

Memorandum from then Director of Intelligence, George Tenet, written on September 16, 2001, with the subject line: "We're at War." The memo calls for bureaucratic transparency as it calls for winning the war against Al Qaeda.



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 THE DIRECTOR OF CENTRAL INTELLIGENCE  
 WASHINGTON, D.C. 20505

16 September 2001

DAC-04435-01

MEMORANDUM FOR: DDCI  
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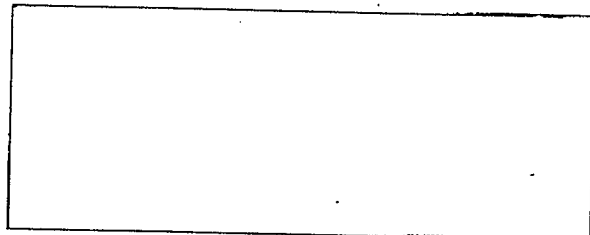
APPROVED FOR RELEASE  
 DATE: OCT 2005

SUBJECT: We're at War

We must now finalize our strategy and leadership structure to wage a worldwide war against al-Qa'ida and other terrorist organizations. Our unrelenting focus must be on bringing all of our operational, analytical, and technical capabilities to bear--not only to protect the US both here and abroad from additional terrorist acts--but also, and more importantly, to neutralize and destroy al-Qa'ida and its partners.

This will require our absolute and total dedication as a leadership team. It will require your sustained focus and attention. It will require you to translate the urgency of the difficult tasks ahead to the men and women we lead by our behavior and actions.

There can be no bureaucratic impediments to success. All the rules have changed. There must be an absolute and full sharing of information, ideas, and capabilities. We do not have time to hold meetings to fix problems--fix them--quickly and smartly. Each person must assume an unprecedented degree of personal responsibility.



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We must ensure that these same principles apply in dealing with our law enforcement, military, other civilian agencies, and Intelligence Community colleagues. Whatever systemic problems existed in any of these relationships must be identified and solved now.

There must be an absolute seamlessness in our approach to waging this war--and we must lead.

We must all be passionate and driven--but not breathless. We must stay cool. We must keep our heads. Never has our professionalism and discipline been at a greater premium. We must maintain these core values at all costs.

I have attached a list of priorities that we will need to coordinate and act upon immediately.

Together we will win this war and make our President and the American people proud. We will win this war on behalf of our fallen and injured brothers and sisters in New York and Washington and their families. We will win it for all that we value as a nation.

  
George J. Tenet

Attachment:  
As Stated



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