

**Remarks by the Director of National Intelligence  
Ambassador John D. Negroponte**

**The World of the 21<sup>st</sup> Century: International Careers in Public Service**

**Annenberg Institute for Public Service  
University of Pennsylvania  
Philadelphia, Pennsylvania**

**October 26, 2006**

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**AS PREPARED FOR DELIVERY**

Thank you for that kind introduction, President Gutmann. It is a great honor to be here at the University of Pennsylvania to inaugurate the Leonore Annenberg Lecture Series in Public Service.

Very few Americans have been done as much for her country—and the world—as Leonore Annenberg. As Chief of Protocol, as a philanthropist, as a director of educational and cultural institutions, Leonore Annenberg has embodied the civic spirit upon which the United States was founded and depends on to this day. If there is one aspect of the United States that I consistently have heard people of other countries praise over the years, it is the freedom and passion with which our private citizens engage in public life.

We act as if the country belongs to us because it does. We believe individuals taking the initiative on their own can make a difference because we've seen them do it time and time again...and seldom more so than through the initiative of Leonore Annenberg and her late, beloved husband, Walter.

Speaking as a former Foreign Service Officer and long-time public servant at Ben Franklin's university, I cannot fail to mention our first diplomat, too, as another iconic, public-minded American, particularly given the international theme of my remarks today.

As Stacy Schiff recounts in her superb study, "A Great Improvisation: Franklin, France, and The Birth of America," Franklin also proved that personal patriotism is a national treasure. Indeed, the uncertainties, ambiguities and challenges he confronted in the 18<sup>th</sup> century are not altogether different from the complex swirl of the 21<sup>st</sup> century that you—the Millennial Generation gathered here today—must navigate in the decades ahead.

For the moment, let me focus on the 21<sup>st</sup> century as a way of contextualizing the international careers in public service upon which I hope you will embark. The fact is that in this dramatic, exciting and unsettled century, if you do not go out in search of the world, the world will come in search of you. And even though I am an optimist and a pragmatist just like Franklin and, I believe, Mrs. Annenberg, I must warn you that the 21<sup>st</sup> century will test you and do so severely.

Our nation's security and democratic values are threatened by a multiplicity of adversaries and enemies, real and potential, from rogue states and emerging regional powers to non-state actors and extremist movements. These threats respect no national or regional boundaries or borders. They are fueled by competition over resources, land, information, and ideologies. They also are asymmetric, emerging not just between major economic and military powers, but also between nation states, weak and strong, and loosely organized networks and cells of like-minded fanatics.

Terrorism remains the preeminent danger to our citizens, our homeland, our interests, and our allies. The development of dangerous weapons (biological and chemical as well as nuclear) and delivery systems constitutes the second major threat to the safety of the world community. New, esoteric technologies, such as biotechnology and nanotechnology, offer the potential for great benefit; but they also may be modified for destructive purposes. And these "two-edged" technologies move freely in our globalized economy, as do the scientists and engineers who can weaponize them.

Indeed, all nations are affected by globalization to one degree or another, and while globalization unquestionably has benefited billions of people, it does have an underside. I am referring to fierce competition for energy reserves and emerging markets, disparities between rich and poor nations, and criminal networks that create and feed black markets in drugs and even human beings. The strength of globalization—interdependence—can also be a weakness, rapidly conveying disease from continent to continent, for instance, or facilitating cascading failures in critical infrastructures such as telecommunications, financial systems, or commercial air travel.

As a consequence, we must recognize that for globalization to best serve the public, the public must engage and guide it. Here is where international careers in public service come in. To preserve our security, our prosperity, our freedoms, and worldwide respect for human rights, this rising generation of leaders—people like you—must act with Franklinesque imagination and courage literally from the day that you, as graduates, last pass through this great university's gates.

I speak to you today as leader of the 16 agency US intelligence community, about 100,000 people strong, but the needs and opportunities I will point out to you in my sphere of responsibility pertain to more than the intelligence profession alone. Comparable examples can be found wherever you look in our nation's foreign affairs and national security community. And there are many other analogues to be found in the realm of non-governmental and international organizations where Americans also play a vital role.

Perhaps the most stimulating truth about this new century is that leadership is no longer the exclusive preserve of those of us with decades of public service behind us. In the Intelligence Community, we need young people who are ready to lead right now. Some of this is due to the uncertainties that beset policymakers in the aftermath of the Cold War. Both by design and default, the Intelligence Community was radically downsized in the mid-1990s. Year after year, we lost core capability—priceless intellectual capital—and we were not budgeted to replace it. The tentative thesis, or hope, was that after the demise of the Soviet Union, the world had become a safer place. And then, 9/11 happened, perhaps the cardinal public event of your collective lifetime—your Berlin Wall, your Sputnik, your Cuban missile crisis.

Almost immediately thereafter, President Bush directed an unprecedented (and urgent) renewal of the Intelligence Community civilian workforce. So for the last five years we have been hiring, training, and deploying new professionals as quickly as we can. More than 30% of our professional workforce now has five years of service or less! This means that we have had to develop a new concept of leadership—leadership at all levels—as a way of accelerating the development of our new colleagues.

We can't wait for decades to implement this transformational approach to leadership because of another feature of our professional demographics. Almost 50% of our senior executives, senior managers, and senior professionals are eligible to retire right now. While most of these dedicated public servants don't leave us as soon as they can because their job satisfaction is so high, we know that the clock is ticking...and we have very little "bench strength" behind them at a time when the demands of our mission have never been greater.

What does that mean to those of you who join us in one of the 16 Intelligence Community agencies? It means that you can expect to begin taking on great responsibility almost as soon as you walk in the door. It means that one of the critical performance requirements we are establishing for all IC civilians is "personal integrity and leadership." It means that we are placing high value on initiative, the courage and conviction to speak your mind, being accountable for seeing a job through, sharing information and assisting colleagues, and meeting the highest standards of professional tradecraft and due diligence.

Service in the Intelligence Community (and throughout the federal government) is changing. We are using a different kind of report card, if you will, and we are planning to use that report card in new, exciting, and challenging ways. Our staff is now designing a modern performance-based pay system for Intelligence Community civilians that will eventually replace the current longevity-based pay rules. Under this new system, your paycheck will be based on how well you perform, not how long you've been around. As a major feature of intelligence reform, we will make performance-based pay part of the IC's culture and *ethos*—along with such core values as accountability, selfless service, and integrity.

For those among you who are up to this leadership challenge, here's another consideration. Not only do we seek a new generation of leaders, but we also seek a new kind of leader, one who can achieve results without necessarily resorting to classic, hierarchical "command and control" authority.

The fact is that your world—the one you were born into and are helping shape—has become a net-centric world, where rigid authority is far less relevant (and less effective). A study we commissioned last year concluded that "traditional, stable, hierarchical organizational forms, be they corporations or nation-states (or even intelligence agencies), are losing their relative advantages to loose, dynamic networks, that form and dissolve rapidly to accomplish their goals." Our adversaries have embraced this finding—they are becoming increasingly agile, operating through loose social networks bound together by extremist ideologies—and if we are to overcome them, we must embrace it, too. Old-fashioned bureaucracies were not built for the

demands of the 21<sup>st</sup> century. To survive and succeed in this new era, we must transform our organizations and our leaders so that they are adaptive, intuitive, mission-focused, and bold.

This is a challenge I think we can meet, but much depends on you. Our transformation (and hence, our mission) demands a new generation of leaders with an “enterprise” perspective... a frame of reference that sees the Intelligence Community’s 16 agencies as a single, integrated whole... where no one part has a monopoly on the truth.

One of the 9/11 Commission’s most striking conclusions was that America’s intelligence services simply failed to “connect the dots”—in large part because of the organizational, technological, and cultural stovepipes that existed at the time. Every agency had its own way of looking at the world, distinctive preoccupations, and information control practices. No wonder that so many divergent perspectives were not integrated into actionable intelligence.

That must change and is changing. Now our intelligence professionals, from the front line to the front office, are developing a perspective that is multi-organizational, multi-national, multi-cultural, even multi-spectral. We don’t want groupthink, of course. What we want is “multi-think”—an individual and collective ability to really work a problem from every conceivable perspective. How does one acquire such a broad frame of reference? In our case, through something called “joint duty.” That’s a term that comes from the Pentagon, where far-sighted senior leaders concluded in the 1980’s that future wars could not be fought and won by the military services acting separately. Now, as a matter of law, you cannot become a general officer without having completed at least one “joint tour” – that is, service in an organization where the color and cut of the uniforms around you differs from your own. For promotion to the senior ranks of the Intelligence Community, we are putting a similar policy in place.

Can such requirements really be met—aren’t they a stretch for recent college graduates? Not at all. In fact, we have someone with us in the audience, one of Penn’s own, who embodies everything I have been sharing with you tonight.

In 2003, Mike Richter graduated magna cum laude from the University of Pennsylvania with a Bachelor of Arts in political science, and with concentrations in American political science and Russian/East European area studies. He was recruited and hired by the Defense Intelligence Agency, where he worked in its Defense HUMINT (or human intelligence) Service as a reports officer for the countries of Belarus, Ukraine and Moldova.

DIA then invited Mike to participate in the Intelligence Community Scholar Program, a course of advanced study taught at the Joint Military Intelligence College (JMIC). There, he received a Masters of Science in Strategic Intelligence in 2004. Afterward, Mike was assigned to DIA’s Directorate of Intelligence, where he analyzed Russian Middle East foreign policy. Most recently, Mike joined our office, recruited on the strength of a paper he wrote proposing ways to foster “jointness” in the intelligence community. His assignment? He’s working on our new civilian joint duty program, of course. I can’t imagine a better example of a new employee exercising his leadership qualities while simultaneously developing them.

Mike, if I haven't embarrassed you too much, would you stand up to receive a round of applause?

Ladies and gentlemen: The Mike Richters of the University of Pennsylvania and the United States of America are, I'm convinced, plentiful. As I look out at this audience, I see many individuals who can bring diversity, daring, dedication, and imagination to international careers in public service that not only will benefit our country but our world. If we took a census right in this hall, we'd find people who are fluent in languages other than English, whose quantitative, leadership, and analytic skills are first-rate, and who already know a great deal about the economic, social, political, scientific and technological factors that will either threaten or protect us in the decades ahead. From the earliest days of our Republic, through the Greatest Generation of World War II, to the visionary leaders of the latter half of the 20<sup>th</sup> century—people like Leonore Annenberg and President Amy Gutman of this wonderful university—we have risen to the challenges of democracy by standing up for our values at home and abroad.

I don't suggest that every American should become a public servant, but I do think every American should support public service and understand its incalculable contributions around the world. If you would like to pursue a career in the Intelligence Community, our doors are open. Let's talk. Dr. Ronald Sanders, the Intelligence Community's Chief Human Capital Officer, is present tonight as well—Ron, would you stand up? He and his colleagues throughout the Intelligence Community are working hard to make it easier for you to join our team.

But if you want to do something like I did for forty years and become a diplomat, by all means, take the Foreign Service exam and give diplomacy a try. The fact is that there are dozens of ways you can engage in international public service for part of your career or for your entire career. The choice is up to you, but as you decide, keep one thing in mind: this is a century sorely in need of your skill, imagination, and good will.

Again, it's been a great privilege to speak with you this evening. I wish all of you, the Annenberg School for Communication, the Annenberg Public Policy Center, the Annenberg School's Institute for Public Service, and last but by no means least, Mrs. Leonore Annenberg herself, the very best.

Thank you very much.