

Recent Paper Highlights Challenges to Effective Collaboration in United States Intelligence Community (USIC)

The US Intelligence Community struggles to collaborate when managing information and knowledge among its network partners, according to a new article, **Information and Knowledge Management in Public Sector Networks: The Case of the US Intelligence Community**, by Dr. Kevin C. Desouza, published in the academic research journal *International Journal of Public Administration*. The article can be accessed at no charge at the following url:

<http://www.informaworld.com/smpp/content~db=all~content=a917791295>.

In the article, Dr. Desouza, of the University of Washington, looks at information and knowledge management challenges facing the United States Intelligence Community (USIC). The article carries out a complex analysis of network organizations whose activities are, by their very nature, fragmented and “often confounding.” The paper finds reasons for why the USIC struggles to collaborate, among which is the need to overcome historical tendencies of organizational isolation, which has thus far led to a lack of trust and ineffective attempts at collaboration.

Dr. Desouza recognizes the need for further research to investigate how various interventions and organizational design protocols might help [foster more] effective and efficient information and knowledge exchanges: “Getting access to data, securing funding to be able study problems, and carrying out complex analysis are some of the major reasons why scholars choose not to examine these networks. I hope the paper stimulates further research into the defense and intelligence sector by public management scholars as these organizations are vital elements to secure the peace and security of nation states.”

The article was recently cited in a Harvard Business Review blog post by Dr. Tom Davenport, President’s Chair-holder in Information Technology and Management at Babson College, while discussing the recent security issues being faced by the United States government. You can view the blog post at the following url: http://blogs.hbr.org/davenport/2010/01/why_they_didnt_connect_the_dot.html

The editor of *International Journal of Public Administration*, Prof. Colin Talbot, professor of Public Policy and Management at Manchester Business School, London, commented, “From my own work with the relatively less complex British intelligence services, I recognized immediately the value of Kevin Desouza’s well founded study of the challenges facing the US intelligence community. I am delighted it is having the impact it deserves.”

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