

Endorsements for *Spying Blind:*  
*The CIA, the FBI, and the Origins of 9/11*

March 2007

"There is no longer any doubt of the failure of our intelligence agencies in the years following the Cold War. Amy Zegart has examined the reasons for this failure in addition to the well meaning but mistaken attempts to address the problem. An important book for all those interested in the nation's security."

**--Thomas H. Kean, Chairman, The 9/11 Commission**

"*Spying Blind* is a timely and sweeping overview of the organizational challenges confronting our intelligence agencies in an age of terrorism. Amy Zegart has written a comprehensive and engaging book that will be of interest to anyone who seeks a better understanding of America's national security agencies."

**--Lee H. Hamilton, President, Woodrow Wilson International Center for Scholars, and former Chairman, House Permanent Select Committee on Intelligence**

"Professor Zegart's work is breathtaking in scope and revolutionary. This is the first effort to put the CIA and other intelligence agencies under the microscope of social science."

**--Gary Hart, Former Senator and Chairman of the U.S. Commission on National Security in the 21st Century**

"Amy Zegart has written a path-breaking book--picking a path through the rubble of countless reform commissions, congressional committees, and expert reports on how to adapt U.S. intelligence infrastructure to a post-Cold War, post-9/11 world. It is essential reading for anyone concerned either with the theory or practice of national security in the 21st century: members of Congress, candidates for President, organizational theorists, public management experts, and all citizens demanding that our government keep us safe."

**--Anne-Marie Slaughter, Dean, Woodrow Wilson School of Public and International Affairs, Princeton University**

"An outstanding demonstration of how the adaptation failures of the CIA and FBI before and after 9/11 lie in deep-rooted organizational deficiencies and not individuals asleep at the switch."

**--Graham Allison, Douglas Dillon Professor of Government and founding dean, John F. Kennedy School of Government, Harvard University**

"Zegart's penetrating analysis demonstrates that the failure to anticipate the 9/11 attacks was caused by enduring organizational pathologies, not individual leaders' mistakes. *Spying Blind* is both a clarion call for organizational reform of the intelligence community and a sober warning that effective reforms will not be forthcoming unless Congress also changes the way it manages our intelligence agencies."

**--Scott D. Sagan, Professor of Political Science, Stanford University**

"Various government panels of inquiry have examined what went wrong in the weeks and months leading up to the terrorist attacks against the United States on September 11, 2001. In this fascinating and well-documented book, Amy Zegart takes on an even more difficult task: explaining why things went wrong. As a leading scholar of intelligence studies, she is well-equipped to take on this challenge and is successful in pointing out the institutional reasons for the tragic failures of 9/11. These reasons range from cultural pathologies with the sixteen intelligence agencies to structural flaws dating back to the founding statute that established a modern American espionage capability, the National Security Act of 1947. Professor Zegart believes, quite rightly, that even six years after the terrorist attacks the government of the United States continues to be plagued by deep-seated institutional deficiencies within the community of intelligence agencies. This outstanding book, clearly written and exhaustively researched, stands as a major contribution to our understanding of why this is the case, and what can be done about it."

**--Loch K. Johnson, Regents Professor, University of Georgia**