



# Flawed by Design: The Evolution of the CIA, JCS, and NSC

*Amy Zegart*

Download now

[Click here](#) if your download doesn't start automatically

# Flawed by Design: The Evolution of the CIA, JCS, and NSC

*Amy Zegart*

## **Flawed by Design: The Evolution of the CIA, JCS, and NSC** Amy Zegart

In this provocative and thoughtful book, Amy Zegart challenges the conventional belief that national security agencies work reasonably well to serve the national interest as they were designed to do. Using a new institutionalist approach, Zegart asks what forces shaped the initial design of the Central Intelligence Agency, the Joint Chiefs of Staff, and the National Security Council in ways that meant they were handicapped from birth.

Ironically, she finds that much of the blame can be ascribed to cherished features of American democracy—frequent elections, the separation of powers, majority rule, political compromise—all of which constrain presidential power and give Congress little incentive to create an effective foreign policy system. At the same time, bureaucrats in rival departments had the expertise, the staying power, and the incentives to sabotage the creation of effective competitors, and this is exactly what they did.

Historical evidence suggests that most political players did not consider broad national concerns when they forged the CIA, JCS, and NSC in the late 1940s. Although President Truman aimed to establish a functional foreign policy system, he was stymied by self-interested bureaucrats, legislators, and military leaders. The NSC was established by accident, as a byproduct of political compromise; Navy opposition crippled the JCS from the outset; and the CIA emerged without the statutory authority to fulfill its assigned role thanks to the Navy, War, State, and Justice departments, which fought to protect their own intelligence apparatus.

Not surprisingly, the new security agencies performed poorly as they struggled to overcome their crippled evolution. Only the NSC overcame its initial handicaps as several presidents exploited loopholes in the National Security Act of 1947 to reinvent the NSC staff. The JCS, by contrast, remained mired in its ineffective design for nearly forty years—i.e., throughout the Cold War—and the CIA's pivotal analysis branch has never recovered from its origins. In sum, the author paints an astonishing picture: the agencies Americans count on most to protect them from enemies abroad are, by design, largely incapable of doing so.

 [Download Flawed by Design: The Evolution of the CIA, JCS, a ...pdf](#)

 [Read Online Flawed by Design: The Evolution of the CIA, JCS, ...pdf](#)

## **Download and Read Free Online Flawed by Design: The Evolution of the CIA, JCS, and NSC Amy Zegart**

---

### **From reader reviews:**

#### **Paul Heisler:**

The knowledge that you get from Flawed by Design: The Evolution of the CIA, JCS, and NSC is a more deep you excavating the information that hide inside the words the more you get thinking about reading it. It does not mean that this book is hard to comprehend but Flawed by Design: The Evolution of the CIA, JCS, and NSC giving you joy feeling of reading. The writer conveys their point in a number of way that can be understood simply by anyone who read the item because the author of this publication is well-known enough. This kind of book also makes your vocabulary increase well. Making it easy to understand then can go together with you, both in printed or e-book style are available. We recommend you for having this particular Flawed by Design: The Evolution of the CIA, JCS, and NSC instantly.

#### **David Barthel:**

The publication with title Flawed by Design: The Evolution of the CIA, JCS, and NSC possesses a lot of information that you can understand it. You can get a lot of advantage after read this book. That book exist new know-how the information that exist in this book represented the condition of the world currently. That is important to yo7u to learn how the improvement of the world. This specific book will bring you in new era of the syndication. You can read the e-book on the smart phone, so you can read that anywhere you want.

#### **Chris Henderson:**

The particular book Flawed by Design: The Evolution of the CIA, JCS, and NSC has a lot associated with on it. So when you read this book you can get a lot of benefit. The book was compiled by the very famous author. Tom makes some research before write this book. This book very easy to read you can find the point easily after reading this book.

#### **Louise Denison:**

A lot of publication has printed but it is different. You can get it by online on social media. You can choose the most beneficial book for you, science, comic, novel, or whatever by searching from it. It is identified as of book Flawed by Design: The Evolution of the CIA, JCS, and NSC. Contain your knowledge by it. Without leaving the printed book, it might add your knowledge and make an individual happier to read. It is most critical that, you must aware about book. It can bring you from one spot to other place.

## **Download and Read Online Flawed by Design: The Evolution of the**

**CIA, JCS, and NSC Amy Zegart #GYIC1MZBDNS**

# **Read Flawed by Design: The Evolution of the CIA, JCS, and NSC by Amy Zegart for online ebook**

Flawed by Design: The Evolution of the CIA, JCS, and NSC by Amy Zegart Free PDF d0wnl0ad, audio books, books to read, good books to read, cheap books, good books, online books, books online, book reviews epub, read books online, books to read online, online library, greatbooks to read, PDF best books to read, top books to read Flawed by Design: The Evolution of the CIA, JCS, and NSC by Amy Zegart books to read online.

## **Online Flawed by Design: The Evolution of the CIA, JCS, and NSC by Amy Zegart ebook PDF download**

**Flawed by Design: The Evolution of the CIA, JCS, and NSC by Amy Zegart Doc**

**Flawed by Design: The Evolution of the CIA, JCS, and NSC by Amy Zegart Mobipocket**

**Flawed by Design: The Evolution of the CIA, JCS, and NSC by Amy Zegart EPub**