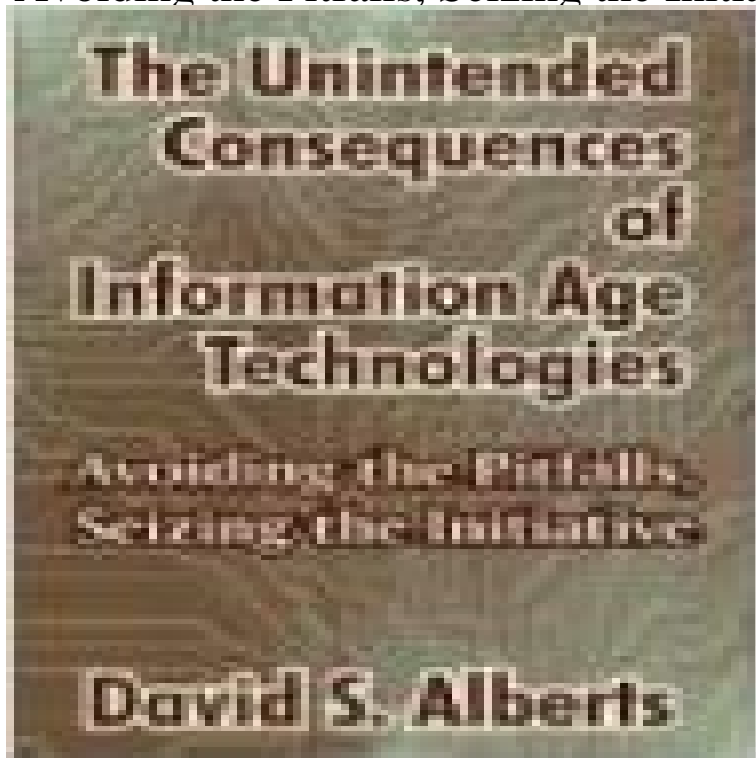


# The Unintended Consequences of Information Age Technologies: Avoiding the Pitfalls, Seizing the Initiative



Military organizations are, by their very nature, resistant to change. This is, in no small part, due to the fact that the cost of error is exceedingly high. Change, particularly change that may affect the relationships among organizations and between commanders and their subordinates presents significant risks and generates considerable concern. The explosion of information technologies has set in motion a virtual tidal wave of change that is in the process of profoundly affecting organizations and individuals in multiple dimensions. The military is no exception. The military is now on the road to becoming an information age organization. The transformation involved is fraught with both risks and opportunities because it will affect the nature of the information provided as well as the manner in which it is provided. Dr. David S. Alberts is currently Director of Advanced Concepts, Technologies, and Information Strategies at the Institute for National Strategic Studies at the National Defense University. He has held senior positions in government, industry, and academia over a twenty-five-year career and has been a leader in helping organizations take advantage of the opportunities offered by technology.

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Initiative (9789996681424) by David S. Unintended Consequences Of Information Age Technologies (September-October 1997). 2David S. Alberts, The Unintended Consequences of Information. Age Technologies: Avoiding the Pitfalls, Seizing the Initiative. DTIC ADA310592: The Unintended Consequences of Information \_\_\_\_\_. The Unintended Consequences of Information Age Technologies: Avoiding the Pitfalls, Seizing the Initiative. Washington, DC: National Defense.