



AUDIO TRANSCRIPT

General Michael Hayden

What we discovered is that if you're in the message file, I mean, if you're just kind of there and you're doing your thing and I file a report and you send it forward, you're not in a fight, all right? And so it became very clear to us that we could not do what it is we did and succeed if we were only what we would call "in garrison." We had to be forward.

So—in a very non-doctrinal way—because, after all, the first letter in National Security Agency, N, means "national," all right? And so, its instinct is, it's supposed to be, in essence, looking more up than down. Because of the nature of the war, we started sending our forces forward—our forces, all right? We began to integrate our people into American combat elements so that, in essence, we weren't creating reports anymore. In essence, we're in live chat, saying, "He's over there. He's about 300 meters to your left." And then we would bring friendly fire at them.