# P R I R P
# (Put the Right Information on the Right Person)

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## บทคัดย่อ

*สังคม องค์การ และมนุษย์ได้พัฒนาผ่านยุคต่างๆ ซึ่งมีลักษณะแตกต่างกัน โดยเฉพาะการเปลี่ยนจากยุคอุตสาหกรรมเป็นยุคข่าวสาร ในยุคอุตสาหกรรมมีหลักการกฎที่สำคัญอันหนึ่งคือ 'Put the Right Man on the Right Job' ซึ่งมีส่วนสำคัญที่ทำให้การบริหารจัดการเป็นไปอย่างมีประสิทธิภาพและประสิทธิผล เมื่อสังคมเปลี่ยนเป็นสังคมข่าวสาร หลักการ กฎที่ใช้ในยุคอุตสาหกรรมได้เปลี่ยนไป ผู้เขียนบทความได้รวบรวมแนวคิดต่างๆ เกี่ยวกับข่าวสาร รวมทั้งการใช้ข่าวสาร แล้วสังเคราะห์เป็นหลักการกฎที่กำลังใช้อยู่ในยุคข่าวสาร เรียกว่า 'Put the Right Information on the Right Person.'*

## Abstract

*As societies, organizations and people become transformed from the Industrial to the Information World, old rules or practices have to be changed or modified, either abruptly or gradually. In the Industrial Age one well-known governing rule was 'Put the Right Man on the Right Job'. It has helped the perfection of the industrial world for a long time. However, in the Information World, new rules, codes and principles are*

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*replacing these older standards or are becoming more important for work, the life of the organization and those that are living in contemporary society. From the provided presentation, the author proposes a synthesis of new rules, codes or principles, as follows:* ***Put the Right Information on the Right Person***.

## 1. Background

Mankind has been living on this earth for a long time. Scholars have their own ways of describing how people live and make a living. For example, D. O. Arnold, in his book "Computer and Society: Impact," describes phases of civilization, as presented concisely in Table 1.

**Table 1 :** Phases of Civilization

| Phase | Early Civilization | The Agricultural Age | The Industrial Age | The Information Age |
|---|---|---|---|---|
| Primary Activity: | Hunting and gathering | Growing food | Manufacturing products | Processing Information |
| Location of Work: | Various (migratory) | Home | Centralized: Factory or office | Dispersed Combination of centralized, satellite office/plant, home |
| Relation of Home and Work: | Together (by necessity) | Together (by necessity) | Separated (by necessity) | Together (if desired- optional) |
| Distribution of People: | Small migratory clusters | Scattered | Massive clustering | Variable: distributed, with some clustering |

**Source :** Arnold , D.O., 1991. *Computer and Society: Impact* . New York: Mitchell McGraw-Hill , p.226.

**Daniel Bell,** in his book entitled " he Coming of Post- Industrial Society," was the very first scholar that detected the Information Society prevailing over American Society. Bell classified the World into 3 societies or economies: the Pre-Industrial, the Industrial and the Post-Industrial Society and then describes the Information Society as follows:

"In the Information Society, the economy centers on the provision of services. The most important resource is human capital (information , knowledge, expertise). Most of the work force is engaged in research or the provision of services (for example , health care , education). Power derives from access to knowledge_ _ _"

Later , **Bassis , M.S.** et al., succinctly presented Bell 's Information Society, as seen in Table 2.

**Table 2 :** Industrial versus Information Society

| Industrial Society | Information Society |
|---|---|
| Economic focus: Producing goods | Service and information |
| Occupational distribution: Workers and managers | Professional and technical workers |
| Critical resource: Harnessing energy | Theoretical knowledge |
| Source of power: Control of capital and labor | Control of technology and assessment |
| Decision making: Ad hoc, | Intellectual technology |
| based on experience and informal discussion | computer-assisted decision analysis,etc.) |

**Source :** Bassis , M.S. et al., 1991. Sociology: An Introduction. (4 th ed.) New York: McGraw - Hill, Inc., Table 16 - 2, p.534.

In his famous book entitled "The Third Wave," the renowned futurist writer, **Alvin Toffler,** classified World Civilization into 3 waves. The first wave is the Agriculture wave, while the Second wave is the wave of Industry. This wave is signified by 6 guiding principles, which are: standardization, specialization, synchronization, concentration, maximization and centralization. The Third Wave, on the other hand, is the wave of information and knowledge .

**Yoneji Masuda**, the Japanese scholar, simply classified the World into 2 society, as presented in table below:

**Table 3 :** Pattern Comparison of the Industrial Society and the Information Society

| | Industrial Society | Information Society |
|---|---|---|
| Core | Steam engine (power) | Computer (memory,computatation,control) |
| Productive Power | Material productive power (increase in per capita production) | Information productive power (Increase in optimal action – selection capabilities) |
| Products | Useful goods and services | Information, technology, knowledge |
| Economic Structure | Commodity economy (division of labor, separation of production and consumption) | Synergetic economy (joint production and shared utilization) |
| Form of society | Class society (centralized power, classes, control) | Functional Society (multicenter, function, autonomy) |
| Value standards | Material values (satisfaction of physiological needs) | Time-value (satisfaction of goal achievement needs) |
| | | Self-discipline, social contribution |
| Ethical standards | Fundamental human rights, humanity | |
| Spirit of the times | Renaissance (human liberation) | Globalism (symbiosis of man and nature) |

**Source :** Abridged from Masuda, Y., 1980. *The Information Society: As Post – Industrial Society.* Washington D.C. U.S.A., Table 3 – 1, p.30.

From the references stated above, it is definite that certain societies or countries are at present, reaching or have already arrived at the Information , Digital or Electronic Economy (from now on , it will be named Information Society).

**2. Purpose**

The specific purpose of this article is to propose new managerial rules, codes or principles for Information, the Digital Economy, or the commonly referred to term, "The Third Wave" .

**3. Major and Significant Characteristics of the Information Society**

Besides what was earlier presented, many books and articles have been written widely on how a new era would look and how the people would function or operate. This paper will attempt to selectively present how A. Toffler,A., Kotter , J.P. and Annunzio, S. described and portrayed the new Information Society.

**Kotter, J.P.** in his book entitled "Leading Change." compared the twentieth and twenty-first century on systems, as summarized below.

**Table 4 :** The Twentieth and Twenty-First Century Organization Compared

| Twentieth Century | Twenty – First Century |
|---|---|
| System | |
| Depend on few performance information systems | Depend on many performance information systems, providing data on customers especially |
| Distribute performance data to executives only | Distribute performance data widely |
| Offer management training and support systems to senior people only | Offer management training and support systems to many people |

**Source** : Abridged from Kotter, J.P.,1996. *Leading Change.* Boston: Harvard Business School Press, p.172.

**Currie , W.** compared the three decades of business driven in the emerging global information society as follows:

**Table 5 :** Business drivers in the emerging Global Information Society

| Business drivers for change | 1980s | 1990s | 2000+ |
|---|---|---|---|
| Key management *Concepts / ideas* | Total quality *management* (TQM) Just-in-time (JIT) | Business process re-engineering *Process innovation* Organisational learning Activity based costing (ABC) | Knowledge management Virtual organisation |
| Enabling technology | Mainframe, personal computer (PC), CAD/CAM, *robotics* | Nerworked and distributed computing, decision support systems (DSS) | WWW, Internet, electronic commerce (e-commerce) |
| Human resources | Multi-tasking, flexibility | Core competencies, empowerment | Knowledge workers |
| Supplier chain management | Physical distribution | Semi – automated | Electronic distribution |
| IT sourcing | Facilities management | IT outsourcing | Business process outsourcing |
| Business goal | Competitive advantage | Customer are | Consumer choice |
| Management | IT directors/managers | Hybrid managers | Relationship management |
| Technical focus | Data capture/control | Information management | Intellectual property protection |
| Customer – supplier Relationship | Non-integrated, distant | Semi - integrated | Fully integrated |
| Financial focus | Cost-cutting , downsizing | Performance measurement, process integration | Value added, disintermediation |
| Organisational structure | Functional, product, matrix organisations | De-layered, flat, networked organisations | Internet-enabled extended enterprise, virtual organisations |

**Source :** Currie, W., 2000. *The Global Information Society*. New York: Wiley, Table 1.1, p.4.

**Anunzio, S.**, in the book entitled "e - Leadership: Proven Techniques for Creating an Environment of Speed and Flexibility in the Digital Economy," compared Industrial Age and Knowledge presents the following:

**Table 6 :** Comparison of the Industrial Age and the Knowledge Age

| Industrial Age | Knowledge Age |
|---|---|
| An office | A workspace |
| Quiet | Noisy |
| Single task | Multitask |
| Focused | Directed |
| Lifetime employment | Lifetime learning |
| Wages | Ownership |
| Unions | Teams |
| Culture | Environment |
| Accuracy | 70% solutions |
| Play on weekends | Play at work |
| Seniority | Performance |
| Tangible products | Intangible products |
| 9 to 5 | 24/7 |
| Office buildings | Anywhere, anytime |
| Knowledge is power | Knowledge sharing |
| Competitors | Networked alliances |

**Source :** Annunzio, S., *e-Leadershi: Proven Techniques for Creations an Environment of Speed and Flexibility in the Digital Economy.* New York: The Free Press, 2001, Table 2, p.13.

In addition to the presentation of major characteristics of the Information Economy in the tables above, ideas and concepts of various authors will be presented as supporting evidence and reasoning for the concluding part of this article

Toffler, A., in his famous book entitled "The Third Wave," provided details about the Third Wave in Chapters 11 through 28. Each chapter describes the great change from the Second Wave. For instance, in chapter 10, under the title "Decoding the new rules," the first paragraph reads :

"In million of middle class homes a ritual drama is enacted : the recently graduated son or daughter arrives late for dinners, _ _and proclaims the nine-to-five job a degrading sham and a shuck. No human being with even a shredlet of self-respect would submit to the nine-to-five regime. Even has a sub-titled- The end of nine-to-five.

In chapter 24 entitled, 'Coda: the great confluence, he describes 'Tomorrow basics "as follows (selected):

"Third Wave civilization, - - - must and will draw on and amazing variety of energy-hydrogen- - . Third wave civilization will rely on a far more diversified technological base as well as, springly from biology, electronic, material science - - - - . For Third Wave civilization, the most basic raw material of all and one that can never be exhausted is information, including imagination. - - - With information becoming wave important than ever before, the new civilization will restructure education, redefine scientific research and, above all, reorganized the media of communication.- - - - In third wave civilizations the factory will no longer serve as a model for other types of institutions. Nor will its primary function be the of mass production. Even now the Third Wave factory produce de-massified-of the customized-end products.- - - Similarly, the Third Wave office will no long reassembly the office of today. To operate these factories and office of the future, Third Wave company will need workers capable of discretion and resource fullness rather than rote responses,- - . The most strikely change in Third Wave civilization,

however, will probably be the shift of work from both office and factory back into home.- - - - Third Wave people, meanwhile, will adopt new assumption about nature, progress, evolution, time, space, matter and causations. Their thinking will be less influenced by analogies based on machine, more shaped by concepts like process, feedback and disequilibrium- - - - - ."

**Pfeffer, J.** described information, stating,"There is little doubt that information, and the certainty that it can provide, is a source of power. It can be used as part of a very important political strategy- - - -."

**Taylor, C.** in his article' What Business Information Is Really Worth" indicated that in the abstract, "gauging the real value isn't easy. But the task has become matter of survival - - - -, late adding that the lesson is that information equals business value and asset.

**4. The General Practice in Managing and Using Information.**

Since information has become the most valuable resource-strategy element and/or asset - organization, individuals that have realized its importance began to carefully implement the gatherings, managing and using of information. Bill Gates, who is convinced of the importance of information, said "how you gather, manage and use information will determine whether you win or lose." This statement became prevalent practice in the modern organization or in the Third Wave. It operates in the Information System under the name of "Management information Systems." This is evident from the writings of various authors, such as Black J.S. and Porter L.w., Certo, S.C., London, K.C. and Stoner, J.A.F. These authors have labeled it under different names, such as 'Information needs by decision level-by Black and Porter' and 'characteristics of Information Processing Systems-by Laudon and Landons." Other examples include Laudon, K.C. and Laudon, J.P. , as shown in table 7, which indicate that senior managers need or want data or information from the 'Executive Support nation System', which will provide information for projections and responses to queries. A Transaction Processing System is needed by Supervisors for transaction events. See Table 7 and additional tables in the appendix.

**Table 7 :** Characteristics of Information Processing Systems

| Type of System | Information Inputs | Processing | Information Outputs | User |
|---|---|---|---|---|
| EIS | Aggregate data; external, internal | Graphics; simulations; interactive | Projections; responses to queries | Senior managers |
| DSS | Low-volume data or massive database optimized for data analysis; analytic models and data analysis tools | Interactive; simulations; analysis | Special reports; decision analyses; responses to queries | Professionals; staff managers |
| MIS | Summary transaction data; high-volume data; simple models | Routine reports; simple models; low-level analysis | Summary and exception reports | Middle managers |
| KWS | Design specifications; knowledge base | Modeling; simulations | Models; graphics | Professional; technical staff |
| OAS | Documents; schedules | Documents management; Scheduling; communication | Documents; schedules; mail | Clerical workers |
| TPS | Transactions; events | Sorting; listing; merging; updating | Detailed reports; lists; summaries | Operations, personnel; supervisors |

**Source :** Laundon, K.C. and Laundon, J.P., *Management Information Systems: Organization and Technology.* (4$^{th}$ ed) New York: Prentice Hall, 1996, Table 1.4 p.19.

**5. The Emerging of New Rules, Principles or Codes of the Information Society**

As societies, organizations and people have become transformed from an Industrial to an Information World, old rules or practices have to be changed or modified either abruptly or gradually. In the Industrial Age one well-known governing rule was 'Put the Right Man on the Right Job'. This has helped the perfection of the industry world for a long period. However, in the Information World, new rules, codes or principles are replacing or becoming more important to work, the life of the organization and those that are living in today's society. From the provided presentation, the author proposes a synthesis of new rules, codes or principles as follows: **Put the Right In formation on the Right Person**.

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**Appendix :**
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**Table A :** Information Requirements by Decision Category

| Characeristics of Information | Operational Control (First Line) | Management Control (Top and Middle Level) | Strategic Planning (Top Level) |
|---|---|---|---|
| Source | Largely internal | → | Largely external |
| Scope | Well defined, narrow | → | Very wide |
| Level of aggregation | Detailed | → | Aggregate |
| Time horizon | Historical | → | Future |
| Currency | Highly current | → | Less current |
| Required accuracy | High | → | Low |
| Frequency of use | Very frequent | → | Less frequent |

**Source :** Stoner, J.A.F. et al., *Management.* (6$^{th}$ ed) USA : Prentice Hall International Inc.,1995,p.616.

**Appendix :**
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**Table B :** Information Needs by Decision Level

| | DECISION LEVEL | | |
|---|---|---|---|
| | Strategic | Tactical | Operational |
| Time Horizon | Long term 3-5 years | 1 – 2 years | Current year |
| Information Source | Emphasis on external | Mix of external and internal | Mainly internal |
| Level of Detail | Summarized | Summarized with some detail | Detailed |
| Format | Varies from report to report | Fixed format with some special reports | Fixed format |
| Currency of Information | Relatively old (YTD, patterns) | Mid-range | Up-to-date |
| Degree of Precision | Accuracy and precision less important than significant changes and estimates | Mid-range | High degree of accuracy and precision |
| Frequency of Presentation | Irregular and unpredictable ad hoc | Fairly frequent, fairly regular schedule | Frequent regularly scheduled |
| Problem's Degree of Structure | Unstructured and semi structured | Semi structured | Structured |

**Source :** Black, J.S. and Porter, L.W., *Management: Meeting NewChallenges.* New Jersey: Prentice-Hall, 2000 p.545.

**Appendix :**
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**Table C:** Characteristics of information appropriate for decisions related to operational control, management control, and strategic planning

| C Characteristics of Information | Operation Control | Management Control | Strategic Planning |
|---|---|---|---|
| Source | Largely internal | → | External |
| Scope | Well defined, narrow | → | Very wide |
| Level of aggregation | Detailed | → | Aggregate |
| Time horizon | Historical | → | Future |
| Currency | Highly current | → | Quite old/historical |
| Required accuracy | High | → | Low |
| Frequency of use | Very frequent | → | Infrequent |

**Source :** Certo, S.C., 1997. *Modern Management.* (7th ed) New Jersey: Prentice-Hall International Inc.