ABSTRACT

Since ancient times, intelligence has been regarded as one of the most critical intangible assets, capable of strategically enhancing decision-making and providing a significant advantage to its beneficiaries. In today's rapidly evolving world, where threats, vulnerabilities and opportunities emerge in unprecedented ways and forms, national security intelligence stands as one of the most critical assets for state actors, governments and decision-makers, playing a vital role in forecasting potential outcomes, anticipating probable futures and determining effective courses of action.

Also, recent studies in the knowledge field emphasize the importance of knowledge strategies within organizations, in order to facilitate processes such as knowledge acquisition, exploitation, sharing, retention and creation. Among all types of organizations, national security intelligence agencies are perhaps the most reliant on knowledge, setting them apart due to their strict non-disclosure policies and the unique nature of the knowledge they generate or obtain.

Based on the framework created by the theory of knowledge fields, where knowledge is divided into three categories, respectively rational, emotional and spiritual, this doctoral thesis intends to fill a literature gap concerning the implementation of knowledge strategies in the national security intelligence field. The main objective of this academic endeavor was to evaluate the opportunity and potential benefits of implementing knowledge strategies in national security intelligence agencies, as well as to develop generic knowledge strategies that could be embedded at the organizational level in an intelligence agency.

Therefore, this research provides a comprehensive analysis of the literature in both knowledge and intelligence domains, as well as a detailed presentation of several research methods that improved our understanding of knowledge-related processes that occur in an intelligence agency. These findings created the foundation of the present research, which ultimately concluded with the development of a generic knowledge strategy for intelligence agencies, designed to address essential knowledge processes that are needed for improving organizational performance. The generic knowledge strategy targets three main domains, namely knowledge exploitation, knowledge sharing and knowledge retention and provides a comprehensive framework to enhance organizational knowledge dynamics.