

Intelligence



U.S. Marine Corps

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FOREWORD

Marine Corps Doctrinal Publication (MCDP) 2, *Intelligence*, describes the theory and philosophy of intelligence as practiced by the United States Marine Corps. It provides Marines a conceptual framework for understanding and conducting effective intelligence activities. The Marine Corps' view of intelligence is based on our common understanding of the nature of war and on our warfighting philosophy as described in MCDP 1, *Warfighting*.

Intelligence discusses the effective use of knowledge about the enemy and the environment in support of military decision-making. *Intelligence* acknowledges that uncertainty pervades the battlefield and that our best intelligence efforts can only reduce, not eliminate, uncertainty.

One of the main aims of this manual is to put intelligence into its proper context in relation to other activities of warfighting. The Marine Corps views intelligence as a fundamental component of command and control that is inseparable from operations. The general concepts which apply to effective command and control apply equally to intelligence. This publication, therefore, presumes familiarity with MCDP 6, *Command and Control*, which establishes fundamental doctrine for command and control.

MCDP 2, *Intelligence*, does not supersede any current doctrinal publication. It provides the authoritative basis for the subsequent development of intelligence doctrine, education, training, equipment, procedures, and organization. *Intelligence* affords no specific techniques or procedures for intelligence activities; rather, it offers broad guidance which requires judgment in its application. Other publications in the intelligence series of Marine Corps warfighting publications provide specific tactics, techniques, and procedures.

Marine Corps intelligence doctrine applies across the full spectrum of conflict, from peacekeeping or humanitarian assistance operations on the one hand to general war on the other.

Furthermore, this publication pertains equally to small-unit leaders and senior commanders. Since intelligence is an essential component of any military activity, this manual is meant to guide Marines at all levels of command in both the operating forces and the supporting establishment.

C. C. KRULAK
General, U.S. Marine Corps
Commandant of the Marine Corps

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Intelligence

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Chapter 1

The Nature of Intelligence

“And therefore I say: Know the enemy, know yourself; your victory will never be endangered. Know the ground, know the weather; your victory will then be total.”¹

—Sun Tzu, *The Art of War*

“For the whole reason-for-being of all military intelligence personnel is to facilitate accomplishment of the mission, and to save lives. When they fail, all the wrong people are hurt.”²

—Stedman Chandler and Robert W. Robb,
Front-Line Intelligence

To develop effective intelligence, we must first understand its fundamental nature—its purpose and characteristics as well as its relationship to command and operations. This understanding will become the basis for developing a theory and practical philosophy for intelligence.

HOW IMPORTANT IS INTELLIGENCE?

Maneuver warfare requires a firm focus on the enemy. It aims at taking action which avoids enemy strengths and exploits enemy critical vulnerabilities. The identification of these strengths and vulnerabilities is crucial. Maneuver warfare requires acting in a manner to deceive and then striking at a time and place which the enemy does not expect and for which he is not prepared. Identification of an adversary's expectations and preparations is also important. Maneuver warfare requires decision and action based on situational awareness—a keen understanding of the essential factors which make each condition unique—rather than on preconceived schemes or techniques. How is this situational awareness gained?

Accurate and timely intelligence—knowledge of the enemy and the surrounding environment—is a prerequisite for success in war. Certainly, maneuver warfare places a heavy emphasis on the judgment of leaders at all levels. Nonetheless, judgment,