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□ APRIL 18, 2017

(U) Message from the Director: Forward, Core Mission Focus

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(U) It's been nearly three months since I arrived at CIA, and I told you on the first day that I had some listening to do before I could offer direction on the way forward for our Agency. I've since had the great pleasure of talking to many of you – and not a team of consultants – and learning a lot about how CIA works. I would like to share some early observations and initiatives concerning our leadership, organization, and mission priorities that I am discussing at a Director's Board offsite with my senior leadership team.

(U) **Leadership.** During our review, I heard a lot of good things about the leaders themselves, but I have also heard of a number of frustrations about the lack of a clear chain of command within our organizational matrix. To address this, we have clarified decision rights within the matrix. I've also laid out my basic expectations for those who lead our Agency. My principles are:

- (U) ***Push decisions down to the lowest practical level.*** Trust subordinates to take the initiative and hold them accountable.
- (U) Similarly, ***try to resolve conflict at the lowest level before raising issues to senior management.***
- (U) ***Ensure that all stakeholders are aware of issues brought to the senior leadership team.***
- (U) ***Consult and collaborate across the matrix.*** Invest in understanding other perspectives so that you can make informed decisions.
- (U) And finally, ***always foster continuous improvement within your group.***

(U) **Organization.** I have seen how our Mission Centers integrate our capabilities, resulting in more powerful analysis and operations. That said, we should always be looking for ways to improve how we carry out our work, so we are going to make some adjustments to boost CIA's agility and effectiveness.

- (U) First, as any Director should, ***I will concentrate on strategic priorities, our core mission and external engagement.*** [redacted] (b)(3)
- (U) Second, ***as Deputy Director, Gina will focus her energies to ensure that our collection, covert action, and analysis are as strong as possible,*** working most closely with the DO, DA, and Mission Centers.
- (U) Finally, ***the EXDIR will become the Chief Operating Officer (COO).*** The COO will focus on the business elements of our mission and drive excellence within S&T, Digital Innovation, Support, Talent, and other enterprise functions. The COO position will still be the number-three officer at CIA, but will be even more empowered to drive accountability and performance management in partnership with Gina and me.
- (U) This means that our **organizational structure** is roughly the same, with a few changed reporting lines to reflect how the Deputy Director, the COO, and I intend to lead the Agency.

(U) ***Mission Priorities.*** CIA is, of course, dedicated to providing global coverage for the President and all our customers. But clear priorities must be set, and those of our Agency should come as no surprise: [redacted] (b)(3)

[redacted] We are developing a way forward with initiatives to attack the gaps we face in addressing these priorities. (b)(3)

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- (C//NF) Based on the priorities that I am hearing at the White House every day, ***I have determined that we must create a Korea Mission Center.*** I expect it to be up and running by [redacted] ***May,*** with all our Directorates and Mission Centers contributing the required talent and resources. I am very pleased to announce that [redacted] will be our new Assistant Director for Korea.

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(U) As I said, these are early observations and initiatives. Our leadership team will continue to look for ways to refine how our Agency carries out its vital work, and I want you to contribute your ideas and perspectives all along the way—either by telling me directly at a *Meet with Mike* session, or through the senior leadership staff or other means. These have been the most fascinating and exhilarating three months of my life, and I want to thank you all for your hard work and outstanding support.

Mike

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