

Managing Information in Organizations

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Chapter 12 Changing Information Technology

Link 12.1 Checklist for Assessing Information Management Challenges with Changes to Information Technology

This checklist supports Figure 12.7: Information Technology-Led Organizational Transformation.

Formal Organizational Architecture	Key Questions to Consider Impact on Organizational Architecture
Technology	<ul style="list-style-type: none">○ What is the level of the IT change (for example, device, platform, or application)?○ What changes will need to be made to the existing IT provision?○ What additional IT is needed?○ How will the change affect interoperability?○ What data will need to be transmitted between IT systems?○ What format will be required for the data?
Strategy	<ul style="list-style-type: none">○ Do the changes to IT support the organization's current strategy?○ How can the IT influence the organization's strategy?○ How does the change impact on business performance?○ Does the change to IT provide an opportunity to gain a competitive advantage?○ How do the changes affect the information provided in the extended enterprise?
Systems	<ul style="list-style-type: none">○ Which information systems will be affected by the IT?○ What is the degree of the impact of IT on information systems? (For example, is a new system or a change to existing system required)?○ How will the integration between information systems be affected?○ How will the data required from, and received by the information systems be affected?○ What changes are needed to the data resource?
Business Processes	<ul style="list-style-type: none">○ What changes need to be made to business processes to accommodate the IT?○ How will changes to the business processes change the data each process requires?

People	<ul style="list-style-type: none"> ○ Which staff are involved in business processes that are affected? ○ How will the change in IT affect staff? ○ How will any changes to staffing affect the data required?
Security	<ul style="list-style-type: none"> ○ How do the proposed IT changes affect data security? ○ Are existing security procedures sufficient?
Infrastructure	<ul style="list-style-type: none"> ○ What changes are needed to the IT infrastructure? ○ What changes are needed to the organizational structure? ○ What changes are needed to physical and geographical structures? ○ How will the changes impact the data needed to coordinate activities? ○ How will the changes affect the coordination of data in the organization and between partners in the extended enterprise?
Culture	<ul style="list-style-type: none"> ○ How do the changes to IT impact the culture of the organization? ○ How will any change of culture affect how data are used?
Informal Organizational Architecture	Key Questions to Consider Impact on Organizational Architecture
Socio-technical	<ul style="list-style-type: none"> ○ How do the changes to IT impact the way people and technology work together in the organization? ○ How will the change in IT be perceived by the organization? (For example, will it be welcomed?) ○ How will any change affect the information needed?
Vision	<ul style="list-style-type: none"> ○ How do the changes to IT align with the vision of the organization? ○ How does it affect the way information supports the organization?
Human Activity System	<ul style="list-style-type: none"> ○ How will the changes to IT affect the activities completed by people in the organization? ○ How will changes affect the information required? ○ How will changes affect the way information is used and who uses it?
Practices	<ul style="list-style-type: none"> ○ How will the changes to IT affect the way people in the organization undertake their activities? ○ Will training be required? ○ How will any change affect the information required?
Skills	<ul style="list-style-type: none"> ○ How will the changes to IT affect the skills people in the organization need to undertake the activities? ○ How do the skills differ to the existing skills of staff in the organization? ○ How will any change affect the information required?

Trust	<ul style="list-style-type: none"> ○ How will the changes to IT affect trust between staff in the organization? ○ How will the changes affect trust between partners in the extended enterprise? ○ How will any change affect how information is used?
Architecture	<ul style="list-style-type: none"> ○ What changes are needed to the organization's architecture to implement the changes to IT? ○ How will the changes affect the requirements for information?
Values	<ul style="list-style-type: none"> ○ What changes are needed to the organization's architecture to implement the changes to IT? ○ How will the changes affect the requirements for information?