

ADAPTIVE INFORMATION MANAGEMENT

in an era of constant change

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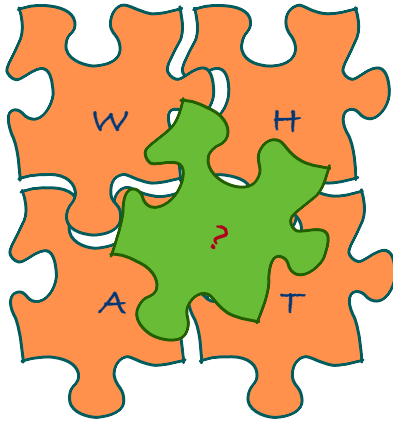
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FIRST EDITION

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ADAPTIVE INFORMATION MANAGEMENT

- Adaptivity
- Information
- Management

A worldwide operating beer company initially positioned itself as a beer-production company. Years later, they called themselves a marketing company, although of course, beer remained their primary focus, marketing became the core of their existence. Nowadays, they call themselves an IT-tech company. All steps of their production and marketing processes are driven by technology.

Using several cloud systems, they operationalise significant parts of their vast production, marketing and sales operations, using their information position and sharing knowledge between the 150 independently operating breweries.

Based on this development path they plan to become a platform company. Broadening from a focus on beer, they opt to become the central platform via which whatever drinks - maybe even drinks and brands from competitors - find their ways to the end-users.

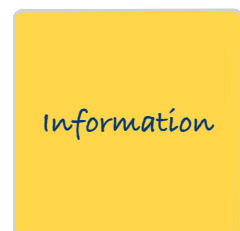
This is WHAT the authors call Adaptive Information Management, and this is the insight this book wishes to give the Reader!

Cheers!



Adapt to change...
We have no other choice in our accelerated world.
Those organisations who do not adapt – will have a hard time to survive.

Information is the key resource of the organisations for obtaining a better grip on changes.



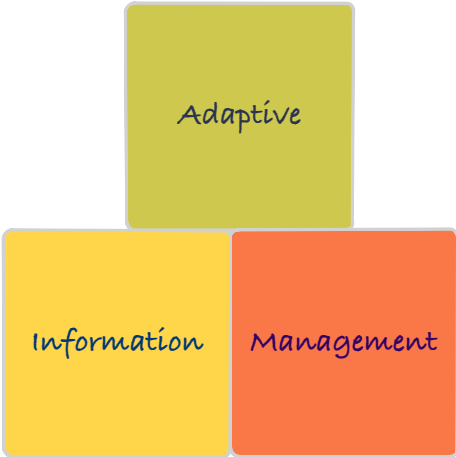
The various levels of Information management - from consistent databases to system administration, etc. - are required for effective change management. Most importantly, the availability of information is crucial for going concern today and for being adaptive not only today but also tomorrow.



The management of information is thus of growing importance for many organisations.

but without dedicated staff, long-term success cannot be guaranteed.

People manage change, so leadership is key,



OK, but WHAT is adaptive information management? WHY do we need to know about it? HOW should we get started for an adaptive information management? WHEN should we schedule it? WHO are actually the people involved and responsible for adaptive information management?

To start with we will check what organisations are, and understanding the complexity, we will get answers step by step to our questions on WHAT – WHY – HOW – WHEN and WHO should deal with the change management.

Each question will be explained by an explanatory case to illustrate the importance of the topic. Then we do some further suggestions to dive deeper in the issues to put together the puzzles of adaptive organisation management for dealing with challenges and changes more consciously and more efficient.

The different elements of the “puzzle” will be detailed in this book, such as information, management, change, the role of the managers and teams; the short and long-term management tools, such as the Amsterdam Information Model or the Adaptive Cycle of Management, the authors recommend to use when dealing with information.

The book starts with WHAT adaptive information management is about,

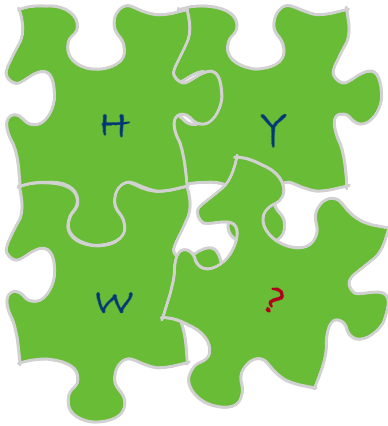


followed by an analysis to gain insights regarding WHY the organisation and its core competencies need attention and the reasons to improve the ability, so to decide on whether dealing with the disturbances, emerging challenges or change is necessary or not. It discusses the topics of strategy and what management can do to 'get things done', pointing out the fact that information plays a crucial role within organisations, bridging towards the next chapter on understanding the role of information.

Realising that organisations, management and the growing importance of information need permanent attention, in the next chapter on HOW, we analyse the different approaches to the role of information, as major organisational resource. Introducing the Amsterdam Information Management model (AIM) ensures a method to analyse the role of information in an organisation. The proposed approach for information management shows how to analyse the actual context of information systems and can be used to understand the interaction and alignment between business and IT, sketching an approach to operationalise the alignment process. By using elements of a systemic constellation, it makes better use of the creative capabilities available within every organisation. For a successful long-term operation, we introduce the Adaptive Cycle of Resilience (ACoR) model in the next chapter. It describes a logical process that almost every organisation goes through in their lifecycle. It suggests that long-term success cannot be guaranteed without taking attention to careful information management. The process in ACoR illustrates how organisations fall in traps and face different challenges and how solutions evolve. So, the chapter on WHEN deals with the dynamics of change and the role of resilience, while the chapter on WHO focuses on understanding risk and the requirements towards the staff, including managers and teams, in dealing with changes.

All in all, the tension of the authors was to help "students" - so all members of our society, because we should never stop learning - to live and adapt to the dynamic contexts, believing that awareness improves the ability to deal with changes effectively and efficiently.

Emőke, Toon and Otte-Pieter



ORGANISATIONS IN CHANGE

- Organisational Change
- The Role of Managers
- The Role of Information

Fire brigades are organised as quick-responding units. In case an incident of a fire or an accident, they are well-trained and equipped to respond quickly and operate professionally. It is the sole reason for their set-up.

Nowadays they try to make use of all kinds of data: weather forecast, events nearby, rush hours in traffic, etc. They know in full detail what industries are located in the region, what risks particular objects may have (ex. hospitals, kindergarten, hotels, students' houses, etc.).

Preparing for any potential risk is critical for being successful in fulfilling the objectives.

Optimal preparedness and having the right information position facilitate to organise the interventions in a quick respond manner: the organisation works as what we call information-driven operation.

Information-driven operation must ensure that all necessary information is available, and the fire brigade can prepare and optimise its capacity and alertness. Basing the operation on data and information is much more efficient; it can optimise the workload and duties. Data, data analysis and information ensure a faster response and a safer environment.

This example shows clearly the importance of information and information management, which this chapter is about. Overall, the role of the fire brigade has not changed over the years, but the way they adapt and react to the changing context using the available information makes them stronger and more efficient.

In today's modern organisation, information and access to it is becoming increasingly important. In our society, organisational changes are related to new opportunities, which are, in most cases related to information technology and its continuous development. Literature calls this process 'digital transformation', a typical feature of the information society. In the first chapter, we look at organisations through the challenges of digital transformation, which organisations confront every day.

In current society, organisations are increasingly dependent on the quality of information. The ability to deal with modern (and often disruptive) change is crucial for the success of the organisations.

Understanding the change and being able to understand the impact of dynamics in a setting where organisations are no longer functioning on their own but mostly as part of a network or chain of organisations, allows the setting described as a complex adaptive system (CAS). The decisions made by the other partners in the CAS setting will influence the decision space in one's organisation.

Organisations

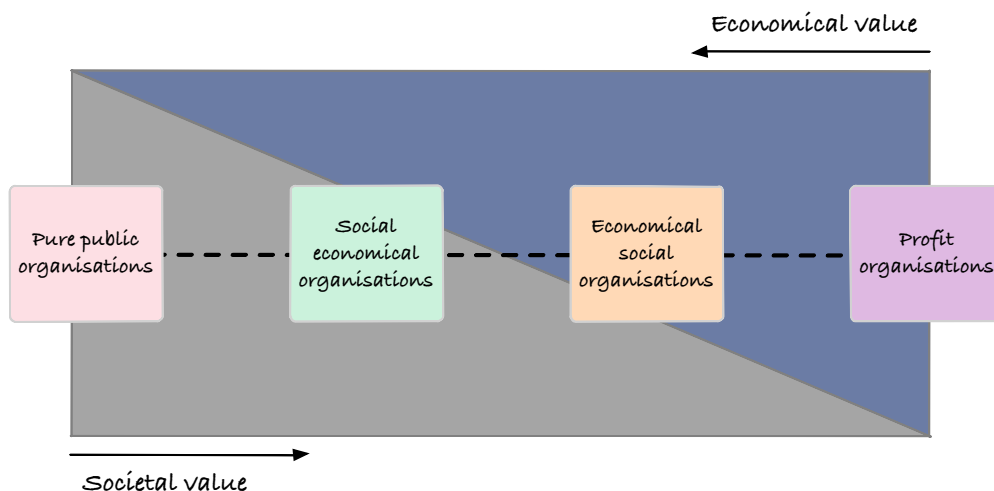
The traditional definition of organisation is as follows:

*A structured composition of people and resources
aiming at fulfilling
a - preferably predefined - objective*

There are several aspects of this definition that are important:



Organisation theories often state that the first thing to be decided upon is the objectives – specific and measurable goals - that the organisation is striving for. Objectives usually appear in a *strategy* that builds on a number of data and information, - like market analysis, past performance data and industry trends, - sketching a point on the horizon where it is heading to. They are usually a result of a management process and customer demands, and they often have a focus on reaching higher performance, societal interests and values. It does not only mean that the activities of the organisations should be economically sound, but they also should find a *balance* between striving for pure public and societal as well as more economic values.



The social and economic values of organisations (Desmidt & Heene, 2005)

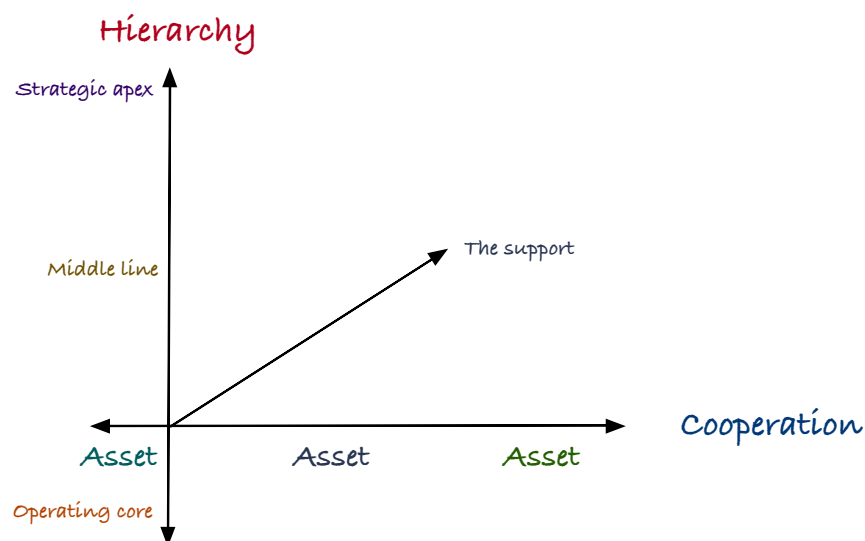
Objectives consist of measurable results and drive strategic planning with *dates* when to reach them, *resources* to be allocated and *costs* (and revenues) projected. The different timeframes of the objectives lead to a long-term mission. Although the routes to reach there assume that continuous updating will be necessary due to change, objectives help to *measure efficiency and progress* by providing benchmarks for leadership and motivation to the employees via transparent information about shared expectations.

People - like the employees of an organisation and all kinds of other resources - work as *assets* together like cogs in a clock. Without synchronisation, organisations are not able to achieve their objectives. Therefore, leadership is key, just as sound and well-defined *structure* and *operation*.

People and Resources

Organisation structure

The structural aspect of an organisation determines the operation of an organisation. In the figure below, we use the terminology as defined by Mintzberg (Henry Mintzberg, 1981). The line for *Hierarchy* defines the structures of *governance* to identify who is responsible for what. It is the *Strategic apex*, the part of the organisation, responsible for defining the strategic objectives, the *Middle line*, responsible for putting the strategic objectives into operation and performed by the *operating core* that *cooperates* using the *assets* available in the organisation.



Organisational structure in the relation of hierarchy and cooperation

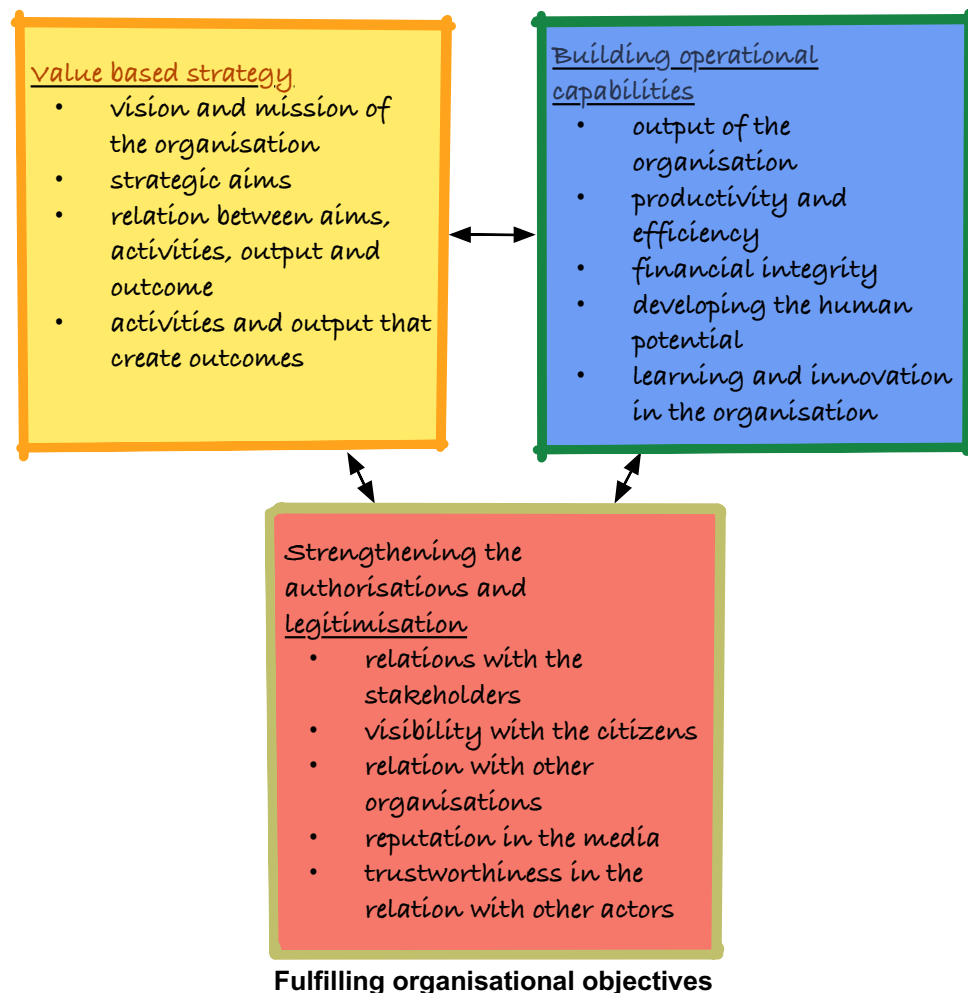
Operation

Organisations operate by using the available assets to fulfil their objectives. The assets have to work together. *Cooperation* is thus a different dimension of the organisation. *Hierarchy* defines who is responsible for what and *cooperation* focuses on the division of work and the definition of tasks, performed by the assets of the organisation.

For smooth operation, two forms of *support* are necessary: *technical* for defining the tasks and jobs; and *daily* support to ensure effective and efficient operations within the organisation. So, the organisational performance in the outside world largely depends on

the internal human and other resources operating in the form of business processes, legitimised by the society.

For fulfilling the organisations' objectives, (Desmidt & Heene, 2005) highlight the importance of a value-based strategy, the necessity to build operational capabilities, strengthen authorisation and legitimisation to stress the relations with citizens and other organisations.



They also added the concept of reputation as an essential aspect, organisations need to deal with. The organisations establish their reputations based on their achievements, trustworthiness. Earning a good reputation requires efficient and effective performance, and for that managers need to enable the right skills and abilities within the organisation. Every organisation builds on the abilities they are good at, which in literature is called *core competencies*.

Core competences

Core competence is the collective skill and knowledge in an organisation that involves coordinating diverse production skills and integrating different technologies. Organisational design based on core competencies requires excellent communication, engagement, genuine breakthrough of established organisational frameworks, and the creative and flexible combining of available expertise (Prahalad & Hamel, 1990).