

UNCLASSIFIED

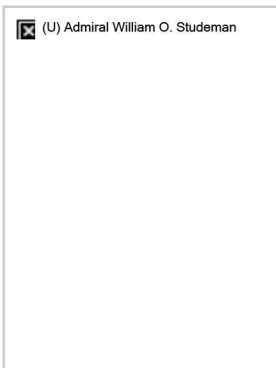
DAILY ENTERPRISE

(U) HISTORY TODAY - 8 January 2015

Run Date(s): 01/08/2015



(U) A correspondent read the [History Today article of November 19, 2014](#), which contained the comments of General Michael Hayden about the differences in the military and civilian cultures at NSA, and related this incident to us.



(U) A team of NSA senior staff members wanted the new director, Admiral William O. Studeman, to consider significant changes to a major NSA component. They arranged to brief a "straw man," i.e., a proposed plan for the changes, at a senior leadership team meeting. Studeman heard the briefing, said he agreed with the idea, and moved to the next agenda item.



(U) One of the senior staff members raised his hand and asked that the changes be discussed further. Admiral Studeman seemed upset and asked if the staffers wanted his agreement or wanted to argue with him. The staff member said he wanted to argue, so that the director and Senior Leadership Team would internalize the main points. The director's agreement with the concept did not always count when implementing ideas within NSA.

(U) Studeman, according to the staff member's recollections, "exploded." For weeks after the meeting, he told visitors that in the NSA culture, people wanted to argue even when the director agreed with them. (Admiral William O. Studeman is shown in the photo.)

(U) Share historical topics with interesting folks. Visit the Center for Cryptologic History's blog, [History Rocks](#) ("go history rocks").

(U) [Larger view of photo.](#)

(U) Have a question or comment on *History Today*? Contact us at DL cch or 

Information Owner: 
Page Publisher: 
Last Modified: January 6, 2015
Last Reviewed: January 6, 2015

DERIVED FROM: NSA/CSSM 1-52, DATED: 20180110, DECLASSIFY ON: 20430110
UNCLASSIFIED

Approved for Release by NSA on 04-12-2019, FOIA Case # 84783

(b) (3) - P.L. 86-36