

White paper: Systemic Behavior via Social Responsibility – a Way toward a more holistic, reliable and efficient Intelligence and Counterintelligence

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In the last few decades, significantly more literature on intelligence and counterintelligence became available, thus gradually eliminating confusion, taboos and stereotypes on intelligence. Although such literature defines and describes intelligence, its definition in the United States of America (US) differs from those in e. g. European countries. The reasons for such variety are various and complex; for example: the diversity of political systems (e. g. parliamentary oversight), continental law, human rights, different history (on macro and micro levels), nations' cultures and habits, language, economies, geostrategic positions (e.g. 'Balkan route'), urban concepts of cities (e.g. difficulties when covertly tracking the specific target), etc. Nevertheless, the methods are the same everywhere in the world. These are – irrespective of the unchanged methodology and methods of counterintelligence – changing with the progress of humankind. It is important to reveal the European understanding of both European and US interpretation of intelligence and counterintelligence literature, and simultaneously the interpreting the European literature and our own (Slovenian) literature in particular. The analysis of those aspects and interpretations revealed that the reason for different understanding and interpretation of some well-known intelligence and counterintelligence cases in the past (and nowadays) and counterintelligence as an activity clarifies that cases and definitions were/are influenced by different historical and political circumstances and experiences in US and/or Europe. Such different concepts have an important influence on operation of intelligence, counterintelligence, and security services as well as on their employees. This is especially important for operational intelligence officers who run secret agents on the field. The agents' motives for cooperation with intelligence service depend on various factors (especially on history, culture, experience), which derive from the before-mentioned concepts. What intelligence community lacks is taking those concepts in account when studying service's operation, efficiency, success etc. In other words, it lacks the systematical and systemic (i.e. requisitely holistic) approach towards the holistic operation of services as a system (i.e. complex feature) in a specific environment. Such approach can be achieved only by

incorporating the systems thinking and systemic behavior in the mind of every intelligence community member (from bottom level intelligence employees to decision makers).

For example, the intelligence relationship is an extremely challenging, complex interaction between an operational intelligence officer and a voluntary secret agent. The skills of the officer must be intra-, inter-, and multidisciplinary, while the relationship has to be continuously evaluated and upgraded. Quite clearly, the demand and expectation that the operational intelligence officers face all the diverse elements of the intelligence relationship independently is unreasonable. Regardless of officers' tendency to attempt to establish a personal and independent relationship with their secret agents, the contemporary environment and the requirements of the intelligence services indicate that, for a long term intelligence relationship to succeed, teamwork is necessary. Intelligence and operational intelligence officers need to be educated and trained in applying the teamwork approach. Secret agents also need to be prepared—specifically—for this kind of work. This becomes evident if, for any reason, the transfer of a secret agent from one operational intelligence officer to another has to take place. If a secret agent has learned the teamwork from the start and has built confidence in the service, he/she will more readily accept such a transfer as something normal; the intelligence process will not be disrupted. Although hiring external, even versatile, contractual agents for the implementation of important tasks has become a common practice of intelligence services, the secret agents continue to form the fundamental entity or network on which the intelligence activity is based, and from whom the operational intelligence officers obtain the required data for the intelligence service. Therefore, contractors will never be a substitute for secret agents, since only the latter usually have access to certain sought after data. The assessment and evaluation of personality traits must be professionally included in the acquisition processes of the intelligence services (Podbregar, Hribar, Ivanuša, 2015, pp. 538-539).

Cooperation, including this one, is best, when based on systems thinking/behavior and cybernetics focusing on requisite holism of approach in order to fight one-sidedness of the usual (and unavoidable) narrow specialists, who are poorly/hardly capable of interdisciplinary creative cooperation. Hence systems thinking provides values and methods of such cooperation, although it does not focus on the requisite holism in all versions/theories inside the broad systems thinking and cybernetics theory and practice with its many diverse authors, experiences and applications (Mulej et al, 2013).

It is our experience that all human troubles – all way to world wars and the current global socio-economic crisis – result from the lack of requisite holism of human action both in the phases of

goals definition and goals realization; this lack causes oversights causing troubles. This finding covers intelligence and counterintelligence, too.

Systemic/cybernetic behavior enjoys now-a-days support on the global level from the ISO standard 26000 on (corporate) social responsibility (SR). SR suggests linking all contents of life with three main concepts (ISO, 2010):

- (1) One's responsibility for one's impact on humans and nature, i.e. society;
- (2) Interdependence of the considered (and poorly considered) aspects of life and action;
- (3) (Requisite) holism of approach.

This triple concept enjoys support from seven principles of SR: accountability, transparency, ethical behavior, respect for stakeholders, for the rule of law, for the international norms, and for human rights.

These concepts and these principles can help intelligence and counterintelligence in their effort to prevent their own oversights and the targets' criminal, anti-security, anti-peace and similar activities causing damage to society.

Key references:

We are authors of the Dialectical Systems Theory (M. Mulej, Ph.D. in Systems Theory and Ph.D. in Innovation Management) and of the Cybernetics of Security and Defense systems (T. Ivanuša, also NATO expert; Ph.D. in Medicine and Ph.D. in Cybernetics); we have several decades of experiences. ResearchGate reports about several thousand readers of our texts.

Contributors' full bibliographies:

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