

OASIS

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Organizations and Society in Information Systems

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Message from the WG 8.2 Chair

Thanks for the Mentoring: On the Importance of Mentoring and the Art of Being Mentored



Julie E. Kendall, Rutgers University, USA

*He answer'd: "Mentor! how, alas! shall I
 Present myself? How greet his gravity?
 My youth by no means that ripe form affords,
 That can digest my mind's instinct in words
 Wise, and be seeming th' ears of one so sage.
 Youth of most hope blush to use words with age."*

(The Third Book of Homer's Odysseys, Chapman, George, trans. (1559–1634). The Odysseys of Homer, vol. I. 1857. -Bartleby.com last accessed April 27, 2005).

Our information systems community is beginning to witness the inevitable processes of

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• Special points of interest:

- Message from WG 8.2 Chair
- Oasis Workshop Washington D.C.
- Book for PhD Supervisors
- Forthcoming events and conferences

Oasis Workshop - Washington D.C.

By Isabel Ramos (PT) and Noriko Hara (US)

Oasis Workshop Organisers

The OASIS 2004 workshop was held in the Grand Hyatt Washington Hotel, Washington D.C., U.S.A., December 12, 2004 (immediately before ICIS).

The OASIS workshop was open to all interested scholars and professionals who were researching in the area of organizations, information systems and society. The workshop was an opportu-



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Information Systems

OASIS

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Acknowledgement: All photos in this issue were taken by Kenneth Kendall (past WG8.2 Chair) except for those on p.5 and the top of p. 10.

Oasis Washington DC (continued)

nity to know the IFIP WG8.2 members, their research interests, issues, and methodologies in a relaxed and supportive setting. It also ensured constructive, helpful, and high quality discussions.

The 2004 OASIS Workshop was structured in 6 sessions addressing the topics of Knowledge Management, IT and Societal Transformation, Innovation and Management, IS in Organizations, IS and Inter-Organizational Relationships, Mobile and Ubiquitous Computing and IS Profession. The program, abstracts and presentations are available at <http://www.dsi.uminho.pt/oasis2004>.



Workshop attendees hard at work

The 2004 OASIS Workshop drew 80 attendees from 15 countries. The workshop raised a lot of enthusiasm since we sent the call for papers to distribution lists of the WG8.2, ISWORLD and other less well-known lists. We soon reached the 70 seat limit that we had reserved for the attendees, even before all the authors/presenters registered for the workshop.

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OASIS Workshop 11 December 2005

Call for Participation

Organizations and Society in Information Systems (OASIS) Workshop

Co-chairs: Elisabeth Rossen and Helena Holmstrom

**The Venetian
Las Vegas, Nevada, USA
9 AM-3:30 PM Sunday 11 December 2005
(immediately before ICIS)**

The workshop will be in the breakout rooms of the ICIS 2005 Conference Hotel, The Venetian, in Las Vegas Nevada, US. The workshop will be held from 9 AM-3:30 PM on the Sunday December 11 immediately prior to the ICIS 2005 conference. Coordinators are Elisabeth Rossen (US) and Helena Holmstrom (SE).

Call for Papers. A Call for Papers will be posted to the WG 8.2 Web site soon as well as published on the Web site and distributed through our listserv.

IFIP WG 8.2 Business Meeting: All workshop attendees and anyone interested in WG 8.2 are encouraged to attend the WG business meeting that will follow the workshop at 4 PM. At the business meeting, we will discuss future workshops and working conferences, elect new members to the working group and conduct other business.

Questions: Please email any questions regarding this workshop to the Co-Chairs at elisabr@ifi.uio.no

Chair's message (continued)

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time. As this happens there is gradually a shift in the composition of our membership away from those who founded the profession about 35 years ago (those creative and imaginative people who dared to move from their original discipline or field to create a new intellectual endeavor) and toward ever increasing membership numbers of a generation of students who they personally trained; students of their students; and those scholars who are junior in the profession.

Working Group 8.2 Founders as Mentors

The wonderful founders of IFIP Working Group 8.2, as well as the founders of the IS academic community generally, frequently served as mentors to the larger community they created, as well as specifically mentoring their own students and colleagues over the course of their productive careers. Some of the mentors who have served us in such a dedicated way are retiring from active university appointments or have recently done so. Sadly, others have now left our midst permanently due to illness or death.

The role of mentor is central to the values of working group IFIP WG 8.2. All of us are called upon to serve as mentors either formally or informally through our duties at our universities: supervising Ph.D. students and helping junior colleagues, but importantly our informal roles as members and friends of IFIP WG 8.2 means that serving as a mentor or accepting mentoring are at the center of our core values.

The importance of the mentoring relationship to IFIP was also clearly demonstrated immediately prior to the Joint Working conference held by WG8.2/9.4 in Athens, Greece. I, along with several other scholars, participated in a workshop (the first of its kind) for IS Ph.D. supervisors, developed by our Jan Pries-Heje (DK) and our past Chair, David Avison (FR). It was sponsored by IFIP and extremely well attended. One of the major outcomes of this day-long

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Cleveland Conference in August 2005



Call for Participation IFIP WG 8.2 Working Conference August 1-3, 2005 Cleveland, Ohio, USA

<http://ifip2005.cwru.edu>

Designing Ubiquitous Information Environments: Socio-technical Issues and Challenges

The rapid developments in mobile and wireless communication technologies and the continuing miniaturization computing devices make it possible to create ubiquitous information environments. The emergence of ubiquitous computing as the next wave of organizational computing offers new possibilities and opportunities for organizations to improve their productivity and effectiveness. Companies like FedEx and UPS are investing millions of dollars to upgrade their wireless network infrastructure that will bring the information about the packages, trucks, and courriers ever closer to their customers. Retail giant Wal-Mart is actively exploring the various mobile technologies such as global positioning systems (GPS) and RFID tags to improve its operations. Millions of customers in countries like Japan and Korea have signed up for broadband cellular phone services to exchange video clips and download their favorite music. Many Scandinavian and European countries provide extensive mobile banking services, payment services and other business and personal services that utilize mobile and smart phones. Progressive Insurance, an American auto insurance company, has experimented with GPS in order to implement a usage-based premium system, and GM's Onstar service provides service support and other online services for car drivers.



At the same time, the emergence of ubiquitous information environments challenges many of the traditional assumptions about organizations, computing, communication, and work. The increased mobility in ubiquitous information environments will bring new meaning about issues of time and space in organizational behavior. The unprecedented scale of deployment of wireless tools and sensors embedded in the environments will challenge us to rethink about technology acceptance and scale of operation in organizations. The personalization and the pervasive nature of these tools will blur the boundaries between social and technical worlds of organizational computing.

General Chair

Kalle Lyytinen, Case Western Reserve University, USA

Program Co-Chairs

Carsten Sorensen, London School of Economics, UK

Youngjin Yoo, Case Western Reserve University, USA

Minutes of the IFIP 8.2 Business Meeting

Washington D.C., USA, December 12, 2004

Chair Julie Kendall (US) called the meeting to order at 4:00 P.M.

1. Introduction

Julie introduced the other Working Group officers, Vice Chair Michael Myers (NZ) and Secretary Nancy Russo (US), and provided an overview of the meeting.

A special thank you was given to OASIS workshop organizers Isabel Ramos (PT) and Noriko Hara (US). The workshop was very well attended.

2. Past Meetings

Julie Kendall provided a review of the Manchester Working Conference held in July 2004, "Relevant Theory and Informed Practice: Looking Forward from a 20 Year Perspective on IS Research." General Chairs were Richard Baskerville (US) and Frank Land (UK), Program Chairs were Bonnie Kaplan (US), Duane Truex (US), Dave Wastell (UK), and Trevor Wood-Harper (UK), the Organizing Chair was Peter Kawalek (UK), and Bob Wood (UK) was in charge of Business Sponsorship.

Other past meetings have included:

- OASIS Workshop, Seattle, Washington, US, 14 Dec 2003 (before ICIS).
- IS Perspectives and Challenges in the Context of Globalization, Joint meeting WG 8.2/9.4, Athens, GR, 15-17 June 2003.
- Global and Organizational Discourse about Information Technology, Barcelona, SP, 12-14 Dec, 2002.
- OASIS Workshop, New Orleans, Louisiana, US, 16 Dec 2001 (before ICIS).
- Realigning Research and Practice in IS Development: The Social and Organisational Perspective, Working Conference, Boise, Idaho, US, 27-29 July 2001.
- OASIS Workshop, Brisbane, Australia, 10-13 December, 2000 (before ICIS 2000).
- IS2000: The Social and Organizational Perspective on Research and Practice in Information Technology, Working Conference, Aalborg, DK, 9-11 June, 2000.

3. Forthcoming Working Conferences and Workshops

Matt Germonprez (US), provided details of the upcoming Working Conference to be held in August 2005, by which time the snow should be melted in Cleveland.

Theme: "Designing Ubiquitous Information Environments: Socio Technical Issues and Challenges"

Location: Cleveland, Ohio, USA

Conference Dates: 1 - 3 August, 2005

General Chair: Kalle Lyytinen (US)

Program Chairs: Carsten Sorensen (UK) and Youngjin Yoo (US)

Organizing Chairs: Michel Avital (US) and Matt Germonprez (US)

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Eileen Trauth (US) made a brief presentation on the 2006 Working Conference in Limerick, Ireland. This conference will address the processes that create social exclusion and the issues that arise from it. The topic itself, however, is not meant to be exclusive! All are encouraged to consider how their own research fits into this general theme.

Theme: "Social Exclusion: Societal and Organisational Implications for Information Systems"

Location: Limerick, Ireland

Conference Dates: TBA

General Chair: Julie E. Kendall

Program Chairs: Debra Howcraft (UK) and Eileen Trauth (US/El)

Organizing Co-Chairs: Brian Fitzgerald (El) and Tom Butler (El)

Kevin Crowston (US) described plans in process for the 2007 Working Conference to be held in Portland in late July 2007. Longitudinal studies of virtual organizations and discussions of technologies used in virtual work and distributed production are topics of particular relevance to this conference.

Theme: "Virtuality and Virtualization in Organizations"

Location: Portland, Oregon, USA

Conference Dates: Summer 2007

General Chair: To be announced

Program Chairs: Kevin Crowston (US) and Eleanor Wynn (US)

Organizing Chair: To be announced

4. IFIP Awards

Ken Kendall (US) reported at the July 2004 Business Meeting that nominations were under considerations for the Silver Core – awarded to those who have served IFIP as General Assembly members, committee and working group officers, and members of the IFIP Congress Program Committees – and the Outstanding Service Award, which recognizes other services rendered to IFIP. At this meeting, the recipients were announced:

Silver Core: Julie E. Kendall (US)

Outstanding Service Award: Kevin Crowston (US) and Rudy Hirschheim (US)

The group congratulated the recipients and thanked them for their many years of service to the organization.

5. Report of the Communications Task Force

Kevin Crowston (US) and Steve E. Little (UK) reported on the work of the task force that was established to look at how to communicate the scholarly output of the working group. The issue of the costly conference proceedings book was the focus of the presentation and following discussion.

Based on the investigation of the task force, the following pros and cons were identified:

Pros of a book

- Seen as a real publication
- Necessary for some to get funding to attend the conference
- Book has a certain prestige
- Book is archival: purchased by and available in libraries

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Cons of a book

- Raises conference registration fee about US\$170 (\$70 editing, \$100 printing)
- Publishing and editing requires 5 months lead time (2 months editing, 3 printing)
- Reduced access to work
- Only a few hundred books are printed, so papers are hard for most readers to access
- Expensive to buy afterwards—pretty much unaffordable for most individuals
- Books aren't indexed in on-line article databases
- Authors have to give copyright to their work to a for-profit publisher

The task force found that the number of proceedings books in library holdings has fallen from 57 of the 1995 Cambridge proceedings to 27 of the 2002 Barcelona proceedings to 12 of the 2004 Manchester proceedings. The drop cannot be blamed entirely on price, which has dropped from US\$278 to US\$175 during that time period.

Possible alternatives presented include providing the papers on CD or on a website (perhaps IFIP sponsored), providing the book as an option, producing the book and then a website, or printing the papers in a journal (special issue).

The merits of a book versus a serial/journal and online access were discussed. IFIP conference proceedings will be moving from Kluwer to Springer Lecture Notes. New policies on electronic access are not yet determined. Follow-up information will be posted to the listserv.

6. New Business

New proposals were presented for OASIS workshops for 2005 and 2007. Elisabeth Rossen (US) and Helena Holmstrom (SE) have agreed to organize the 2005 workshop immediately preceding ICIS in Las Vegas. In addition to presentations, they hope to have panels addressing social and ethical issues in IS.

Ojelanki Ngwenyama (CA) announced that his colleague at Ryerson University, Catherine Middleton (CA), has volunteered to organize the 2007 workshop.

No proposals were received for the 2008 Working Conference.

7. Election of New Members

Nominations were invited for new members. All those meeting the criteria for membership (attendance at two business meetings in the past three years) were asked to stand and introduce themselves. The following individuals were approved for membership, subject to confirmation by the secretary, and welcomed to the group:

Rajiv Kishore, SUNY Buffalo (US)

Galina Hansen, IT University of Copenhagen (DK)

Karlheinz Kautz, Copenhagen Business School (DK)

Keith Fuller, University of British Columbia (CA)

Carsten Osterlund, Syracuse University (US)

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Shan Ling Pan, National University of Singapore (SP)

Julie Rennecker, Case Western Reserve University (US)

Alex Citurs, Emory University (US)

Jose Esteves, Instituto de Empresa (ES)

Noriko Hara, Indiana University (US)

Elke Wolfe University of Auckland (NZ)

Jan Llungberg, Gothenberg University (SE)

The meeting was adjourned at 5:00 PM.

Nancy L. Russo (US), Secretary

Oasis Workshop Washington D.C. (continued)

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The workshop chairs remain especially grateful to the colleagues that accepted to be session chairs, namely, Eileen Trauth, Erik Stolterman, Nancy Russo, Kevin Crowston, Tor Larson and Ramiro Montalegre.

The chairs also thank Gurpreet Dhillon, for his help with guiding information and equipment, and Kevin Crowston, for his assistance with information to and from the WG8.2 Web Site.

Li Long and Sush Mishra, PhD students of Gurpreet Dhillon, provided an invaluable assistance at the welcome desk and in solving local issues. The chairs wish to express their appreciation to them for their good work.

Finally, the chairs wish to express their gratitude for all the support given by Julie Kendall, Nancy Russo, and Michael Myers in all stages of the workshop organization."



Oasis workshop attendees in session

Chair's message (continued)

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process was a unique publication called *Research in Information Systems: A Handbook for Research Supervisors and their Students*, Avison and Pries-Heje (eds.), Elsevier, 2005, that delves into the multifaceted relationships that evolve through the mentoring process as framed by the supervisor-student relationship in several countries. I strongly recommend this excellent volume for all students and their advisors.

At the heart of mentoring is a loving relationship to another person; their character, spirit and intellect which honors their capacity to grow and change in the light of nurturing and new insights. Mentoring is also a respectful relationship, wherein the person being mentored also takes on a distinct role. They must listen and reflect on the wisdom given, and ultimately, they may deliberate and decide to accept the guidance, criticism or feedback that is freely offered, or they will adopt a process of decision making that allows them to successfully evaluate the advice they are being given in the context of their own academic life.

The founders and early members of WG 8.2: Enid Mumford (UK), Frank Land (UK), Hans-Erik Nissen (SE), and Gordon Davis (US) (to name but a few) are now retiring from their formal university positions, or they have already done so. Fortunately, we still possess our relationships with them; they serve to guide us informally where once they filled appointed roles. We also have large bodies of work in the forms of articles and books that document and codify their thinking for us. Truly, their works have become part of the canon of IS. We owe them all an enormous debt of gratitude for all that they have taught us, and all they have demonstrated to us by example; unselfishly spending their time with us and sharing their wisdom whenever we asked. We hope to model our mentoring roles on all that they have shown us is possible. It is a lot to live up to.

The Art of Being Mentored

We hope that we showed that we too are good at being mentored and that our mentors are proud of us and our accomplishments. Over the years Gordon, who is retiring from his position at the University of Minnesota, has served as Chair of TC 8 and has been active in IFIP. As a member of WG 8.2, he attends the business meetings. Gordon invariably makes it a point of approaching me after every meeting I've run with the comment and a heartfelt smile saying, "Great meeting." For those of you who have witnessed some of the rather unwieldy WG 8.2 business meetings of years past, you know that that is exactly the feedback you desire after chairing one!

So as advisees we need to be open to insights, willing to commit our own time, respectful of our mentor's time and limitations. We need to seek advice and to listen to the response. We need to specifically express our appreciation in a detailed, sincere way when help has been extended.

I see now that in many organizations mentoring has become a formal assignment. This is a positive step in so far as there is formal recognition of the potential benefits to be reaped from creating strong relationships between junior and senior colleagues. The drawbacks are ever present however, since many mentors (and advisees) look upon this as part of their job, and nothing more—a task to be completed and a requirement for advancement. By hardening the mentoring relationship in this way, it may doom it to nothing more than another rung to climb on the ladder to corporate advancement. The emphasis needs to be on the relationship and the possible fruits of that relationship: trust, wisdom, true understanding of another person, helping another to do the right thing with their career and the potential for becoming lifelong friends.

Reaping the Benefits of Mentoring

If you have not served as a mentor yet in your career you should know that it is a well-kept secret that mentors themselves stand to gain a lot from the mentoring relationship. As one successfully navigates a variety of life's problems, career politics, and academic challenges, it is part of our human nature to want to share those hard-won lessons with someone who could actively benefit from them (or even use those lessons to avoid repeating our mistakes.)

But a good mentoring relationship is much more than one-way communication with mentors doling out advice and advisees blindly accepting it. Rather, the old Rodgers and Hammerstein lyric from the musical *The King and I* put it quite succinctly, "It's a very ancient saying, but a true and honest thought, that when you become a teacher, by your pupils you'll be taught." Mentors gain an enormous amount from the mentoring relationship that goes far beyond the mere satisfaction of helping. It pushes them to explore who they are, crystallize what they have learned, and reflect on their own legacy as they approach those to be mentored with humor, hope, and humility.

In Memoriam: Claudio Ciborra 1951-2005



Claudio Ciborra, Professor of Information Systems at the London School of Economics, died of cancer on February 14th at the age of 54. He was an active member of IFIP Working Groups 8.2 and 9.4. He was a true scholar and inspired many others with his innovative ideas about the relationship between information systems and organizations. We will miss him.

There is an 'In memoriam' at <http://is.lse.ac.uk/InMemoryOfClaudio/default.htm> where those who knew him can post a remembrance.

Both the *European Journal of Information Systems* and *Journal of Information Technology* have announced Special Issues to commemorate his work.

Book Launch for PhD Supervisors

David Avison (FR) and Jan Pries-Heje (DK), with friends and colleagues, celebrate the launch of their edited book at ICIS in Washington DC.



The book was developed as a result of the first workshop for IS Ph.D. supervisors. This IFIP-sponsored workshop was held just before the Joint WG8.2/9.4 Working conference held in

Athens, Greece, in 2003. For those of you that are interested, the full reference is:

Avison, D. and Pries-Heje, J. (eds.), 2005. *Research in Information Systems: A handbook for research supervisors and their students*. Oxford, Elsevier Butterworth-Heinemann.

Forthcoming IFIP WG 8.2 Conferences and Workshops

- "Designing Ubiquitous Information Environments: Socio-technical Issues and Challenges," IFIP 8.2 Working Conference, Cleveland, Ohio, August 1-3, 2005. For further details see the Call for Participation in this issue.
- Oasis Workshop, Las Vegas, USA, 11 December 2005 (immediately before ICIS). See more information in this issue.
- "Social Inclusion," IFIP 8.2 Working Conference, Limerick, Ireland, July 12-15, 2006. Paper submission deadline is October 15, 2005. Email submissions to Program Chairs Eileen Trauth & Debra Howcraft at ifip2006@ist.psu.edu. Check out the IFIP 8.2 website for further details.
- "Virtuality and Virtualization," IFIP 8.2 Working Conference, Portland, OR, USA. At the moment this is planned for late July 2007. Watch this space!