

May 3, 2002 7:52 AM

TO: Hank Crumpton, CIA

FROM: Donald Rumsfeld

SUBJECT: Speaking Up

When I told you I wanted you to speak up, I meant it.

You know a whale of a lot about this subject, and every once in a while I see you in the back of the room looking reticent. That doesn't help me at all! I need you to step up and say, "Have you thought of this?" or "What about that?" or "I think differently."

I am very comfortable with that. You may not want to do it to some of the other principals, but I am delighted to have you do it to me.

Thanks.

DHR:dh
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