

# Information Culture in Organizations

By: [Dr. Chun Wei Choo](#)

While organizational culture has been found to affect many aspects of organizational behavior, this paper explores the idea that a part of organizational culture that is concerned with information – the assumptions, values, and norms that people have about creating, sharing, using information – would have its own effect on organizational behavior and effectiveness.

To add a paper, [Login](#).

We develop a typology of information cultures by synthesizing research in organization science and information science. Four information culture types are proposed. In a 'Result-oriented culture,' the goal of information management is to enable the organization to compete and succeed in its market or sector. In a 'Rule-following culture,' information is managed to control internal operations, and to reinforce rules and policies. In a 'Relationship-based culture,' information is managed to encourage communication, participation, and a sense of identity. In a 'Risk-taking culture,' information is managed to encourage innovation, creativity, and the exploration of new ideas. We expect most organizations to display to varying degrees norms and behaviors from all four types.

In practical terms, organizations may use their information culture profiles to collectively reflect on their dominant culture type, to compare how that differs from their preferred culture, and to discuss what kind of cultural change would benefit the organization in terms of attaining its long-term aspirations and meeting the challenges of its environment.

**Keywords:** Information Management, Organizational Effectiveness

**Stream:** Organizational Cultures

**Presentation Type:** 15 minute Paper Presentation in a Themed Session in English

**Paper:** *A paper has not yet been submitted.*

---

## Dr. Chun Wei Choo

*Professor, Faculty of Information, University of Toronto  
Toronto, Ontario, Canada*

Chun Wei Choo is Professor of the Faculty of Information at the University of Toronto. He has a Ph.D. in Information Studies from the University of Toronto, a Bachelor's and Master's degree in Engineering from the University of Cambridge (UK), and a Master's degree in Information Systems from the London School of Economics. His main research interests are information management, information seeking, environmental scanning, organizational learning, and the management of information technology. Chun Wei has authored several books: *The Knowing Organization* (2nd ed, 2006, Oxford University Press); *The Strategic Management of Intellectual Capital and Organizational Knowledge* (co-edited with Nick Bontis, 2002, Oxford University Press); *Web Work: Information Seeking and Knowledge Work on the WWW* (co-authored with Brian Detlor and Don Turnbull, 2000, Kluwer); *Information Management for the Intelligent Organization* (3rd ed, 2002, Information Today Inc); and *Managing Information for the Competitive Edge* (co-edited with Ethel Auster, 1996, Neal-Schuman).

---

Ref: M14P0017