



Encuentro – 18 de abril 2007

Encuentro de la Gestión de Información Panamá 2007

Introducción a la gestión de información

E2 – 08:15 - 08:30

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Conceptos básicos de la GI

- **Gestión de información: Qué?**
- **Gestión de Programas y Gestión de información**
- **Concepto Básico**
- **Flujo de información**
- **Cómo gestionar la GI?**

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Gestión de información: Rol

'Getting the right information to the right person at the right place at the right time'
Llevar la información apropiada a la persona indicada en el momento y lugar correcto

- **¿Cuál es el rol de la gestión de información?**
 - Llevar la información apropiada a la persona indicada en el momento y lugar correcto!
 - ◆ Estar atento a las necesidades informativas de los usuarios / clientes
 - ◆ Observar la disponibilidad de datos en el mercado
 - ◆ Complementar los datos faltantes / requeridos en procesos de recolección de información
 - ◆ Procesar, Consolidar y Almacenar la Información
 - ◆ Diseminar, Interpretar y Comunicar la información
- **Visión**
 - Proveer la información apropiada durante todos los ciclos de gestión de la ACM.
 - Establecer una gestión de información integral que responda a las necesidades informativas de:
 - ◆ Corto plazo: Necesidad inmediata
 - ◆ Mediano plazo: Necesidad operativa, planificación operacional
 - ◆ Largo plazo: planificación estratégica, archivos operativos

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Gestión de información: Características

- La gestión de información responde a las necesidades de los actores de la ACM.
- Se realiza en función de la situación en la cual se encuentran los clientes
 - ◆ Conflicto actual
 - ◆ Pos-conflicto
 - ◆ Emergencia
 - ◆ Operaciones establecidas
 - ◆ Terminación - Contingente de emergencias
- ¿Qué hace la GI?
- Responde a una necesidad
- Efectuada por - Grupo de interesados
- Gestionar información - ¿Para qué?
 - ◆ Diferentes situaciones, diferente tipo de gestión

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Gestión de Información



Information management is the collection and management of information from one or more sources and distribution to one or more audiences who have a stake in that information or a right to that information. Management here means the organization of and control over the structure, processing and delivery of information.

Through the 1970s this was largely limited to files, file maintenance, and life cycle management of paper and a small number of other media. With the proliferation of information technology starting in the 1970s, the job of information management took on a new light. No longer was information management a simple job that could be performed by almost anyone. An understanding of the technology and the theory behind it became necessary, as information was ever more stored via electronic means. By the late 1990s when information was regularly disseminated across computers and other electronic devices, information managers found themselves tasked with increasingly complex devices. With the latest tools available, information management has become a powerful resource for organizations.

Fuente: Wikipedia

La Gestión de información se refiere a la recolección y manejo de información a partir de una o más fuentes y su distribución a uno o más usuarios que tienen interés o derecho a esa información. La Gestión aquí equivale a la organización y control de la estructura, procesamiento y distribución de la información.

Context

Information Management (IM) is characterized by the phrase **'Getting the right information to the right person at the right place at the right time'**. It does not, however, address the question of what constitutes the 'right information'. This omission can be addressed through the philosophy of Informational management (IaM). IaM is characterized by the phrase, 'Knowing what information to gather, knowing what to do with information when you get it, knowing what information to pass on, and knowing how to value the result' (adapted from G.Russell Swanborough). This identifies the 'right information' and the resulting whole solution is worth more than the sum of its parts.

La Gestión de la Información se caracteriza por la frase "Llevar la información apropiada a la persona indicada en el momento y lugar correcto". Ello, sin embargo, no conlleva la pregunta acerca de cuál es la información apropiada. Esta omisión puede responderse a partir de la filosofía de la Gestión de la Información que se caracteriza por la frase "sabiendo qué información recolectar, sabiendo qué hacer con la información cuando se la tiene, sabiendo que información transferir y sabiendo cómo valorar el resultado". Así se identifica la "información apropiada" y la solución resultante total tiene más valor que la suma de cada una de sus partes.

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Information Management concepts



Following the behavioral science theory of management, mainly developed at Carnegie Mellon University and prominently represented by Barnard, Cyert, March and Simon, most of what goes on in organizations is actually decision making and information processes. The crucial factor in the information and decision process analysis is thus individuals' limited ability to process information and to take decisions under these limitations.

According to March and Simon (1958), organizations have to be considered as cooperative systems with a high level of information processing and a vast need for decision making at various levels. They also claimed that there are factors that would prevent individuals from acting strictly rational, in opposite to what has been proposed and advocated by classic theorists. Instead, they proposed that any decision would be sub-optimum due to the bounded rationality of the decision-maker.

Instead of using the model of the economic man, as advocated in classic theory, they proposed the administrative man as an alternative based on their argumentation about the cognitive limits of rationality.

While the theories developed at Carnegie Mellon clearly filled some theoretical gaps in the discipline, March and Simon did not propose a certain organizational form that they considered especially feasible for coping with cognitive limitations and bounded rationality of decision-makers. Through their own argumentation against normative decision-making models, i.e. models that prescribe people how they ought to choose, they also abandoned the idea of an ideal organizational form.

In addition to the factors mentioned by March and Simon, there are two other considerable aspects, stemming from environmental and organizational dynamics. Firstly, it is not possible to access, collect and evaluate all environmental information being relevant for taking a certain decision at a reasonable price, i.e. time and effort (Hedberg, 1981). In other words, following a national economic framework, the transaction cost associated with the informing process is too high. Secondly, established organizational rules and procedures can prevent the taking of the most appropriate decision, i.e. that a sub-optimum solution is chosen in accordance to organizational rank structure or institutional rules, guidelines and procedures (Mackenzie, 1978; Mullins, 1993), an issue that also has been brought forward as a major critique against the principles of bureaucratic organizations.

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According to the Carnegie Mellon School and its followers, information management, i.e. the organization's ability to process information, is at the core of organizational and managerial competencies. Consequently, strategies for organization design must be aiming at improved information processing capability. Jay Galbraith (1977, p 49 ff.) has identified five main organization design strategies within two categories - increased information processing capacity and reduced need for information processing.



1. Reduction of information processing needs
 1. Environmental management
 2. Creation of slack resources
 3. Creation of self-contained tasks
2. Increasing the organizational information processing capacity
 1. Creation of lateral relations
 2. Vertical information systems

Environmental management. Instead of adapting to changing environmental circumstances, the organization can aim at modifying its environment. Vertical and horizontal collaboration, i.e. cooperation or integration with other organizations in the industry value system are typical means for reducing uncertainty. An example for reducing uncertainty in the relation with the prior or demanding stage of the industry system is the concept of Supplier-Retailer collaboration or Efficient Customer Response.

Creation of slack resources. In order to reduce exceptions, performance levels can be reduced, thus decreasing the information load on the hierarchy. These additional slack resources, required to reduce information processing in the hierarchy, are representing an additional cost to the organization and the choice of this method is clearly depending on the alternative costs of other strategies.

Creation of self-contained tasks. Achieving a conceptual closure of tasks is another way of reducing information processing. In this case, the task-performing unit has all the resources required to perform the task. This approach is concerned with task (de-)composition and interaction between different organizational units, i.e. organizational and information interfaces.

Creation of lateral relations. In this case, lateral decision processes are established that cut across functional organizational units. The aim is to apply a system of decision subsidiarity, i.e. to move decision power to the process, instead of moving information from the process into the hierarchy for decision-making.

Investment in vertical information systems. Instead of processing information through the existing hierarchical channels, the organization can establish vertical information systems. In this case, the information flow for a specific task (or set of tasks) is routed in accordance to the applied business logic, rather than the hierarchical organization.

Following the lateral relations concept, it also becomes possible to employ an organizational form that is different from the simple hierarchical information. The Matrix organization is aiming at bringing together the functional and product departmental bases and achieving a balance in information processing and decision making between the vertical (hierarchical) and the horizontal (product or project) structure. The creation of a matrix organization can also be considered as management's response to a persistent or permanent demand for adaptation to environmental dynamics, instead of the response to episodic demands.

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Gestión de Programas y Gestión de Información



- **Gestión de Programas y Gestión de información**
 - **Visión de Gestión - Visión de Gestión de información**
 - **GI como componente - algo como VS. GI**
 - **Metas, Retos, Impedimentos (Factores Limitantes), Estrategia, Indicadores, Control, Monitoreo, Revisión, Modificación / Intervención**

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Cómo dirigir / Gestionar la GI

- **Visión: Cómo saber qué hacer? - Conocer las necesidades**
- **Definir la información gestionada -> Sobre la base de estudio de las necesidades.**
- **Cómo saber qué variables recolectar? -> Definición de productos anterior, visión del USO.**
- **Muestra en gráficas del proceso de**
 - ◆ Establecer una GI
 - ◆ Definir la Visión
 - ◆ Definir la Estrategia
- **Modalidades de cómo establecer una gestión de información**
 - ◆ Revisión de los registros
 - ◆ Consolidación de la información
 - ◆ Estudios en el terreno