



VALTIOVARAINMINISTERIÖ

Tietopolitiikka ja etiikka – tulevaisuus on tiedossa

19.3.2019 Johtava asiantuntija Olli-Pekka Rissanen
Pilkahduksia tulevaisuuteen




All of this is preliminary to raising a difficulty I must hurdle to communicate. I intend to use familiar words like "information," "thinking," and "organization," but not with the meanings that the common culture has attached to them over the centuries. During the past twenty-five years these words have begun to acquire new, increasingly precise and quantitative meanings. Words associated with the generation and conversion of information are today undergoing a change of meaning as drastic as that experienced by words associated with the generation and conversion of energy in the eighteenth and nineteenth centuries.




MITÄ ON TIEDOLLA JOHTAMINEN?

KÄÄNTÄEN: MITÄ ON JOHTAMINEN
ILMAN TIETOA TAI VAJAVAISELLA
TIEDOLLA?

A close-up photograph of Theresa May, the former Prime Minister of the United Kingdom, speaking at a podium. She is wearing a dark blazer and a pearl necklace. The background is a blurred Union Jack flag.

Väärällä tiedolla johtaminen: 380 miljoonaa punttaa viikossa



Valheella johtaminen: 8158 valetta tai väärää väitettä ensimmäisen kahden vuoden aikana.



Tiedolla johtamista?



Pitkántähtäimen tietojohdamista



Tiedolla johtamista!

Totuuden jälkeinen aika



My remarks, which are variations on some of the themes of Simon, might be subtitled “How to be data rich and information poor, or let’s bury ourselves with the facts.” Consider the following three quotes:

- 1. “Don’t confuse me with the facts. My mind is made up.”**
- 2. “It isn’t what you know. It’s whom you know.”**
- 3. “Why should I read his paper? I can prove the results more quickly myself.”**

Information Overload

Many proposals for eliminating *information overload* (another phrase to describe life in an information-rich world) call for a new computing system. There is good precedent for this. The Hollerith punched card is a creative product of the Census Bureau's first bout with information overload, and a series of crises in the central exchanges of the phone company led to the invention of automatic switching systems.

There are, to be sure, various ways of dealing with overload:

- 1. skipping;**
- 2. delay or forming waiting lines;**
- 3. chunking, or doing things in large batches;**
- 4. doing things in a shoddy way, or quickly, and accepting a large measure of error;**
- 5. (the method which Simon prefers) filtering or reducing the information.**

What do I mean when I say: “Machines think”? The word “machine” seems obvious enough: a modern electronic digital computer. But “machine” has all sorts of unintended humanistic overlays. A machine, in the common culture, moves repetitively and monotonously. It requires direction from outside. It is inflexible. With the slightest component failure or mismanagement it degenerates into senseless or random behavior.

Poiminnat:

In M. Greenberger (Ed.),
Computers, communications, and
the public interest. Balti-
more, MD: The Johns Hopkins
Press, 1971.

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DESIGNING ORGANIZATIONS FOR AN INFORMATION-RICH WORLD

Speaker **HERBERT A. SIMON**

*Richard King Mellon Professor of
Computer Science and Psychology
Carnegie-Mellon University*

Herbert Alexander Simon (15. kesäkuuta 1916 Milwaukee, Wisconsin – 9. helmikuuta 2001) oli Nobel-palkittu yhdysvaltalainen tutkija, joka keskittyi pitkällä urallaan niin taloustieteeseen, tietojenkäsittelytieteeseen, hallintotieteeseen, kognitiiviseen psykologiaan kuin filosofiaankin. Hänen yhdistävä kiinnostuksen kohteensa näissä kaikissa oli ihmisten päätöksenteko ja ongelmien ratkaisuprosessit

