

## PD's View of Developmental Directions



### o (6) Information Challenges

#### s Introduction

- i A new Information Revolution(s) is well under way.
- i And what has triggered these information revolutions and is driving them is the failure of the "Information Industry"—the IT people, the MIS people, the CIOs—to provide INFORMATION.
- i The new information revolutions focus on the "I" They ask, "What is the MEANING of information and its PURPOSE?"
- i And this is leading rapidly to redefining the tasks to be done with the help of information and, with it, to redefining the institutions that do these tasks.

#### s From the "T" to the "I" in "IT"

- i Current IT's areas of impact and non-impact
  - i The Lessons of History
  - i History's Lesson for the Technologists
  - i The New Print Revolution
- #### s The Information Enterprises Need
- i From Cost Accounting to Result Control (activity based costing)
  - i From Legal Fiction to Economic Reality (economic-chain costing)
  - i Information for Wealth Creation (foundation information, productivity information, competence information, and resource allocation information)
  - i Where the Results Are (outside information)

#### s The Information Executives Need for Their Work

- i Identifying information needs and creating communications
- H Both questions, "What do I owe?" and "What do I need?" sound deceptively simple.
- r What I owe comes first because it establishes communications.
- 4 And unless that has been established, there will be no information flow back to the executive.
- 4 However, what makes communications effective at the workplace is that they

are focused on something outside the person.

- ] They have to be focused on a common task and on a common challenge.
- ] They have to be focused on the work.
- 4 And by asking: "To whom do I owe information, so that they can do their work?" communications are being focused on the common task and the common work.
- 4 The first question therefore (as in any effective relationship), is not: "What do I want and need?"
- 4 It is: "What do other people need from me?"
- 4 and "Who are these other people?"

r But everyone who has asked them has soon found out that it takes a lot of thought, a lot of experimentation, a lot of hard work, to answer them.

r And the answers are not forever.

- 4 In fact, these questions have to be asked again, every eighteen months or so.

4 They also have to be asked every time there is a real change, for example, a change in the enterprise's theory of the business, in the individual's own job and assignment, or in the jobs and assignments of the other people.

i Organizing Information

- H Unless organized, information is still data.
- H It is, however, not clear at all in what form certain kinds of information are meaningful, and especially in what form of organization they are meaningful for one's own job.
- H And the same information may have to be organized in different ways for different purposes.

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- H No two executives, in my experience, organize the same information the same way.
- H And information has to be organized the way individual executives work.
- H But there are some basic methodologies to organize information.
- i No Surprises
  - H And the ultimate test of an information system is that there are no surprises.
    - r Before events become significant, executives have already adjusted to them, analyzed them, understood them and taken appropriate action.
  - H Executives have to learn two things:
    - r to ELIMINATE data that do not pertain to the information they need; and
    - r to organize the data, to analyze, to interpret and then to focus the resulting information on ACTION.
- i Going Outside
  - H No matter how good the reports, no matter how good the economic or financial theory underlying them, nothing beats personal, direct observation, and in a form in which it is truly outside observation.
    - r Only by being a customer oneself, a salesman oneself, a patient oneself, can one get true information about the outside.
    - r And even that information is of course still limited to one's customers and one's noncustomers.
  - H In the long run, information about the outside may be the most important information executives need to do their work.