

Governing Energy



Sources and Methods

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Even a casual follower of US politics is familiar with the term '*Sources and Methods*' referring to redacted parts of memos and other documents that address national intelligence issues. The term describes "the practice of intelligence collection and analysis."ⁱ

At the beginning of the century, the word '*Coopetition*' whose basic principles were taken from game theory popularized in 1940s emerged.ⁱⁱ Its main premise is that organizations have a quantum like duality in their ecosystem.

In other words, an organization or subsidiary can simultaneously have both the traits of a competitor as well as cooperator with other economic actors. Studies have shown that "the concept of cooperative knowledge sharing is developed to explain mechanisms through which coopetition influences effective knowledge sharing practices in cross-functional teams."ⁱⁱⁱ

Today, cross functional and cross-cultural teams are the business norm. The vigorous extended supply chain ecosystem is necessary for the health of all participants, including those historically seen as direct competitors.

However, each organization must show its shareholders that management fulfills its fiduciary responsibility. Earnings per Share (EPS) is a metric of the bottom line value delivered.

Part of that responsibility is to protect the firm's Intellectual Property (IP). How the organization collects and analyzes its critical knowledge and data are the commercial equivalent of intelligence agency sources and methods.

Cross functional teams require collaboration and knowledge sharing. Many IT systems and enabled processes are available to enable the success of these teams.

Organizations cannot simply redact information on shared or public memorandums (drives). Moreover, IP is continuously subject to hacking.

Competitive sources and methods require more dynamic IP management. IP Strategies and subsequent policies should be robust good practices and appropriate for the business model.

Firms should take full advantage of legal processes, i.e., patents, confidentiality agreements, etc. Additionally, organizational structure and processes need the level of detail and Key Performance Indicators (KPIs) that operational personnel can implement.

Remember that organizational culture and know how are also important IP as well. Finally, the work product from your Subject Matter Experts (SMEs) and your ecosystem need protection as well.

How does Your Organization Assure its Sources and Methods are Protected?

Free [Economic Value Proposition Matrix](#) version 2.0 (realize the value of your investment)

Also, checkout our [YouTube Channel](#)

Additional details are available from the author.

About the Author

Dr. [Scott M. Shemwell](#) has over 30 years technical and executive management experience primarily in the energy sector. He is the author of six books and has written extensively about the field of operations. Shemwell is the Managing Director of The Rapid Response Institute, a firm that focuses on providing its customers with solutions enabling Operational Excellence and regulatory compliance management. He has studied cultural interactions for more than 30 years—his dissertation; *Cross Cultural Negotiations Between Japanese and American Businessmen: A Systems Analysis (Exploratory Study)* is an early peer reviewed manuscript addressing the systemic structure of societal relationships.

End Notes

ⁱ <http://www.oxfordhandbooks.com/view/10.1093/oxfordhb/9780195375886.001.0001/oxfordhb-9780195375886-e-0004>

ⁱⁱ <https://en.wikipedia.org/wiki/Coopetition>

ⁱⁱⁱ Ibid.