

Managers and The Dark Side of IT Use: Exploration of the Current State & Future Areas of Investigation

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Université Jean Moulin, France.
Business Science Institute, Luxembourg.*

Agenda:

Agenda:

Sorry,

I have no agenda today !

Agenda:

**I could talk about
shirts with stripes & ties with flowers,
It's french fashion.....**

I just want to talk to you about french pastry

I just want to talk to you about french pastry

- Who KNOWS what is a MILLEFEUILLE?



Agenda

- WHY DO WE TALK ABOUT FRENCH Pastry ?

10 years ago, 2007

- « La théorie du millefeuille, De la non-substitution entre communications électroniques et face à face »

« The MILIEFEUILLE THEORY, NON-SUBSTITUTION of ELECTRONIC COMMUNICATION & F2F »

The « MILLEFEUILLE THEORY »

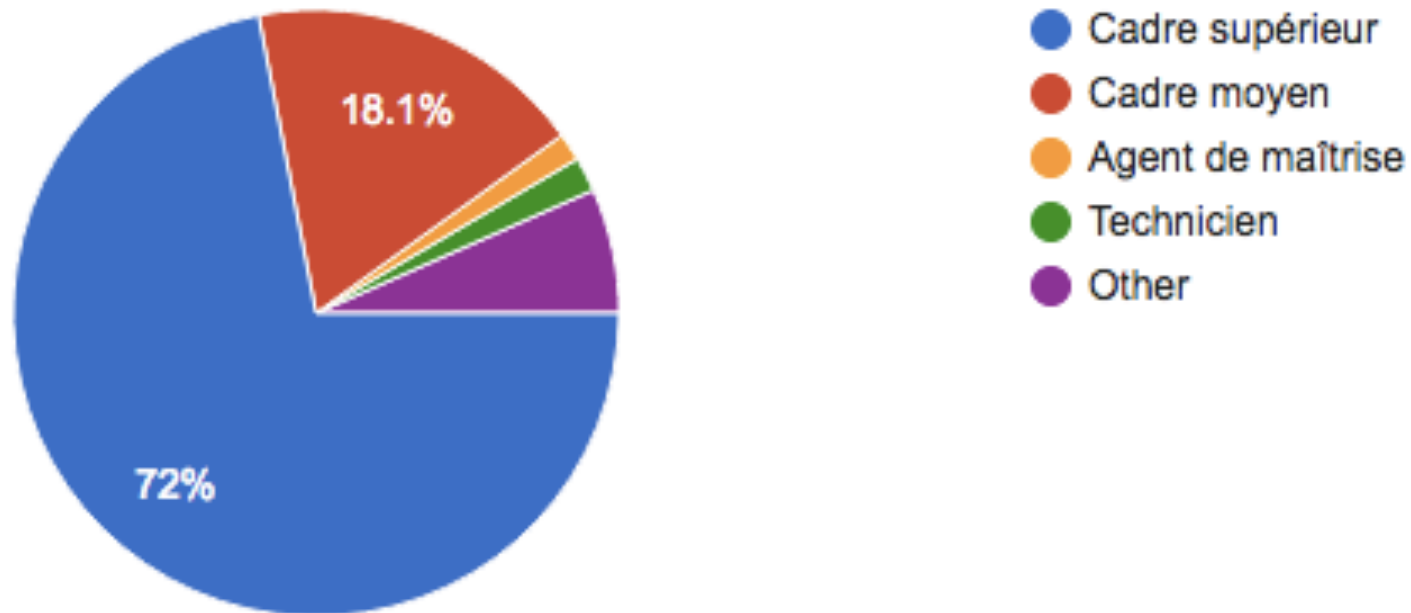
- **Conclusion of surveys we did during 5 years**
- **Paradox:**
 - > Increase of electronic communication
 - > No decrease of F2F communication, no decrease of meetings
 - > No substitution, that is to say, managers add layers of tools of communication to the existing ones
- **Consequence : one day ...the Millefeuille will be non-eatable!**

-----> **Information Overload**

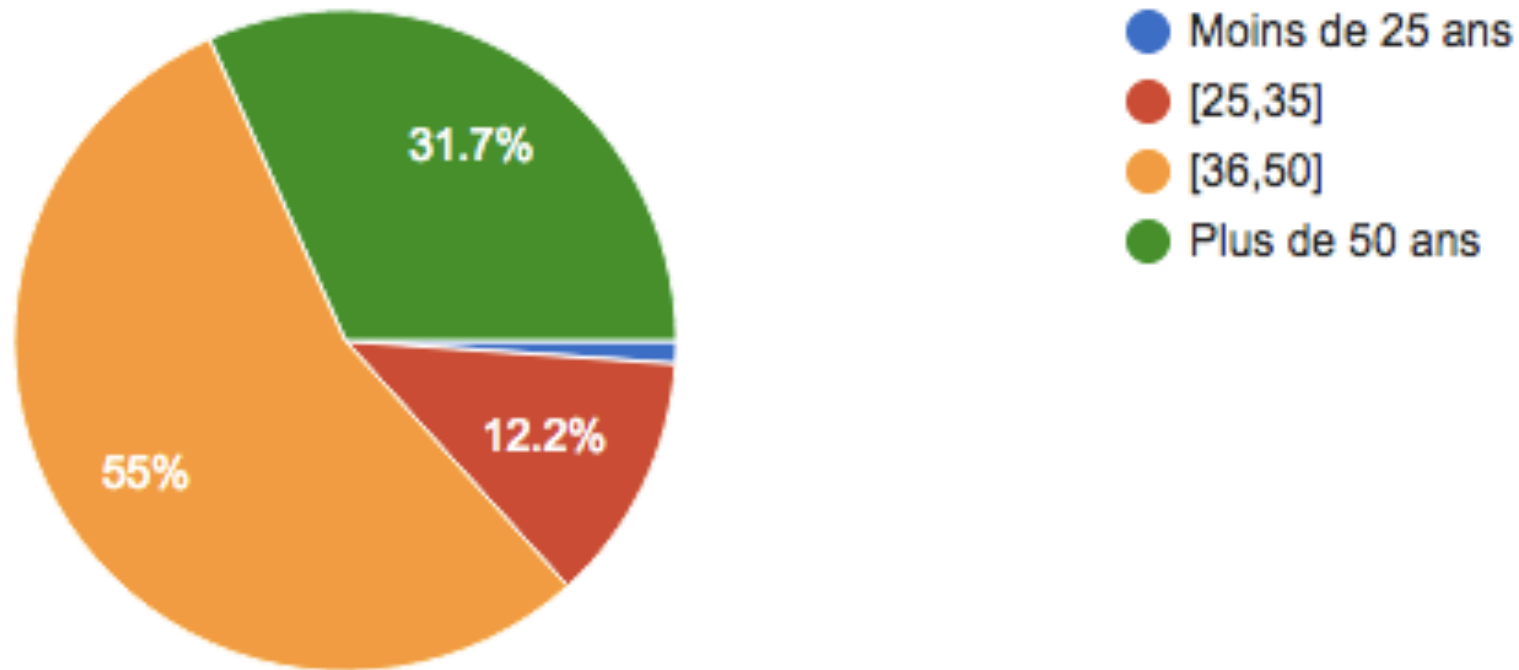
For this workshop, we wonder today where are we?

- **With the development of Social Networks, Is the “Millefeuille theory” still relevant?**
- **Are the layer effects always so important?**
- **An online Survey for managers in March & April 2017**

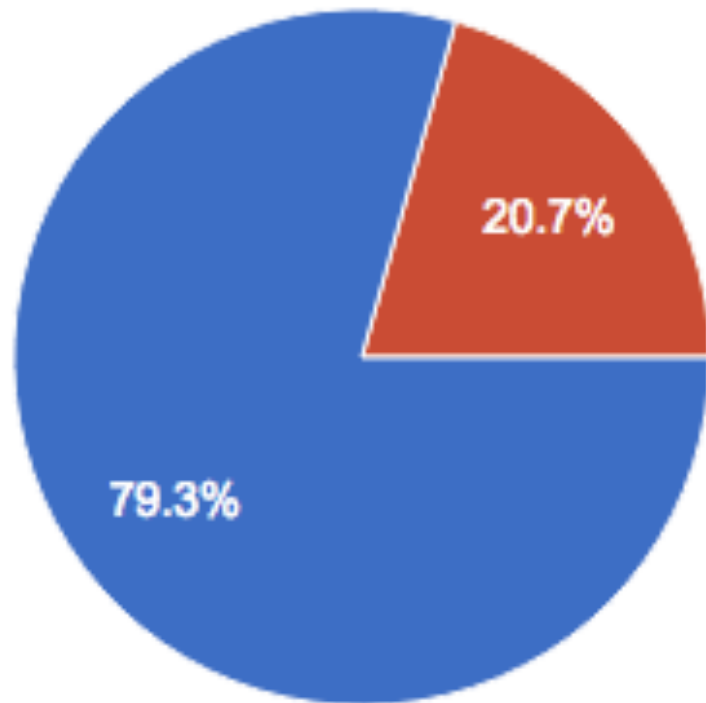
Senior Managers: 72%



36 to 50 years old: 55%



MEN: 79%



- Un homme
- Une femme

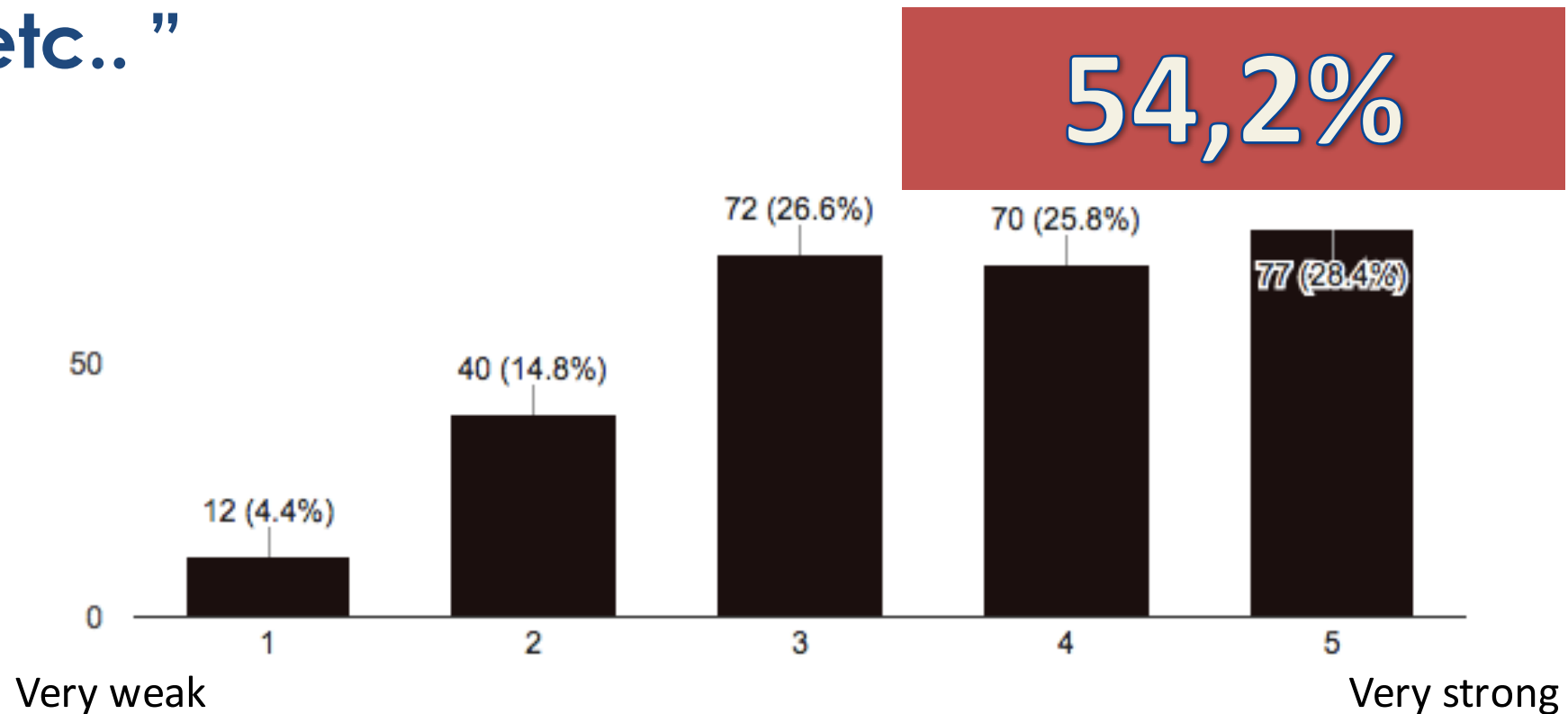
Let me Ask you a few questions?

WHO AGREES WITH THIS AFFIRMATION ?

“I am overwhelmed of messages which are every day communicated with me by diverse tools: email, social networks, phones, etc.. ”

-----→If you agree, raise your hand

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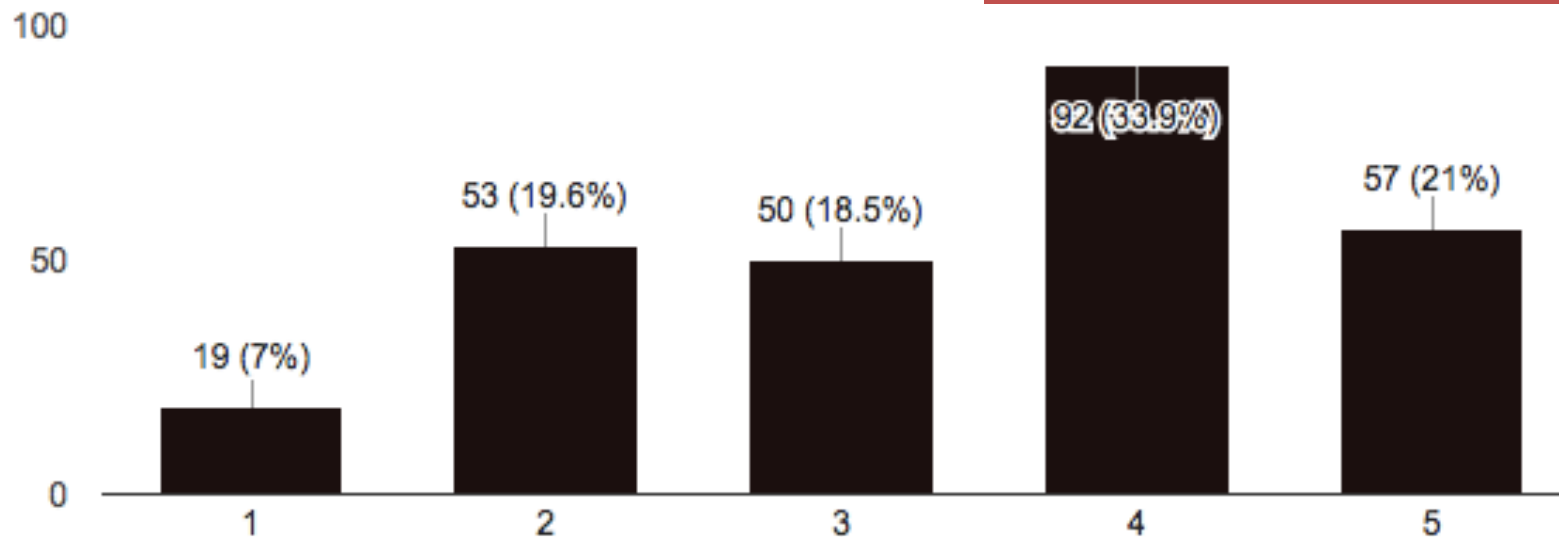


WHO AGREES WITH THIS AFFIRMATION ?

“It is difficult to me to process all the information which I receive via ICTs during the day.”

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271 responses



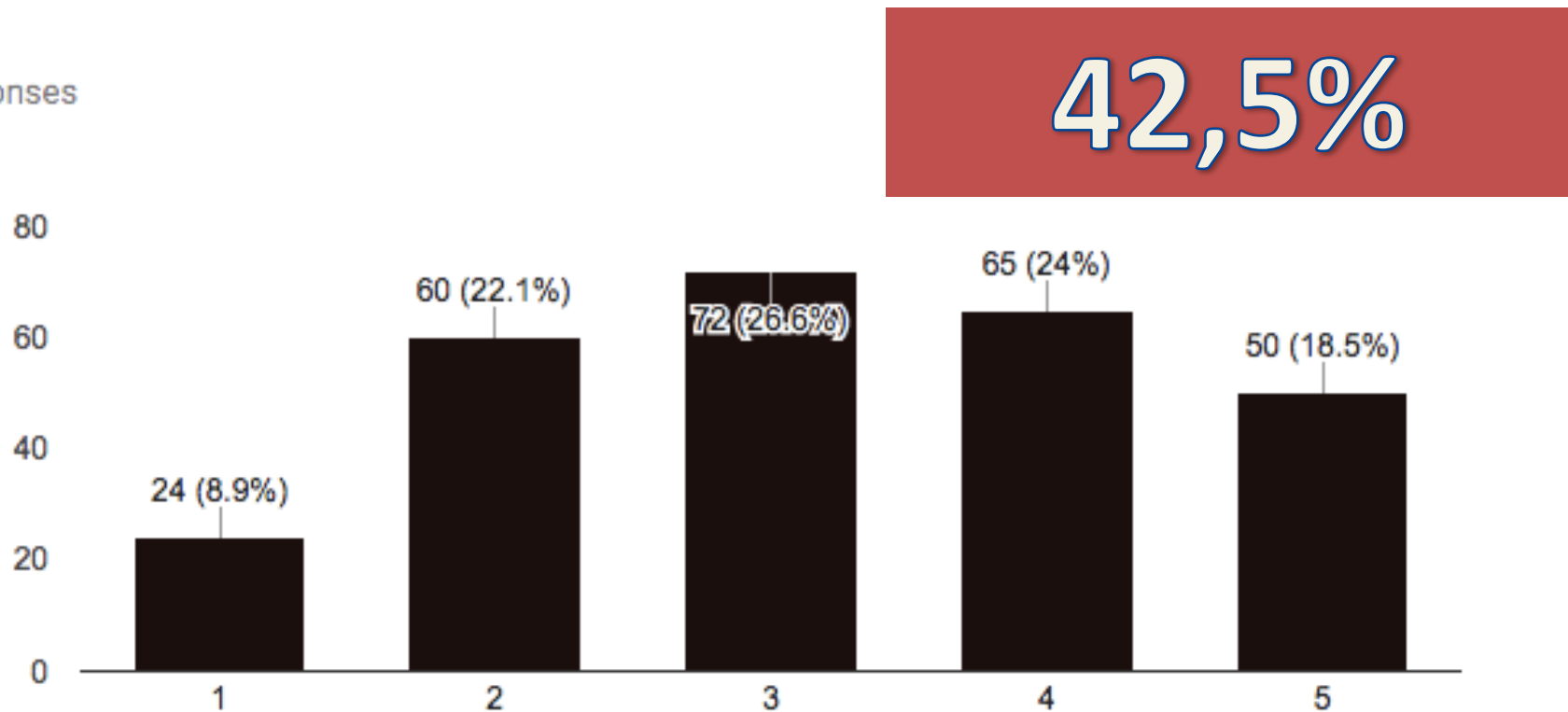
54,9%

WHO AGREES WITH THIS AFFIRMATION ?

“ The volume of information to process is increasing and it is a source of stress for me.”

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271 responses



Personal question now.....

Personal question

WHAT ARE YOU DOING IN BED BEFORE SLEEPING?



x14783954 www.fotosearch.com



think
large

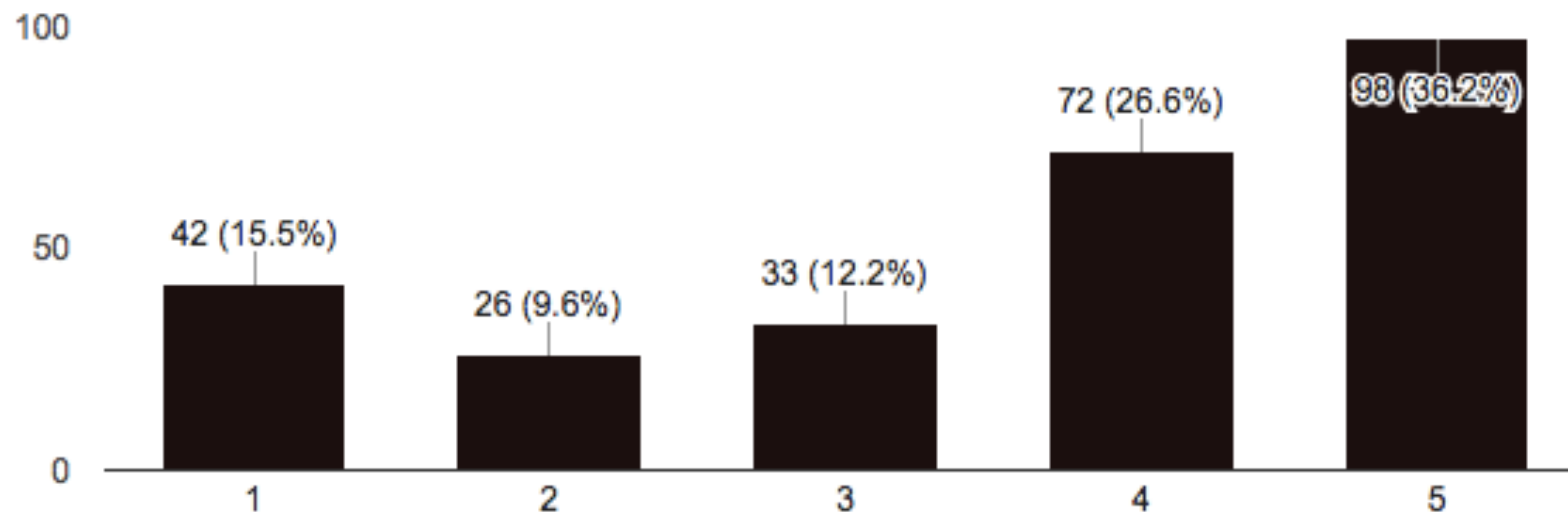
WHO AGREES WITH THIS AFFIRMATION ?

“I consult my personal and/or professional emails in the evening before sleeping.”

“I consult my personal and/or professional emails in the evening before sleeping.”

271 responses

62,8%



WHO AGREES WITH THIS AFFIRMATION ?

Another personal question.....!

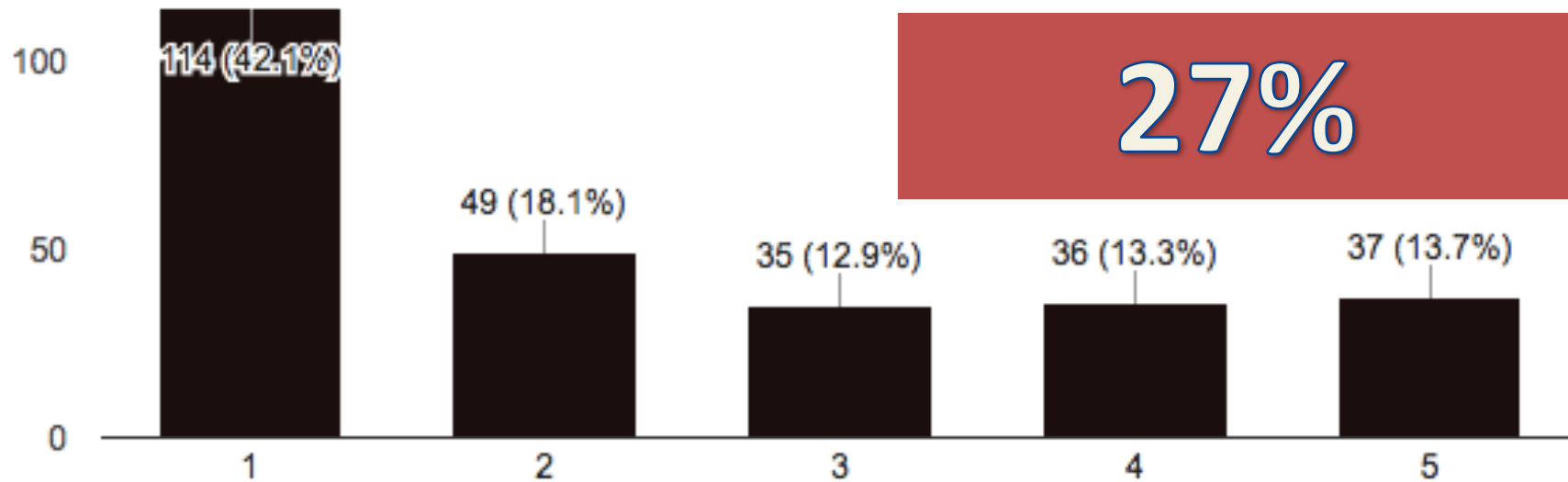
WHO AGREES WITH THIS AFFIRMATION ?

“I check my personal and/or professional emails at night.”



« I check my personal and/or professional emails at night »

271 responses



WHO AGREES WITH THIS AFFIRMATION ?

“I check my personal and/or professional emails first thing in the morning. “

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271 responses

100

45 (16.6%)

31 (11.4%)

23 (8.5%)

76 (28%)

96 (35.4%)

1

2

3

4

5

63,4%

WHO AGREES WITH THIS AFFIRMATION ?

“I check my personal and/or professional emails during the week-end “

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“I check my personal and/or professional emails during the week-end “



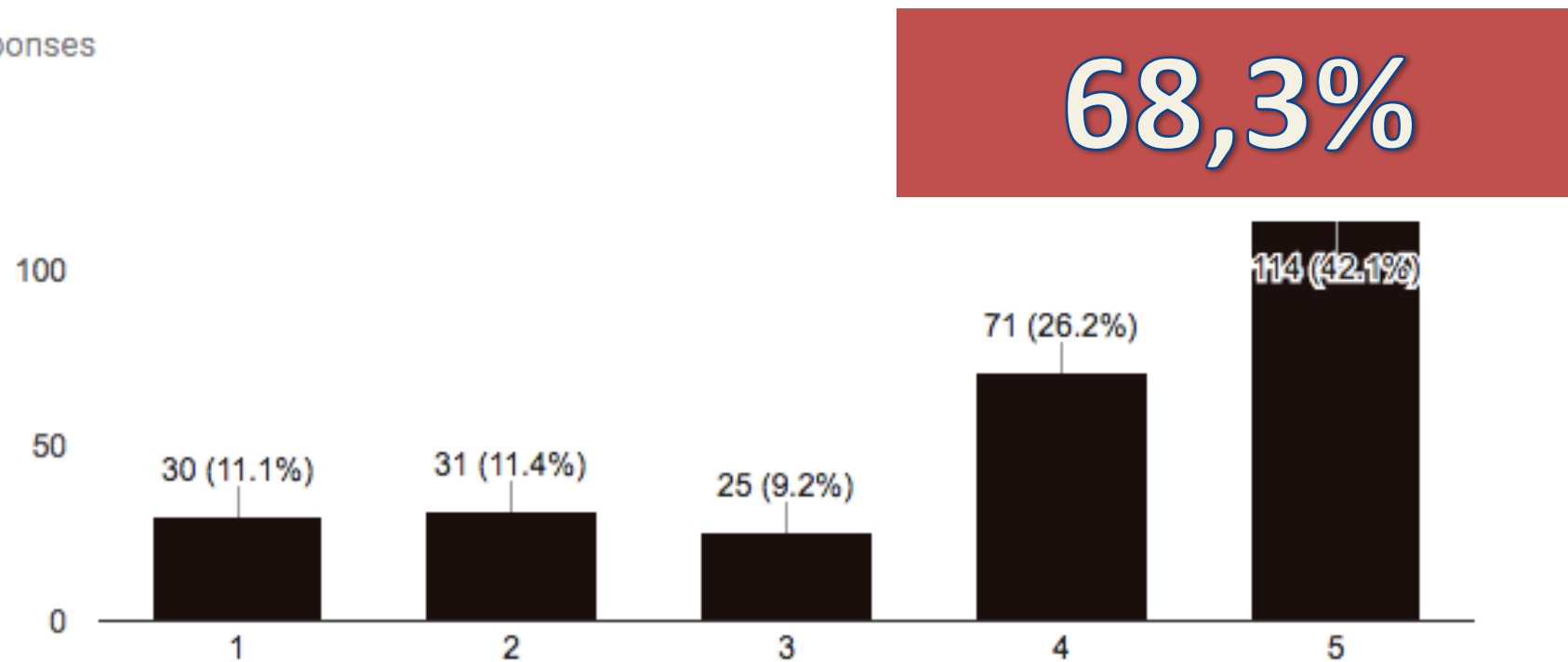
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“I check my personal and/or professional emails during the week-end “



“I check my personal and/or professional emails during the week-end “

271 responses

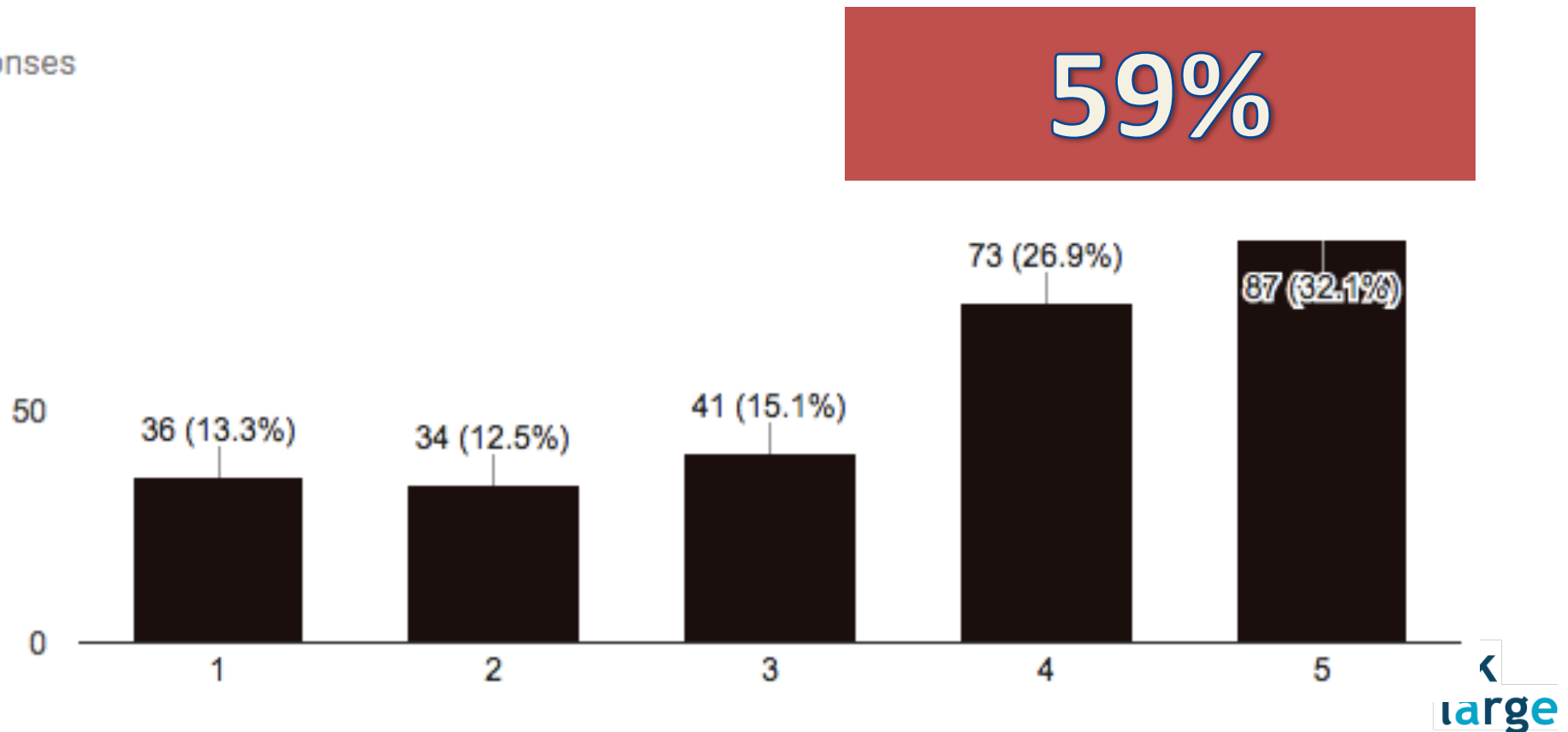


WHO AGREES WITH THIS AFFIRMATION ?

“I check my personal and/or professional emails during the holidays“

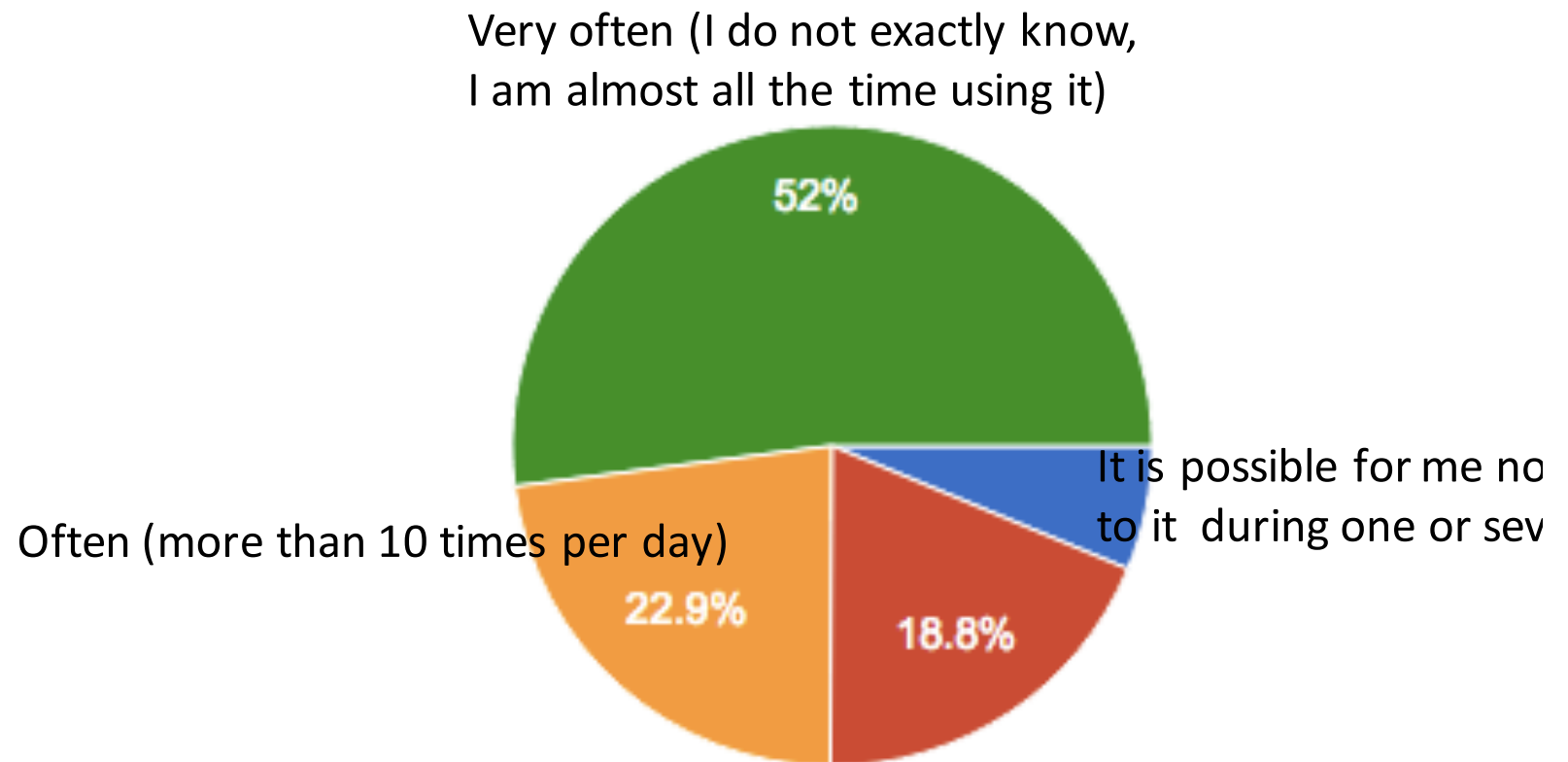
“I check my personal and/or professional emails during the holidays“

271 responses



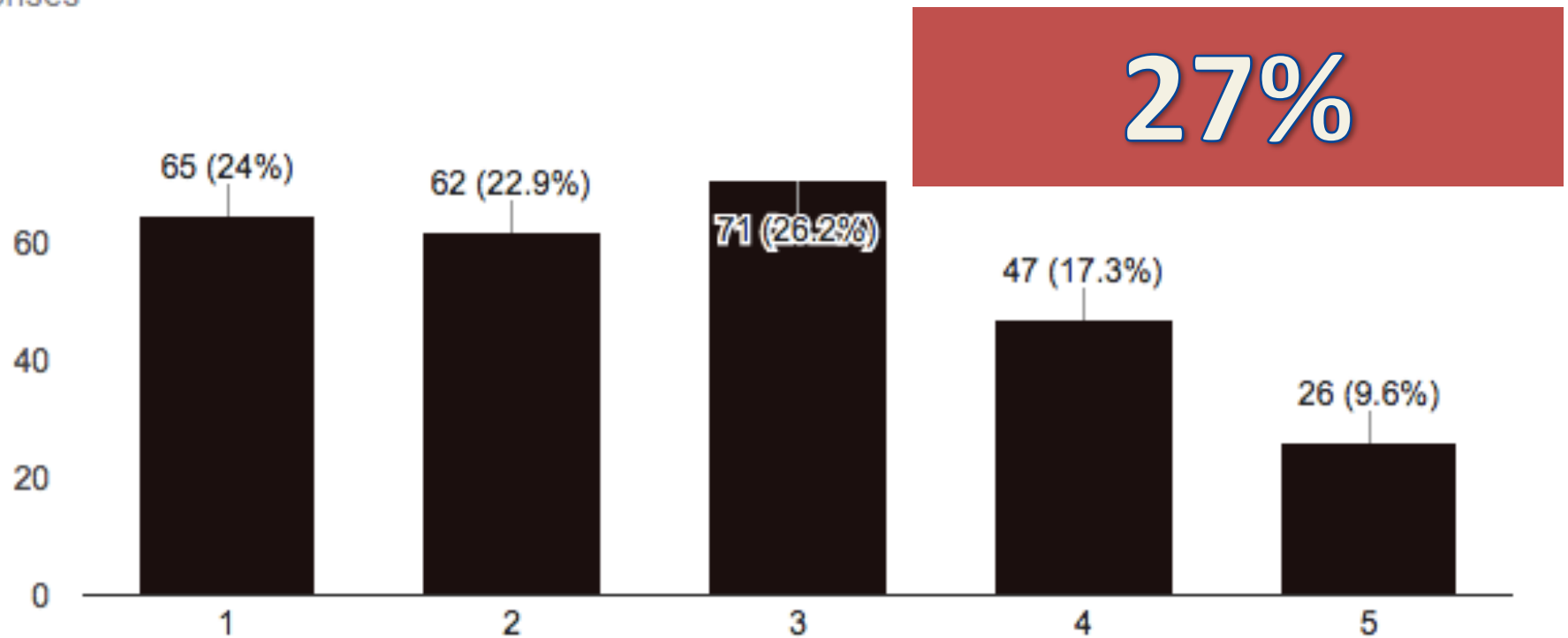
“How many times per day do you use your email tool? (with any device: computer, smartphone or tablet)”

271 responses



“I Tried to cut down on the use of my email tool without success”

271 responses



CONCLUSION

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FOR 27 % GO TO THE DOCTOR 😊

Le Millefeuille.....



- * Emergency feeling
- * Stress
- non-efficiency,
impoverishment of the
communication
- * Extinction of the border
between
professionnal/private areas
- * Reduction of attention
- * Addiction

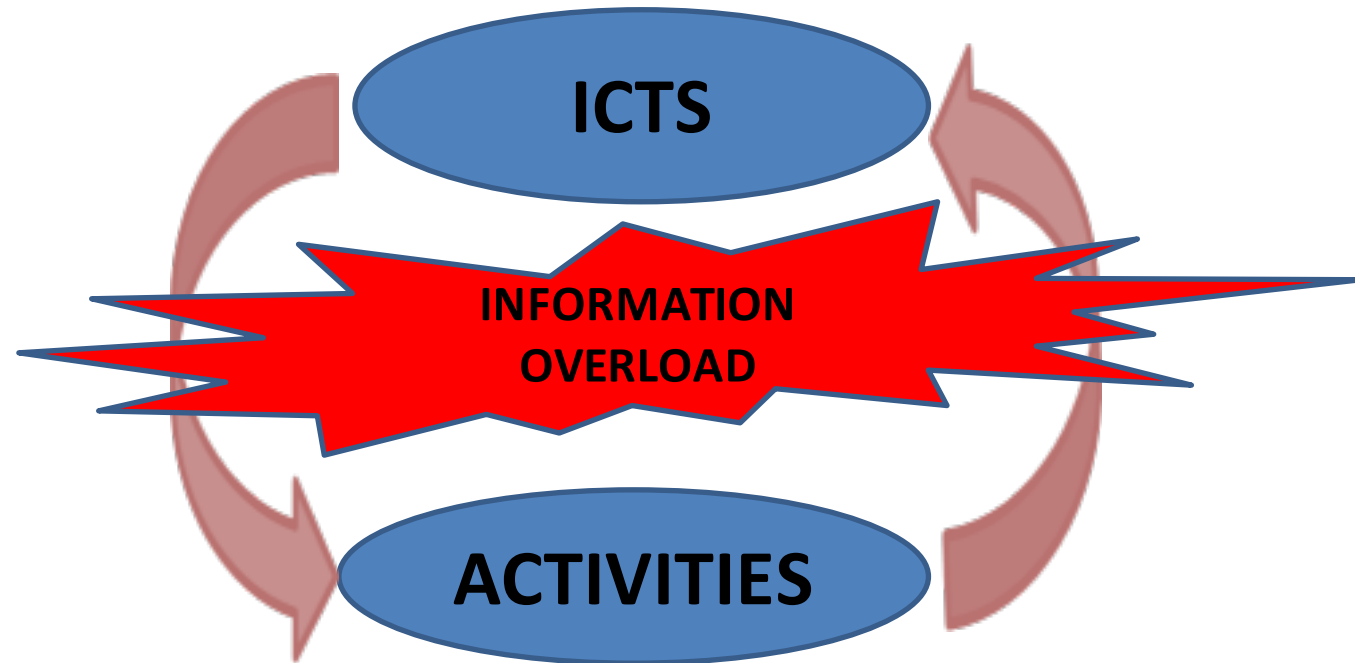
Comments on these results

- **The Millefeuille theory is still relevant, And I am still alive!**
- **Information overload is still a sticky managerial question**

Comments on these results

- **Information overload: reality /perception ?**
- **Information overload: relation to activities?**

Infernal Spiral



- It is not only ICTs that lead to information overload
- It is not only activity overload that leads to information overload
- Rather, they create a vicious, infernal cycle

Comments on these results

- **Information overload: individual/group/organizational problem?**
- **Information overload : sustained/wished?**
- **Information overload : How do managers cop with it?**

Le manager au quotidien, les 10 rôles du cadre

Henry Mintzberg, 1973

- « Le risque majeur que court le cadre est la superficialité : activités caractérisées par la brièveté, la variété et la fragmentation »
- « The main risk for a manager is superficiality: activities characterized by brevity, variety and fragmentation »



**Low profile Millefeuille
of manager doing nothing**



Millefeuille from Alsace

A regiment of millefeuilles!

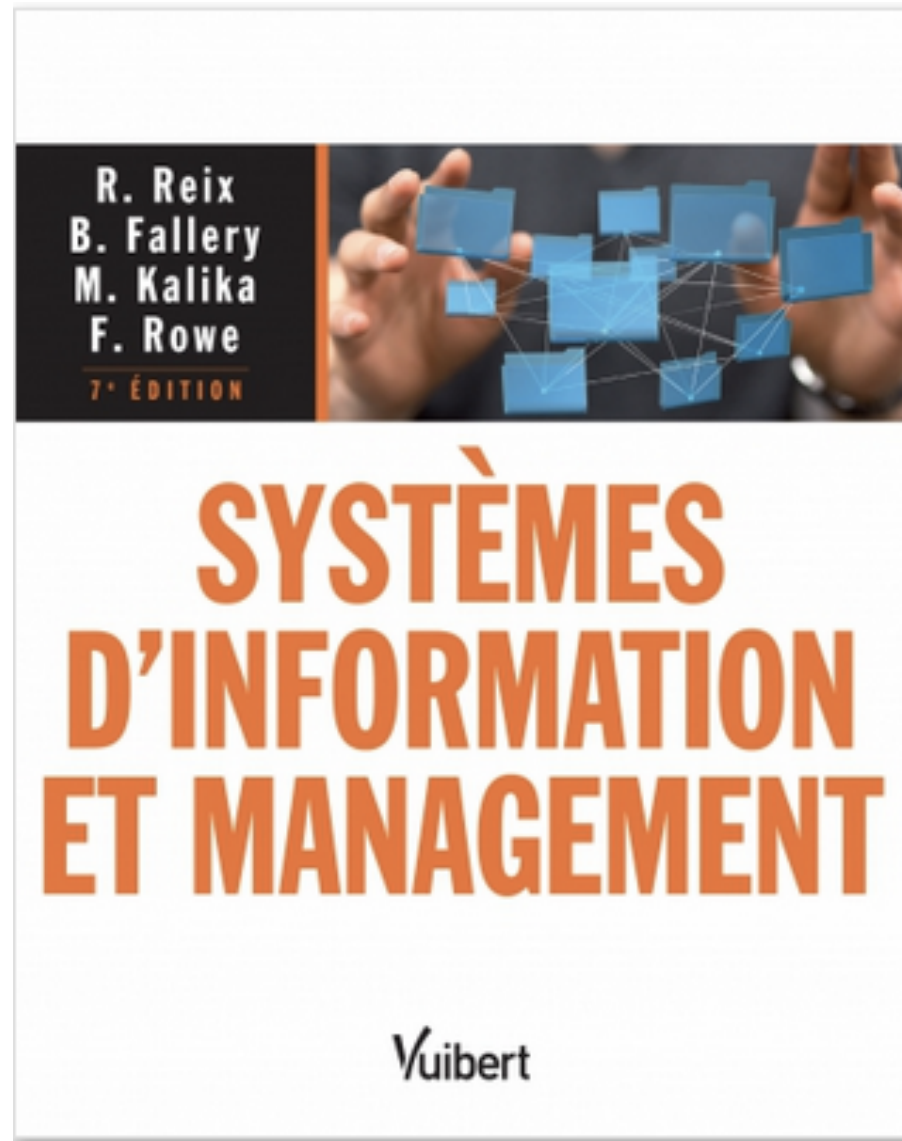




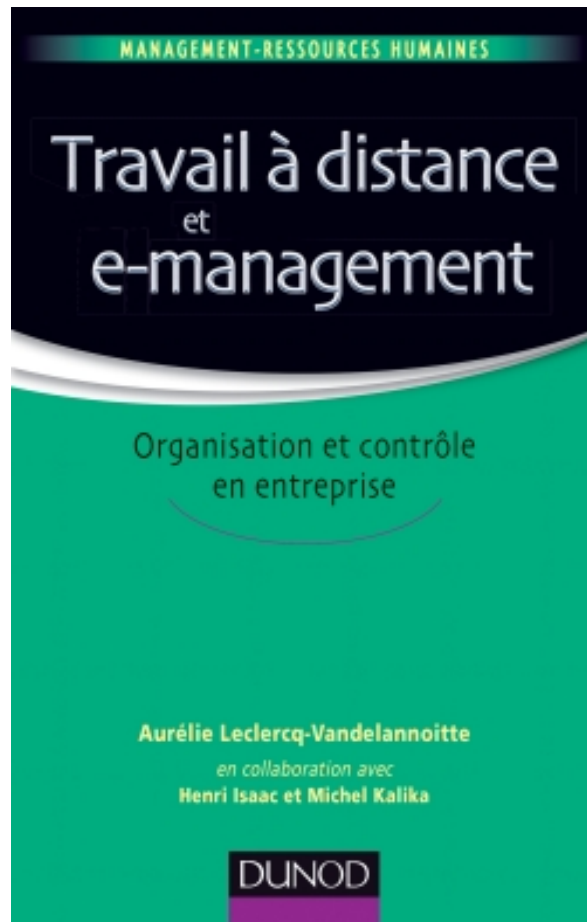
*Thank for your attention,
& to nourish my millefeuille.....*

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Objet: Millefeuille



<http://www.sietmanagement.fr/>



Travail à distance et e-management

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ancien Ministre de l'Industrie

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