVELOPED GUIDELINES FOR DEALING WITH CONGRESS.
 - AVOIDED FURTHER EXECUTIVE AND LEGISLATIVE CONSTRAINTS ON INTELLIGENCE, INCLUDING THE PROPOSED 48-HOUR NOTIFICATION AND GAO AUDITS.

- STRENGTHENED THE MANDATE OF THE INSPECTOR GENERAL.
- ESTABLISHED THE COUNTERINTELLIGENCE CENTER AND MADE OTHER EFFORTS WITHIN THE INTELLIGENCE COMMUNITY TO DEAL WITH THE HOSTILE INTELLIGENCE THREAT.

LEADERSHIP CHALLENGES

- WE CAN BE VERY PROUD OF OUR ACCOMPLISHMENTS OVER THE PAST YEAR. BUT THERE IS MORE THAT WE, AS EXECUTIVES, CAN DO TO BRING OUT THE VERY BEST IN AGENCY OFFICERS. WHEN I MET WITH SENIOR MANAGERS AT THE OFF-SITE CONFERENCE IN LATE OCTOBER, WE DISCUSSED SOME OF THOSE ISSUES.
- I AM INTERESTED IN PROMOTING GROWTH AND ENCOURAGING A WIDE RANGE OF EXPERIENCE FOR OUR OFFICERS.
 - THE RELUCTANCE OF DIRECTORATES TO "SHARE THEIR STARS" HINDERS THIS GOAL.
 - THE NEED TO PROVIDE OPPORTUNITIES FOR MINORITIES AND FEMALES TO ADVANCE WITHIN THE AGENCY IS NECESSARILY A

PART OF THIS GOAL. WE MUST MAKE AFFIRMATIVE ACTION A FOCUS OF OUR EFFORTS, MOVING IMMEDIATELY WHEN WE SEE SOMEONE WITH THE POTENTIAL FOR GREATER RESPONSIBILITY.

- WE NEED TO ENCOURAGE CROSS-FERTILIZATION THROUGH ROTATIONAL ASSIGNMENTS. FOR THESE ASSIGNMENTS TO BE BENEFICIAL FOR THE OFFICE AND THE INDIVIDUAL, WE MUST PUT A PREMIUM ON FAIRNESS AND CANDOR.
- WE MUST PROVIDE OPPORTUNITIES AND SEPARATE TRACKS FOR EXPERTS AND MANAGERS THROUGH A VARIETY OF MECHANISMS, INCLUDING EXECUTIVE FELLOWSHIPS, ROTATIONALS ON THE IG STAFF, AND SIS-GRADE POSITIONS FOR EXPERTS.
- WE ALL, AS SENIOR MANAGERS, HAVE A DUTY TO ENSURE A SMOOTH TRANSITION TO OUR EVENTUAL SUCCESSORS.

CONCLUSION

- I AM GLAD YOU HAVE HAD THE OPPORTUNITY TO EXAMINE THE CONCEPT OF EXECUTIVE LEADERSHIP. AS I MENTIONED EARLIER,

THE SUCCESS OF OUR ORGANIZATION DEPENDS ON STRONG
LEADERSHIP. AND I AM COUNTING ON YOU, AS MANAGERS, TO HELP
PROVIDE THE GUIDANCE AND LEADERSHIP SO VITAL TO THE
CONTINUED SUCCESS OF THIS AGENCY.

- I'LL BE HAPPY TO ANSWER ANY QUESTIONS.