

1. Record Nr.	UNINA9910554261403321
Autore	Fingar Thomas
Titolo	From mandate to blueprint : lessons from intelligence reform / / Thomas Fingar
Pubbl/distr/stampa	Stanford, California : , : Stanford University Press, , [2021] Â©2021
ISBN	1-5036-2868-X 9781503628670
Descrizione fisica	1 online resource (263 pages)
Disciplina	353.075
Soggetti	Administrative agencies - United States - Management
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Nota di bibliografia	Includes bibliographical references.
Nota di contenuto	Frontmatter -- Contents -- Preface -- Acknowledgments -- Abbreviations -- PROLOGUE Purpose and Perspective -- INTRODUCTION From Mandate to Blueprint -- PART I What Was I Thinking? -- Intelligence Reform Unique Opportunity or Fool's Errand? -- Sliding Toward an Offer I Couldn't Refuse -- Blank White Board and Ticking Clock -- Building a Team and Building Support -- Translating Ideas into Actions -- Organizing Themes and Goals -- Think Big, Start Small, Fail Cheap, Fix Fast -- Taking Stock -- Training and Tradecraft -- Transforming the PDB into a Community Product -- Management of the Analysis Mission -- Transforming Analysis -- Roads Not Taken -- Reflections and Lessons -- PART II Lessons for New Appointees -- Climbing Out of a Deep Hole -- Understanding the Challenge -- Components of a "Checklist" for New Appointees -- The Importance of Context -- Scoping the Problem -- Building a Team -- Getting Everyone on the Same Page -- Start Fast -- Prioritizing Tasks -- Utilizing Strengths and Eschewing Unnecessary Fights -- No Magic Formula -- Notes
Sommario/riassunto	In From Mandate to Blueprint, Thomas Fingar offers a guide for new federal government appointees faced with the complex task of rebuilding institutions and transitioning to a new administration. Synthesizing his own experience implementing the most comprehensive reforms to the national security establishment since

1947, Fingar provides crucial guidance to newly appointed officials. When Fingar was appointed the first Deputy Director of National Intelligence for Analysis in 2005, he discovered the challenges of establishing a new federal agency and implementing sweeping reforms of intelligence procedure and performance. The mandate required prompt action but provided no guidance on how to achieve required and desirable changes. Fingar describes how he defined and prioritized the tasks involved in building and staffing a new organization, integrating and improving the work of sixteen agencies, and contending with pressure from powerful players. For appointees without the luxury of taking command of fully staffed and well-functioning federal agencies, *From Mandate to Blueprint* is an informed and practical guide for the challenges ahead.

---