

people. I set it aside because I knew instinctively that with the organization in so much disarray, the workforce would fixate on that and nothing else. We had more important work to do. Five years later, at the urging of Buzzy Krongard, when we judged the institution was healthy enough, we moved to implement a performance-based pay system. We needed a system that would create incentives for valued officers to take on the highest challenges, one that would encourage them to stay and help struggling colleagues to improve. The new system was structured so that it rewarded taking time off day-to-day duties to acquire critical skills. The plan was initially greeted with great cynicism, but we launched a large communication program to educate and make changes based on employee input.

Time and again, I told employees that senior leaders like me were only stewards for a short period of time. The workers, not the drive-through bosses, had to own the institution and take ideas and implement them on the local level.

I'm convinced that the plan could have produced an invaluable boost to morale, but unfortunately, until the day I retired, Congress refused me the authority to implement it across the enterprise. We were allowed instead to conduct only a pilot program affecting thirteen hundred support personnel, and that was a resounding success. The employees knew what they had to do and managers were held accountable. Even more regrettably, the leadership team that followed ours scrapped the plan entirely. In their eyes, the plan suffered from the "not invented here" syndrome. In addition, the new team didn't have the credibility or the will to drive home the sales pitch to the workforce. Still, not implementing the plan Agency-wide was a terrible mistake.

As limited as our human resources were when I took over as DCI in 1997, our technological capacity might have been even worse. Once, CIA was the place to go to achieve technological feats that couldn't have been managed anywhere else—like the creation of the U2 spy plane. But time and technology had passed us by. The private sector was infinitely more agile than we in adapting the latest technologies. The then head of our Science and Technology Directorate, Ruth David, and her deputy, Joanne Isham, came to me with a bold plan. We had to find a way to harness the brilliance of young innovators in the IT industry. To them, we were their fathers: stiff, buttoned up, wearing suits. They wanted nothing to do with us. We needed to bridge that generation gap.

We decided to use our limited dollars to leverage technology developed elsewhere. In 1999 we chartered a private, independent, nonprofit corporation called In-Q-Tel. A hybrid organization, In-Q-Tel blends research and development models from corporate venture capital funds, businesses, nonprofits, and government. While we pay the bills, In-Q-Tel is independent of

CIA. CIA identifies pressing problems, and In-Q-Tel provides the technology to address them. The In-Q-Tel alliance has put the Agency back at the leading edge of technology, a frontier we never should have retreated from in the first place. This highly unusual collaboration between government and the private sector enabled CIA to take advantage of the technology that Las Vegas uses to identify corrupt card players and apply it to link analysis for terrorists, and to adapt the technology that online booksellers use and convert it to scour millions of pages of documents looking for unexpected results.

If you were to ask me how far we came in the effort to transform CIA, I would say we built the foundation and first four floors of a seven-story building. We were far from perfect, and the world never stood still for a minute. After 9/11, making organizational changes had to be calibrated to allow men and women both to perform their mission and to continue the transformation. In the real time of the real world we operated in, the onslaught of threats and crises never abated as we tried to remake the institution. We couldn't afford pit stops. We were changing the tires as the race car was careening around the curves at 180 miles an hour. The mission had to come first. Buzzy Krongard used to say, "Country, mission, CIA, family, and self." That was the CIA I knew.

The job of being DCI was really two jobs—running both CIA and also the larger intelligence community, sixteen diverse agencies. One of the criticisms of not only me but of all my predecessors is that we focused on CIA to the exclusion of the fifteen other parts of the intelligence community. But when I arrived at a badly damaged CIA and intelligence community, I believed first and foremost that it was essential to rebuild the director's base, CIA. If the central pillar of American intelligence was wobbly, all else would be extremely difficult. Rebuilding and transforming CIA, I believed, would give me leverage to use recruitment, training, education, and diversity achievements at CIA to drive similar gains in the rest of the intelligence community.

The resource shortfalls that plagued CIA were shared by the entire community. Despite what might have been seen as a CIA-centric focus, my highest budget priority was to restore the capabilities of the National Security Agency, which by the mid-to late 1990s was in serious jeopardy.

It was in this period that we began to make investments across the community in capabilities that would serve us so well after 9/11. While the money never showed up in the early years, we were preparing for the future.

My plan all along was to get CIA healthy while laying the foundation to do the same with the intelligence community. We made progress, but looming international crises would not wait for us to complete the task.