

H.H.A. COOPER  
LAWRENCE J. REDLINGER

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# MAKING SPIES

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A TALENT  
SPOTTER'S  
HANDBOOK

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**A TALENT  
SPOTTER'S  
HANDBOOK**

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*Making Spies: A Talent Spotter's Handbook*

by H. H. A. Cooper and Lawrence J. Redlinger

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Secrets exist at all levels of society, and worldwide, spies are employed to ferret out the most potent secrets. Russian spies in Silicon Valley, Washington, D.C., and Route 128; U.S. spies in Moscow, Beijing, Israel, Libya, South Africa and Nicaragua; Israeli spies in the U.S., Egypt, Russia, Syria and Lebanon; French spies in New Zealand.

Where does it all begin? What kind of people are recruited as spies, and how? How does the spymaster content the disillusioned agent? Is a spy blackmailed into action by his employer? Is espionage as action-packed as movies lead us to believe?

Modern spies are made—not born—and authors H.H.A. Cooper and Lawrence J. Redlinger show you how talent spotters find just the right stuff in a potential spy to transmogrify that raw material into the polished agent. The delicate challenge of keeping the spy contented—and locked in—is also detailed.

Think twice before committing an act of espionage. There is much more to this clandestine profession than technological gadgets and an exchange of information. As soon as you have made an illicit sale, your customer knows *your* secret, and you're suddenly locked in for life. You have become a mole, a leak, an informant. You are HUMINT.

Be first a student of espionage. Learn the expectations and pitfalls of being an agent before you decide to play this dangerous game. Know of espionomics, psychology and of sex-pionage. Be aware of the unending deception, and psychological dangers of wearing too many masks.

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# MAKING SPIES

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# PREFACE

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This book is essentially about finding very special people; transforming them into spies through temptation; using them, and ensuring their total loyalty. It is a manual for making and managing spies, and is quite timely given the current rash of spy trials and the promise of more to come. Yet it is also timeless in the questions it seeks to answer. How are bright, loyal, committed people recruited? How are they properly trained? How are they properly managed so that they not only do their jobs, but remain steadfastly committed to the goals and ideals of the organization? The authors do not treat these questions lightly by loading the text with war stories; instead they provide thoughtful consideration of the issues.

Espionage may or may not be an illicit undertaking, but it is certainly clandestine; for this reason, there is a paucity of good literature about its organizational and management dimensions. This book provides welcome relief. It ties the netherworld of espionage to modern, mainstream management practice. Spymasters are, after all, managers in a most interesting and peculiar universe. This volume distills their experiences in a way that makes it eminently useful, not only to those who are in the business, but to those in business itself. Making spies and handling assets *may* be unique to espionage agencies, but the practices of success are not. For the modern manager, there is a great deal to learn from spies and spymasters.

To  
The Right Honorable Lord Houghton  
of Soworby, C.H.



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# INTRODUCTION

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*There have always been spies and there will always be spies.*<sup>1</sup>

Nikita Khrushchëv

While there are many contenders for the world's second-oldest profession, spying must be considered a hot favorite for that number two spot. And a profession it most certainly is, involving a careful process of selection and induction; rigorous, supervised training; a lengthy commitment; high standards; and judgment from one's peers. Spying, properly undertaken, has all the hallmarks of professionalism—and all its stultifying aspects. Hence the phenomenon, Gentleman (and the not so gentlemanly or ladylike) Amateur. Yet both are alike in this: spying is, exclusively, an undertaking for practitioners. There are old spies and young spies, master spies and mediocre spies. There are spies in training and, occasionally, retired spies. But there are no non-practicing spies. Spying is a great game, but as far as the players are concerned, either you are in—or you are out.

For most, then, espionage is a spectator sport, something to be watched with fascination from the sidelines. The fascination is constantly fed by a vast army of fiction writers, whose works are occasionally more revealing, and certainly more colorful and entertaining than non-fiction can ever be.<sup>2</sup> An interest, then, in spies and spying is perennial and

endemic among a public constantly in search of vicarious thrills. The prosaic does not make good copy, and much espionage is routine, unexciting, and not very rewarding, materially or spiritually. For the most part, the public diet has to be supplemented with a heavy dose of fantasy.

Yet, every so often, we are treated to glimpses that seem to suggest that truth in this strange netherworld may well be more fascinating than the fiction that usually portrays it. People are provoked to want to know more about real spies. How did they ever get into that curious business? Are they a breed apart? Why do they do it? Who admits you to the profession? Is there a way out after you are in and have decided, perhaps, that the game is not altogether to your liking? This book sets out to explore these intriguing matters and, incidentally, to lay the foundations for other forays into the thickets where the secrets of spies and spying are hidden.

Secrecy is the bedrock upon which espionage is founded. It permeates and tints every corner of the spies' world.<sup>3</sup> The principal task of the spy, narrowly defined, is to ferret out, observe and report upon that which others would rather remain hidden. The spy is the seeker after secrets, and the communicator of those secrets to those for whom they have some value, but who, ordinarily, would not be privy to them. It is this primary characteristic that distinguishes spying from ordinary research and the work of investigation undertaken by a host of those professing other skills. The spy is not after information or material items that are on display for all, nor those items that might have been laid aside or buried in the ordinary course of usage. The spy seeks that which is deliberately secreted or which is hidden from view because its secret character is essential in some way to the protection of its value, or its utility in some other regard.

Spying necessarily involves a venture into the realms of the forbidden. It requires, at best, a calculated breach of somebody's security—those barriers, however frail, that have been erected to keep out those who have no business with whatever is secret. At its worst, spying requires the negotiation of perils that put the spy's very life on the line. In many

ways, the spy is an instrument of last resort. Why go to such lengths when there are easier ways of obtaining what is desired? Secrecy demands protection, and the spy is the violator of that protection.

Secrecy in this context has another pertinent dimension. In order to be able to do the job, the spy must work secretly. Spying is quintessentially a clandestine operation. Secrecy is the spy's own protective mantle. When the spy is discovered or revealed, he or she<sup>4</sup> loses all usefulness and probably much more. The spy works to discover and communicate secrets under the cover of his own veil of secrecy. All this groping around in the dark for the camouflaged obliges the spy, metaphorically, to develop a very special kind of night sight. It is necessary not only to accomplish the mission, but to enhance the safety of the operative engaged in it. The spy must become a kind of chameleon, blending in with the surroundings, and having the innate capacity to change coloration when the lights go on. Secrecy is, then, both a barrier and a boon to the spy's labors.

Espionage is a jealous mistress. She rarely takes kindly to dalliance with other pursuits. To do the job, the spy must engage in a variety of activities. These may be highly absorbing and may even take a lifetime to achieve proficiency. Spies become doctors, lawyers, engineers, data processing professionals, confidential secretaries, janitors, or housewives. Or they may become spies after being any of those or engaging in a myriad other occupations. But these undertakings, however interesting and worthwhile in themselves, are always ancillary to the business of being a spy. They are designed to facilitate the primary activity or to provide protective cover for it. Whatever his other failings in the department of allegiances, the successful spy quickly develops an appreciation of where his real loyalties lie—namely to his profession. All spies enjoy this in common, and this is perhaps the reason for the empathy so many feel for others of their kind, regardless of the master they serve.<sup>5</sup> The spy is on the road to perdition when his love for spying is on the wane or is overtaken by some other attraction. It is then that the ire of the jilted mistress can indeed be cruel and unforgiving. Many who have

embraced her have found, to their cost, how difficult it is to escape her cloying clutches. Spying simply does not fit those who engage in it for the practice of anything else. There are really no second careers for old spies—except as spies.

This loyalty to the profession above all rather than the client facilitates all manner of conversions, from defections to the multi-agent syndrome. Yet through it all, the spy remains essentially a spy. Those who become spies are signing on for life. Spying is curiously addictive; it gets into the blood. The call does not come, always, at the same time of life. Some answer it at a comparatively early age, to find themselves in servitude to its lure until their usefulness is finally spent. Others take up the calling much later in life, through some exigency or crisis. Yet, if their activities are not peremptorily curtailed or terminated, they too find that what they have picked up is far from easy to lay down. Spying becomes a way of life and, moreover, one that must be carefully hidden from most of those with whom that life is lived. The spy's life as a spy is the one that really counts, for without it, he may have no other life to live.

The secrecy of the spy's profession imposes irksome limitations to which he must learn to adjust. A modicum of secrecy is probably necessary for mental equilibrium; most people cherish their own little dark corners, some secret space they wall off from their fellows. But the secrecy of the spy is much more than a special kind of privacy. It involves no less than a life of total pretense. The spy can rarely acknowledge his vocation, and then only when survival itself seems in question. The spy who boasts of his exploits is not likely to remain in business very long. A natural pride in what one does for a living has to be repressed and must find other channels of expression. It is not the subject for small talk at cocktail parties or in the boudoir, natural locations for its ventilation and profitable employment.<sup>6</sup>

Recognition of the spy by others (except for denigration or disgrace) generally comes posthumously or when his professional potential is deemed to have been utterly exhausted. The truly great spy must content himself in the knowledge that he has carried his secrets inviolate to the

grave. This is a heavy burden. Most people who have done anything exciting, unusual, even outrageous, hasten to trumpet that fact from the mountain-tops. The restraint of the spy, then, does not come easily. The subjection to a regimen of secrecy, to the guarded approach to all of life's little situations, takes a heavy psychological toll.

There is something of an ambivalence at work here. The guilty, if they have a secret, at least know the origins of their inner compulsion to blurt it out—and that in their own interests they must remain silent. Those who feel no guilt but must remain silent anyway must necessarily have some artificial inducement to do so. Bursting with pride at the secret within, they can share it with none of those who really matter to them. For these, a safe outlet must be provided that will drain off the need for confession and provide a quiet solace.<sup>7</sup> The spy must, for his own safety and that of his enterprise, remain solitary in a crowd. The loneliness is compounded when he stands, unrecognized and unrecognizable, amidst those for whom he has the greatest of affection. Here is a great cause of vulnerability and one that has been the downfall of many a spy. Those whose business is the making of spies need to pay the closest attention to this inherent area of weakness.

This book takes as its starting point the premise that spies are made, not born. The artifice in this process embodies thousands of years of training. Some have abilities and predilections that make them more apt to be made over as spies; much like soldiers, schoolteachers or seamstresses.

The making of a spy is a complex and technical process. It is the inimitable craft of the great violin maker that shapes the instrument and unlocks its musical potential. Of course the wood of a Stradivarius is rather special; even the master would have been hard put to extract such tones from a lump of teak. Even Mrs. Beeton would have been hard put to make much of an omelette out of half a dozen rotten eggs. Good ingredients are a *sine qua non* in this process of making spies. Their selection facilitates the work of those whose job it is to turn out the finished product. The great talent spotters go about their work with all the élan and ruthlessness of

a French chef doing his morning marketing. Good spies are not plucked fully ripe and from the bushes, nor are they usually detected in the bud by those who work on the quota system.<sup>8</sup> Talent spotting calls for very special skills in the recognition of blemishes and inward imperfections, as well as degrees of ripeness. Selecting the wrong ingredients can not only ruin the confection; it can produce severe indigestion and even a fatal colic.

The process of fabrication is entrusted to many hands and is directed by many minds. The different components of the process will each be examined in their turn, but it will suffice here to say that each "spy factory" tends to have its own distinctive, recognizable molds and the end product is often, to the connoisseur, as identifiable as if it carried its makers' mark. Perhaps there is some inevitable pride of craftsmanship at work here; nevertheless, it is dangerous for spies to go about sporting labels, "Made in the USA" or "Made in the USSR."

Therein is another area of weakness that requires notice in the course of the present work. With all this talk of artifice and fabrication, there is still room for inquiry whether there is such a thing as the self-made spy. This is something more than the volunteer or one who plays some auxiliary role in the spying process. This is the full-grown, fully finished article. While such a creature is perfectly possible, he has become *rara avis*—if for no other reason than that those utilizing his services will insist, for their own ends, in making him what he must become.<sup>9</sup> Whatever stellar qualities the spy might be thought to possess, by himself or others, these are of little value (and may even be hazardous) until they are brought firmly under control. The very fibre of espionage is discipline, the subjection to a rhythm generated and transmitted by others. Even those who have learned the step on their own must recognize the beat and move to the time if they are to dance at all.

Earlier, a very narrow and precise definition of a spy was suggested. In strict parlance, such a definition would serve, but it is clearly too restrictive for the present purposes. Spying, as it is comprehended in the present work, most

certainly ranges above and beyond the simple acquisition of secret information, or even tangibles, and their conveyance to those commissioning or prepared to commission the undertaking. It encompasses operations of a much more extensive character, involving a wide range of secret maneuvers designed to influence events. Many of these operations involve manipulations of closely held information in some way or another, but the common characteristic is the subtle, secret interplay of human relationships designed to bring about or to frustrate certain courses of action. The secret operatives engaged in these transactions may not have information acquisition, retrieval, or transmission as their assigned tasks. Their only compatibility with those more properly designated as spies lies in the clandestine nature of their work and the ways in which they are sought out, selected, trained, and retained for the job in hand. For John Q. Public, these are spies. They are the characters that people the fiction he reads and they represent images he conjures when he thinks of spies and spying. To the uncritical mind, James Bond is just as much, if not more of a spy than more prosaic, real-life information gatherers like the Rosenbergs or Richard Sorge.

There is much more to the matter than even this stark contrast might suggest. The world of spies and spying is thickly populated by a host of minor characters, bit-part players, as it were, whose activities require management and understanding by those who would see the big picture. Spying, even in these days of high technology, is a people-intensive business. It requires an acute sense of the proper management of human assets. The business of spying most usually requires getting one or more controlled human beings close to other human beings who have something to impart or who can be influenced in some way or another. While the acquisitive aspects of spying remain dominant, these other maneuvers and what they portend cannot be overlooked.

Spying, then, in the context of this book, will be invested with this more generous meaning. All secret agents who take part in clandestine operations, whatever their purpose, will be regarded as spies for examination and study here. Carried



to extremes, such generosity of interpretation might wreak havoc with the taxonomy. A hired assassin like Stashinsky<sup>10</sup> has little but being clandestine in common with the spy who tries to steal and purvey information garnered from, say, IBM; one is a murderer, the other a thief. But what of the Swallows and Ravens,<sup>11</sup> whose prime task, operationally, may be to compromise targeted others in order to bring them under their own service's control? These degrees and standings will be appropriately noticed in the text, but the material under consideration will also include all that lies between the two extremes.

There are those whose principal utility, in the present context, resides in having access to or possessing secret information which they are prepared to part with, in abuse of their proper functions, in return for some benefit to themselves. Theirs is really a perversion of responsibilities, albeit a vital one, in this process of the illicit acquisition and transmission of secret information or other items of value. They are clearly more than mere conduits, for they voluntarily participate in, even make possible, the abstraction and diversion of what is at stake here. Yet are they spies, in the conventional sense?

The riveting importance of this matter is apparent from a most cursory review of contemporary events.<sup>12</sup> These entrepreneurs are the sinews about which much of modern espionage is built. It is this category of operative that is most earnestly sought by the talent spotters of foreign powers eager to despoil the U.S. of its most treasured technological and defense secrets. A peculiar modern circumstance encourages these activities. In our free, capitalist society, much crucial information bearing upon the national security is necessarily in the care of private contractors, controlled only through the most tenuous relationship with the government. Personnel employed by the multitude of defense contractors who regularly serve the needs of the armed forces offer a particularly inviting target for the talent spotter.

In former times, one thought of spies and spying in terms of governmental action, the clandestine services of one nation operating essentially against government, or government-