



# **THE DIRECTOR'S INTENT**

Robert Cardillo



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Our business has never been more complex. Our profession has never been more competitive. Our purpose has never been more important. We must embrace and engage the competition. In doing so, we will thrive because the depth and breadth of our analysis, expertise and customer service are unmatched.

I strongly encourage you to lean forward, take our analysis, expertise and customer service to new heights. If there are gaps in our understanding of any of these, we must close them. As we step out and step up, we will make honest mistakes. We will learn and grow from them.

NGA will enable the Intelligence Community to create a dynamic, persistent, pro-active intelligence service to guide our customers' decisions, operations, actions and position them — the customer, the warfighter — for success. If they are successful, we succeed. If they aren't successful, we fail.

Our mission is unchanged. The vision and strategy remain in effect. We must continue to provide world-class spatial and temporal context. Geodesy remains our lifeblood.

My challenge to you is to build on what you have accomplished by seeing the mission, vision and strategy through a new lens — the lens of consequence. We must enable consequence for those we serve. Consequence is what the customer accomplishes with our work when our data and analysis are so persuasive that it can be applied to their mission at their decision points.

Consequence for our customers is the ultimate object of our efforts.  
Consequence = Conveyance + Content + Context. These are our 4 Cs.  
We deliver consequence by conveying content within context when they need it.

Consequence matters to all of us.

It unites us in a mighty purpose that transcends our singular actions and achievements — it is a noble and privileged service we share together;

It infuses us with a sense of humility and a natural commitment to our customers, to one another and to our work in ways we may never have been conscious of or bound by before;

It provides all of us with focus, motivation and alignment — a true compass, if you will — during uncertain and difficult times; and

It saves lives, prevents surprises and gives our nation, our leaders and our partners tangible advantages that mere "timely, relevant and accurate intelligence," as virtuous as those attributes are, just cannot.

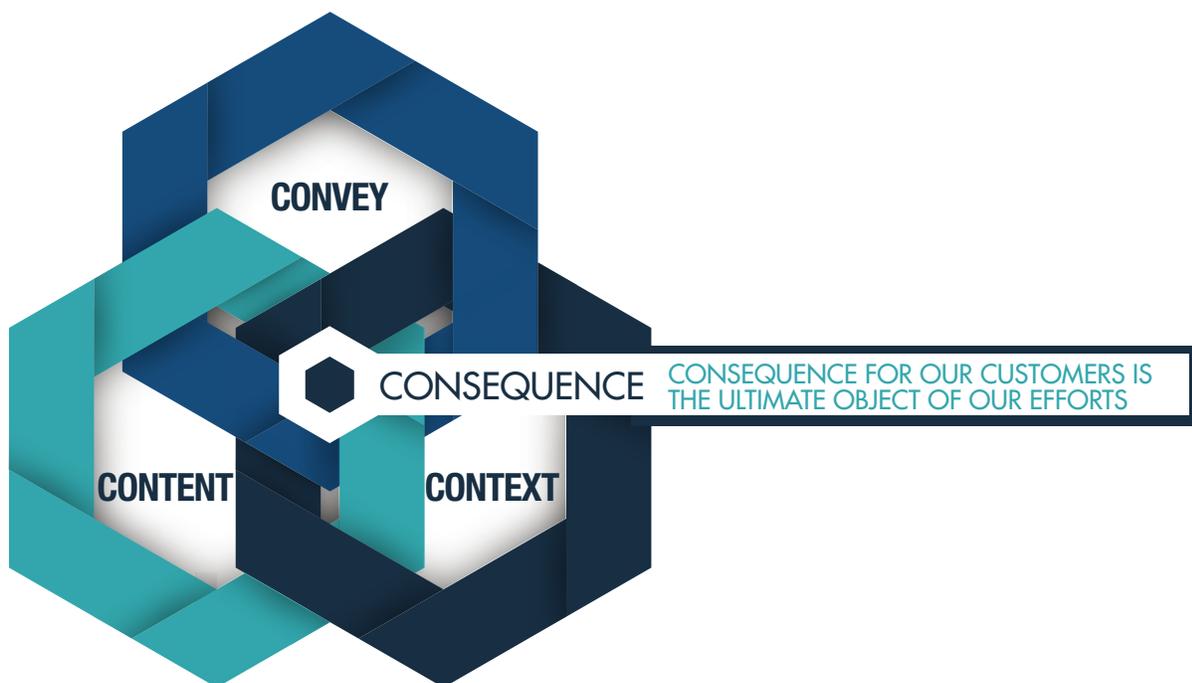
We cannot wait until prompted. Anticipation is critical to creating consequence for our customers.

Anticipation is constant watchfulness of warning and opportunity. It reduces surprise.

Anticipation creates decision space for customers. It allows time for planning.

Anticipation requires world-class and intimate customer service.

Geographic analysis is the bedrock for anticipation and consequence. Think about competition for natural resources, climate change, or the Arctic, as examples. These issues have customers in Department of Defense (DOD). Who is enabling consequences for those customers? NGA must fill that space. We are the DOD's geographers.



Consequence and anticipation also apply to those whose primary customer is within NGA. Every person in NGA needs to feel the same pride and connection to consequence. Enabling customer consequence is a high bar and as we begin to soar over it together — and we will — we will become the leader in delivering customer consequence.

#### What you can expect from me:

- The tone that communicates the importance of our work and the value of the people who do it;
- A singular dedication to create the conditions necessary for your success — which is defined by and derived from our customers' success;
- The space for you to vigorously pursue customer consequence;
- The top cover you'll need if we create some friction in doing so; and
- Loyalty — to our mission and to you.

#### And what I will expect from you:

- Take a tone that communicates the importance of our work and the value of the people who do it;
- Participate openly and enthusiastically in the discussion and the debate — and then fully and completely execute the decision;
- Appropriately challenge any behaviors, practices and policies that don't contribute to or lead to customer consequence;
- Be the best partner you can be — do your homework, challenge assumptions, be a good sentinel and good steward, be passionate and not emotional, build your customers' trust and enhance our brand — in every engagement you have; and
- Loyalty — to our mission and to our people.

We are Team NGA, united in thought and action, and our team is and will be driven by repeatedly and reliably enabling consequences for all those we serve.

*R. Cardillo*

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