

*What can one learn
from the Intelligence System
of the Roman Catholic Church ?*



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Egideria, April 1996

QUIZ



- What multinational organization has 100.000 influent members in
 - 475 universities
 - 604 newspapers or magazines
 - 52 radio or TV networks
 - 38 press agencies
 - 12 movie companies ?

The Opus Dei

QUIZ



- What person really knew what was going on within Irak during operation Desert Storm ?
- Who is one of the very few people to have met the secretive leader of North Korea ?

The papal Nuncio

QUIZ



- Where do 80 Nobel Prizes gather each year ?

The Pontifical Academy

The Church Intelligence is Best In Class !



- Gathering info from behind the Iron Curtain
- Advance notice of political cabinet change
- Knowing before anyone else what is happening in remote corners of the planet (Rwanda, Timor)
- Shewd financial investments

Benchmarking Intelligence



- EGIDERIA continuously benchmarks business Intelligence. Internal funding
- Good ideas come from looking outside of traditional areas
- The Church has been around for 2000 years. It is in the competitive marketplace for human souls
- Just a scientific study. No hidden agenda.

Main findings



- Intelligence organization of Church is very sophisticated.
 - A few centuries ahead than anything that can be found in businesses.
- The Church has found a solution for difficult problems in management :
 - Balancing strategy and empowerment
 - Managing change
 - Building a strong intelligence system !

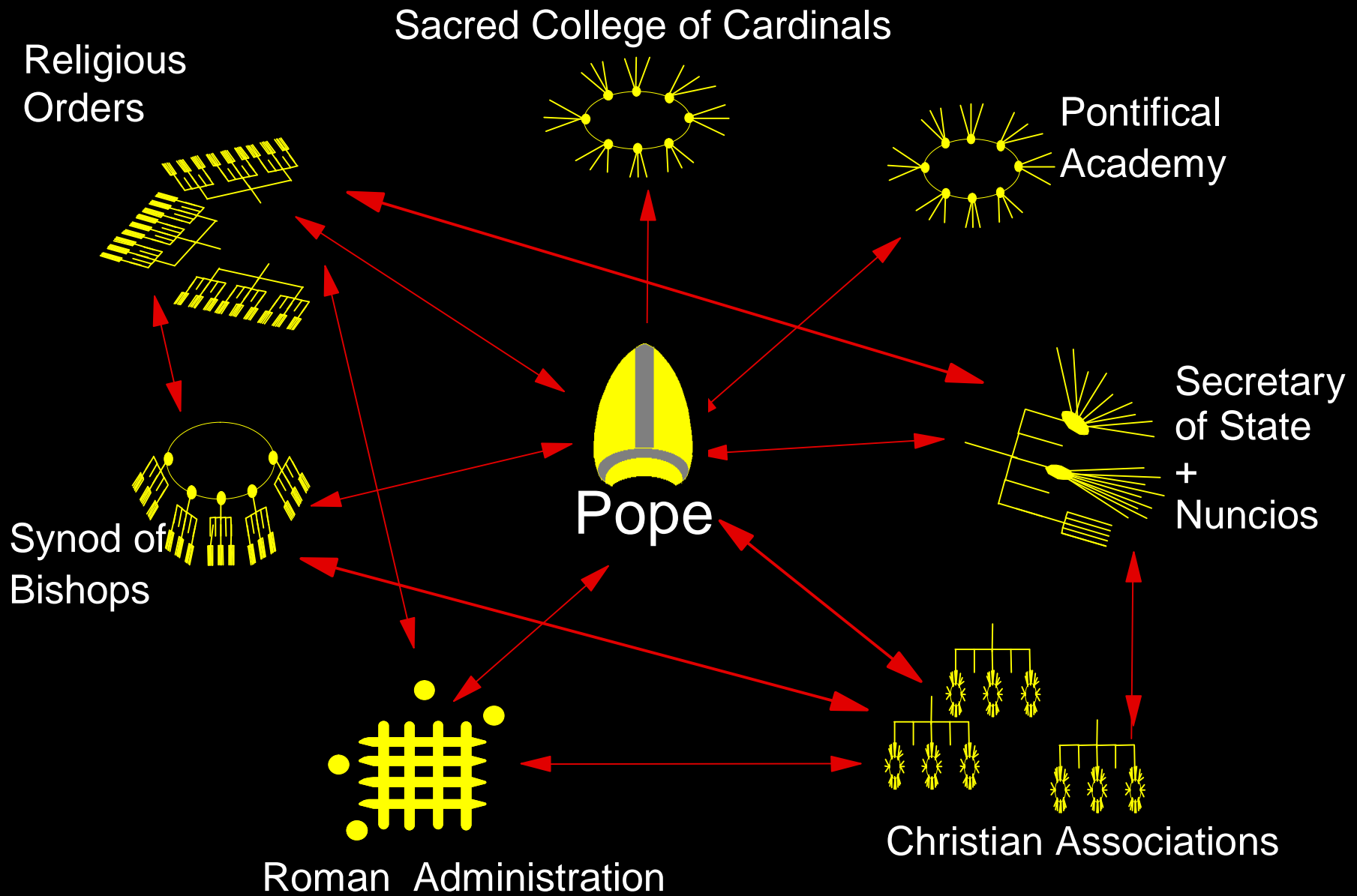
How ?

Objectives of the Church's Intelligence System

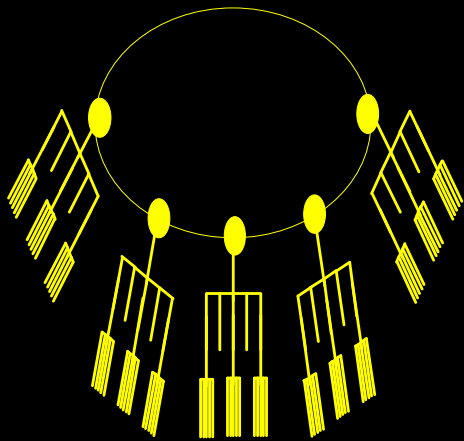


- Inform Church's decision makers in day to day operations
 - i.e. support of Papal visits
- Help the Church adapt to change
 - social, economic, politic
 - internal dissent

**Focussed on decision makers,
not looking for customers**



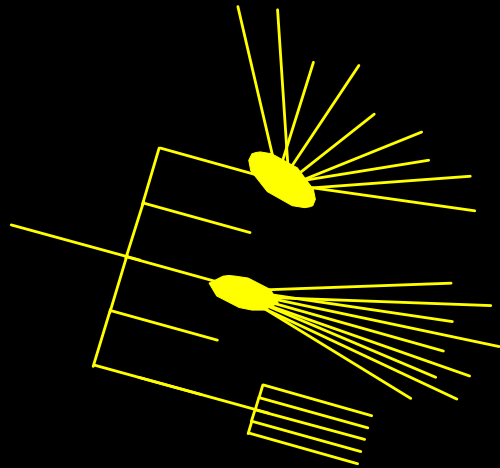
Priests and Bishops



- Every priest is an information gatherer. Extraordinary commitment.
- Chaplains in Christian Associations
- Every 5 years : complete reports to Rome on the local situation
- "Ad limina" visits to Rome

Strong formal reporting, but face to face meetings

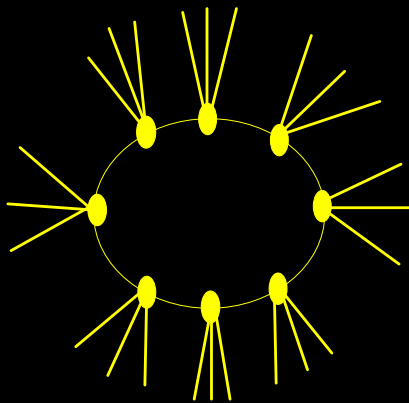
Secretary of State & Diplomatic corps of Nuncios



- Highly trained.
- "to listen and to learn"
- Discretion, diplomatic talent, doctrinal alignment
- Secret investigations
- Lots of networking
- A step to power in the career ladder

Create ambassador corps (Butagaz, Apple)

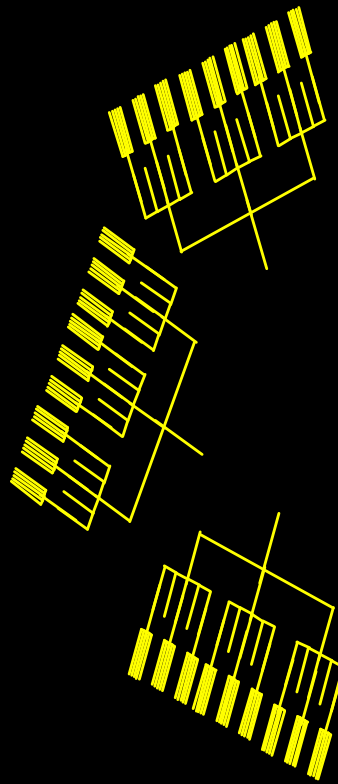
The Pontifical Academy



- Nobel Prizes
- Expertise, discretion
- Even jews and moslems
- Similar to "scientific colleges" found in Business
- The clever infiltration of MERCK

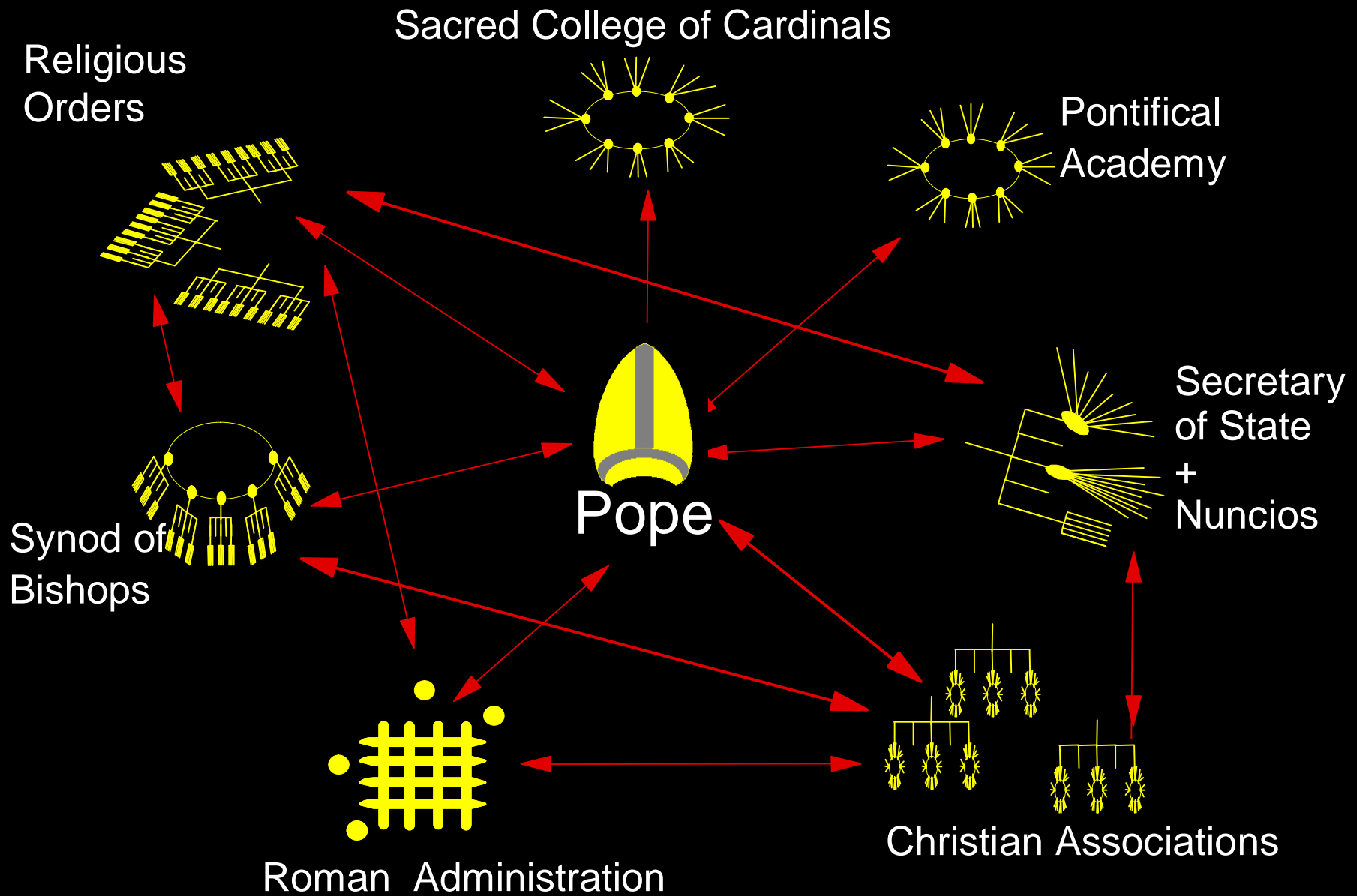
Build Scientific Colleges (Kellog, 3M)

Religious Orders



- Purpose (portuguese jesuits in Japan)
- Training and culture bring bias, but facilitate common understanding
- Formal system for bringing info up (Reports for jesuits, confession for Opus Dei, meetings for Focolari)
- Very hierarchical + discipline : info moves very fast

Build specialized corps for managing change (Phillips)



Lessons from Church's Intelligence Process



- Amazing source management
 - international coverage, internal and external sources, multiple sources on same data
- Good information dissemination doesn't come easily : a strong effort is needed in culture, process and organization
- Each corps has its own bias : many views are represented in Rome
- It's more human than computer

The Dark Side



- Rigorous application of Intelligence to squash competitors : "theology of liberation" movement in Latin America

Intelligence can be a weapon

The Dark Side



- New nominations
- Funding (CIA/NED and Banco Ambrosiano)
- Info collection (nuncios, Opus Dei)
- Computer database of adversaries (Bogota)
- Limit transversal communications
(CELAM councils)
- Suppress adversaries
(Archbishop Romero, 100's religious killed)

Lessons for Management



- Focus on Doctrine, not Strategy
 - Company "seminaries" (Arthur Andersen, Motorola)
 - Frequent meeting of peers to share Best Practice
 - Inquisition & tribunals ? (mind control vs action control)
- Specialized corps for managing change
 - Company "religious orders" (Phillips, IBM)
- Promotion of « bad news »
 - Diversity in organization
 - Secret investigations
 - Oral reports

CONCLUSION



- Intelligence can be really potent stuff
- Business is still in the prehistoric age
- Tell your boss about it

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