



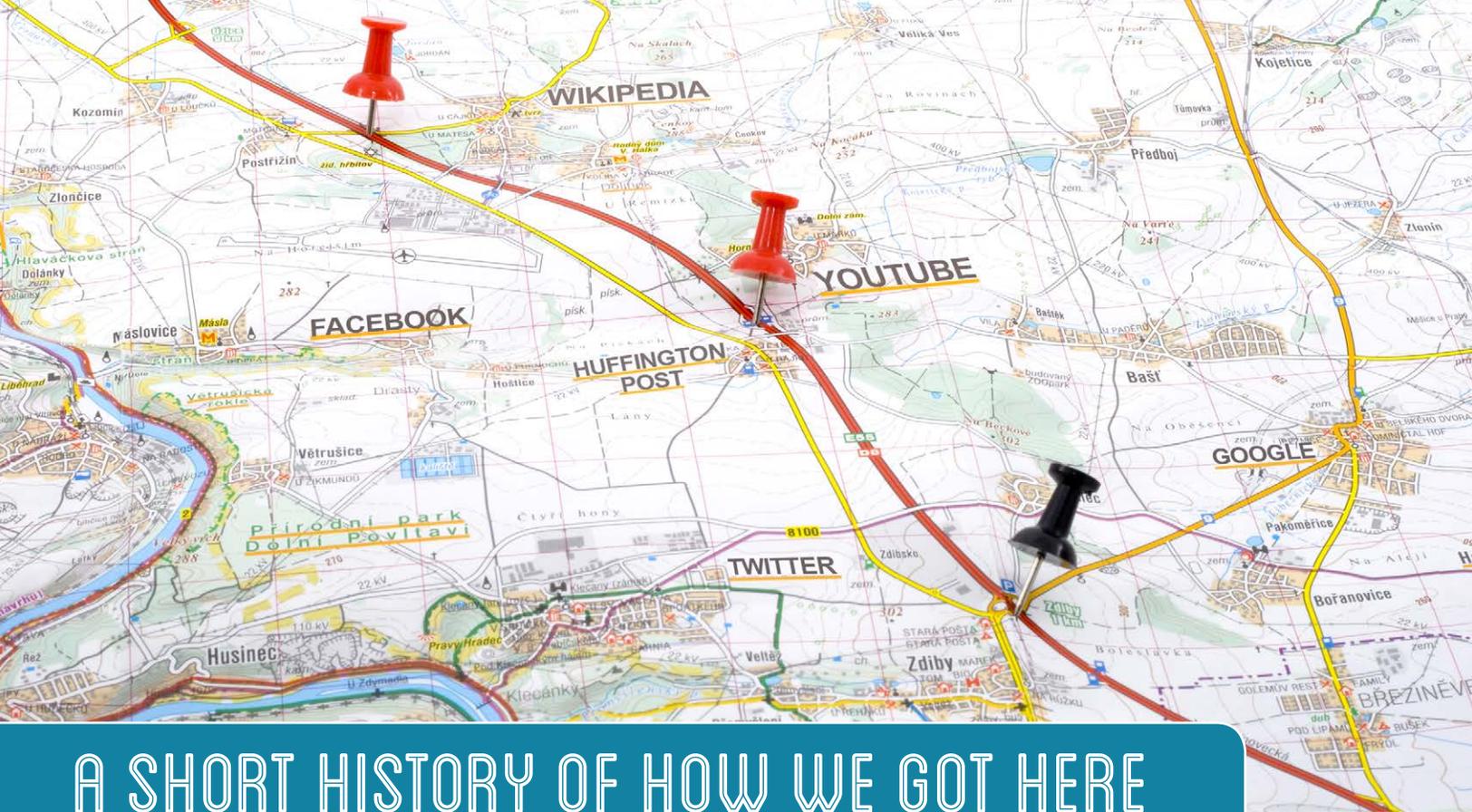
CERTIFIED
INFORMATION
PROFESSIONAL

INFORMATION PROFESSIONALS:

WHERE WE CAME FROM
AND WHERE WE'RE GOING



by *John Mancini,*
Chief Evangelist, AIIM



A SHORT HISTORY OF HOW WE GOT HERE



John Mancini,
Chief Evangelist, AIIM

It is literally 20 years to the day since I first started at AIIM. I've been thinking about how the technology landscape has changed since I first walked on the scene at AIIM and what the implications of these changes are for how we think about what it means to be an "Information Professional."

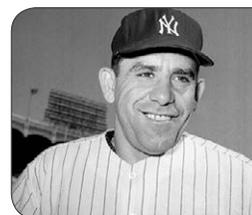
So let's think a little bit about what 1996 looked like:

- Only 20 million American adults had access to the internet.
- Something called "a blog" was still three years away.
- 99% of phone users did not find text messaging to be of any use whatsoever -- assuming they even knew what it was.
- The first iPhone was still 11 years away. That's right, 11 years in the future.
- Microsoft Office 97 was published in December on CD-ROM but also - get this - on a set of 45 (forty-five!) 3.5 inch floppy disks.
- In 1996 there was no YouTube. No Huffington Post. No Google. No Twitter. No Facebook. And no Wikipedia.

- In 1996, AIIM was also in what I would call the pre-web phase of its existence. One month before I joined AIIM, the association's magazine, INFORM, had this quote:

"Despite the area of Internet enthusiasm and the hyped up selling palaver of some web services providers, we remain uncertain as to the long run substitute benefits the internet will bring to businesses and to individual users."

I'm especially glad that this AIIM prediction was before my time.



As Yogi would say,
"It's tough to make predictions especially about the future."

INFORMATION IS YOUR MOST IMPORTANT ASSET. LEARN THE SKILLS TO MANAGE IT.

Our mission: Improve organizational performance by empowering a community of leaders committed to information-driven innovation.

ENTERPRISE CONTENT MANAGEMENT (ECM)

AIIM defines the term Enterprise Content Management (ECM), and in 2008, the year that ISO 32000-1:2008 was published, identified itself on its website as AIIM - The Enterprise Content Management Association.

AIIM FOUNDED

AIIM was founded in 1943 as the National Microfilm Association.



AIIM 1982

Became known as the Association for Information and Image Management or AIIM is a non-profit membership organization.

AIIM CONFERENCE

The AIIM Conference was officially launched in 2012. The annual event brings together over 800 attendees, consisting mostly of information management end-users, from over 25 countries.

A SHORT HISTORY OF AIIM

So that technology setting is the backdrop for the past 20 years. Of course, against this, AIIM goes back even further. Many people do not realize that AIIM was founded in 1943 as the National Microfilm Association. Many people are mystified about how an organizational journey could somehow begin in 1943 with microfilm, and wind up in 2016 with content and information management.

So what is the connective tissue in this strange story?

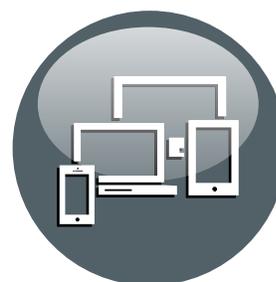
I think it boils down to 3 words.



People



Process



Technology



A SHORT HISTORY OF WHERE INFORMATION PROFESSIONALS CAME FROM

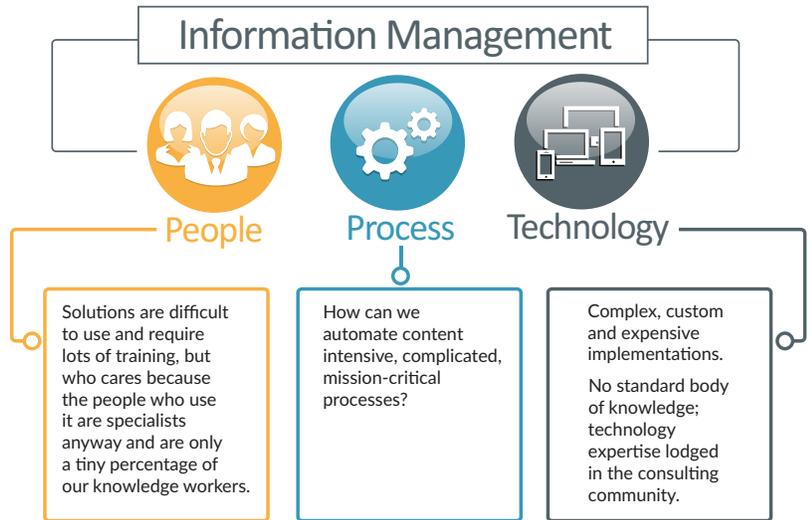
Of course, what People + Process + Technology adds up to IF DONE RIGHT -- is intelligent information management, which is what AIIM is all about. The reason I say "If Done Right" is that over the course of managing this triad, organizations tend to get parts of this equation right, but seldom do they get all three working in sync. Which is why there is so much frustration out there. I happen to think that an "Information Professional" is the person that weaves this story together, but I'm getting ahead of myself.



Intelligent Information Management

Let me go through a very short prehistory of how we came to think there was even such a thing as an "Information Professional" in the context of this triad of PEOPLE and PROCESS and TECHNOLOGY.

From 1996 to 2006, the PROCESS questions we asked in our organizations centered around this fundamental question: "How can we automate content-intensive, complicated, and mission-critical processes?"

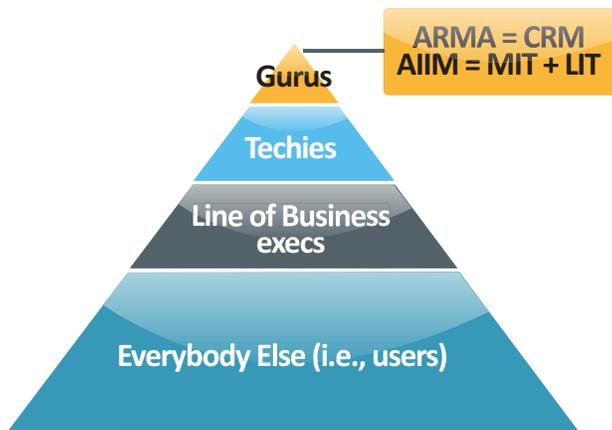


On the TECHNOLOGY side, most implementations in this period were complex and custom and expensive. There was no standard body of knowledge. Technology expertise was lodged in the consulting community. Looking over to the PEOPLE side of the equation, solutions were difficult to use and required LOTS of training. But nobody really cared because the people who used the solutions were specialists and were only a tiny percentage of the overall number of knowledge workers in our organizations.

A SHORT HISTORY OF WHERE INFORMATION PROFESSIONALS CAME FROM

“Professionalism” in this world was narrowly defined. If you think about the overall universe of knowledge workers, you can divide them into Gurus, Techies, Line of Business executives, and Everybody Else (in other words, those pesky end users). “Professionalism” in this world was defined principally by AIIM with its MIT and LIT designations (“Master” and “Laureate” of information technology) and by ARMA/ICRM with the Certified Records Management (CRM) certification. And the focus was on the tippy top of the pyramid.

“Professionalism” in this world...



In this tight little world, something was missing. Even 20 years later, there are still less than 1,000 CRMs in the world. The CRM certification was (and still is) extremely valuable, *but it only tapped into the surface of the information management education needed by technology and business people.* There was clearly a need for industry-standard technology education, focused on standardizing the hodge-podge of consultant-delivered training that was the norm in 2006.

In 2006, the nature of content, records, and information management training changed with the launch of AIIM’s ECM Practitioner, Specialist, and Master training programs. AIIM followed up its standardized ECM training with training in Electronic Records Management, Business Process Management, SharePoint, and a host of other content technologies. By 2010, the concept of “professionalism” was stretched to also include the “techie” and line of business communities via the AIIM designations.

In 2010, AIIM came to the conclusion that there was an opportunity to standardize an even broader body of knowledge under the concept of a “Certified Information Professional,” or CIP.

AIIM’s original conception of what it meant to be an “Information Professional” was not unlike the definition of professionalism that came to be accepted in the 1980s and 1990s in project management. In the early stages of the professionalization of project management, if you had proposed that there was a common body of project management knowledge that could stretch across a wide variety of domains and industries, people would have thought you were crazy. How could the project management knowledge to run a software project possibly be similar to that required to build a bridge or that required to construct a building? In the course of the 1980s and 1990s, the Project Management Institute succeeded in establishing the PMP as the standard body of knowledge associated with project management across a broad variety of disciplines.

In its original conception, AIIM thought the CIP would become an “everyman’s” certification, relevant to gurus and techies and business people alike. The reality after 1,000 CIPs and six years is that it has come to signify something different.

The CIP has come to represent a badge of competency and knowledge at the top of the knowledge worker pyramid for those entrusted with the task of building an information STRATEGY in a time of digital disruption. It is broader than Records Management and Information Governance.

Information Professionals are charged with these questions:

Who owns the BIG PICTURE for how information is managed in our organization?

Who owns our information management STRATEGY?

Who can help us treat information as the critical business asset it has become?

The accelerating pace of Digital Disruption makes this role more important -- and different -- than ever. But before going there, how exactly is the emerging era of Digital Transformation different from where we are now?



THE FUTURE OF ENTERPRISE TECHNOLOGY

Meanwhile, back in the real world a lot of AMAZING technology changes are going on.

I have spoken for the past few years about three key disruptors:

- **Disruptor #1. CONSUMERIZATION** is transforming what users expect from applications and how we deliver them. We are now in the era of user-centric IT.
- **Disruptor #2. CLOUD AND MOBILE** are creating an expectation of anywhere, anytime access and transforming how we engage with customers and employees.
- **Disruptor # 3. THE INTERNET OF THINGS** is generating massive amounts of new data and information creating enormous new challenges and opportunities.

To make things even more challenging, the impact of these disruptors is accelerating, with profound implications for how organizations manage their information assets.

- **Klaus Schwab, World Economic Forum:** “The speed of current breakthroughs has no historical precedent.”
- **Steven Kottler:** “For the first time in history, the world’s leading experts on accelerating technology are consistently finding themselves too conservative in their predictions.”
- **Dion Hinchcliffe:** “The old days of doing it all ourselves using traditional IT projects are receding and even counterproductive much of the time.”

I think one way of thinking about the radical disruption that is upon us is to think about how “Life in the Mainstream” is different from “Life at the Edge” across four variables:

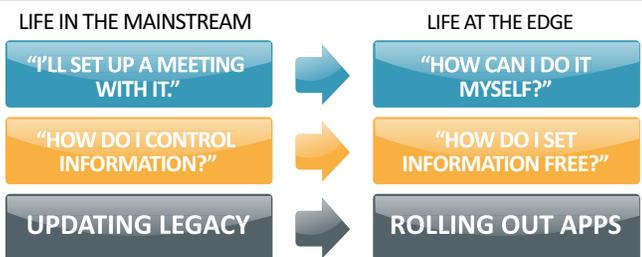
- **MINDSETS** -- “How do we look at things?”
- **MESSAGES** -- “What stories do we tell?”
- **MONEY** -- “Where is the money going?”
- **MACHINES** -- “What are our technology building blocks?”

THE FUTURE OF ENTERPRISE TECHNOLOGY

In each case, I will talk about three representative data points that describe what life looks like in the mainstream, and compare this to what life looks like at the edge. This is not to imply that life in the mainstream is universally bad or undesirable, or that life at the edge is universally good and desired. Rather, the point is to highlight how things are changing and to urge organizations to think through the dimensions of this change and how it manifests itself in your particular organization.

So let's start with **MINDSETS** and how we look at things.

Mindsets - How Do We Look At Things?

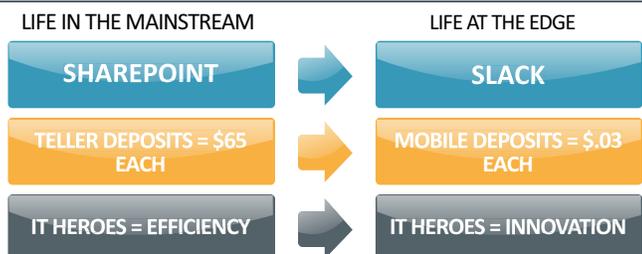


In the mainstream, if we have a technology need, we think in these terms: 1) Set up a meeting with IT; 2) Control the information we have; and 3) Look at how we might update our legacy systems.

Compare this to life at the edge. At the edge, we think in very different terms: 1) How I can do it myself without IT intervention? 2) How do I set information free and put it to work? and 3) How can I quickly roll out an app -- without being dragged into endless discussions about updating a legacy system?

Similarly, the **MESSAGES** we use to communicate in the mainstream -- the stories we share -- tell a lot about our fundamental assumptions with regards to technology.

Messages - What Stories Do We Tell?



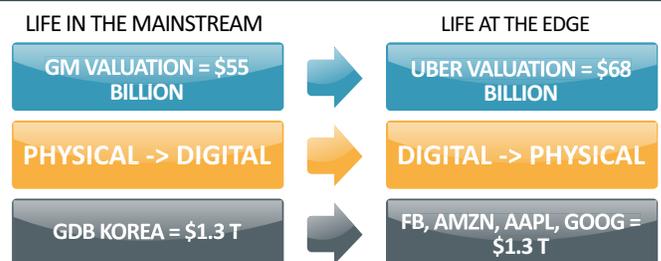
In the mainstream -- when we get together around expense-account lunches and around the water cooler -- when it comes to collaboration, we often talk about SharePoint. We also talk about how we might take traditional processes like bank teller facilitated deposits -- these typically cost \$0.65 each -- and how we might automate these processes. Linked to both of the above, our IT Heroes are those that bring greater efficiency into the organization.

Compare these messages and stories to the ones that we tell at the edge. The Cool Kids on the Block are all talking about Slack, an enterprise collaboration platform that in the span of less than 18 months has grown to a market valuation of over three billion dollars. Now Slack may very likely not be the solution for many large Enterprises, but the way of thinking about the problem of collaboration that surrounds Slack -- its nimbleness and openness -- needs to be part of the way that we rethink collaboration.

Taking the example of bank deposits, at the edge, the focus is on mobile deposits, which typically cost less than \$0.03 each. Mainstream organizations try desperately to automate a core set of processes and services that have \$.65 as their foundation. Edge organizations seek competitive redefinition by ignoring mainstream processes and reinventing the banking industry around processes with \$.03 as their foundation. These types of market disequilibriums are occurring in countless processes and industries throughout the economy. This translates into a new set of IT Heroes -- those who can quickly bring innovation and value into our organizations.

Let's turn now to **MONEY**. Where is the money going and what does this mean?

Money - Where Is The Money Going?



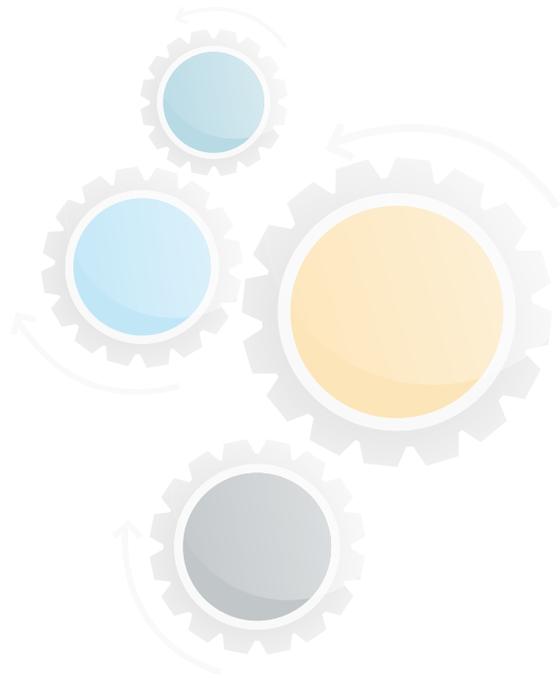
In the mainstream world, the market valuation for General Motors is \$55 billion. At the edge, Uber is now valued at \$68 billion. In the physical world -- in

THE FUTURE OF ENTERPRISE TECHNOLOGY

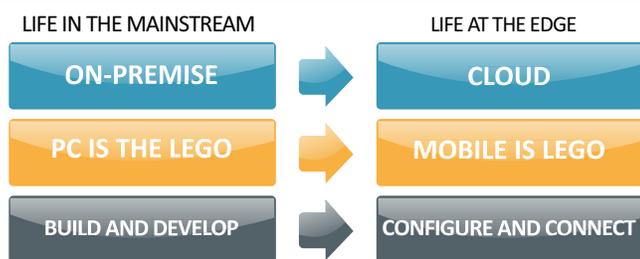
the bricks-and-mortar world -- we seek to add digital capabilities to our existing physical business models in order to compete with companies that are natively digital. That is challenging enough. But the challenge is about to accelerate as digital companies like Amazon seek to open up physical storefronts and as digital companies like Uber seek to extend their value proposition into logistics and package delivery.

It is worth thinking about how fundamental Facebook, Amazon, Apple, and Google have become to our collective economic future and what their models of success say about the future. These four companies alone have a market value of \$1.3 trillion. This is the same as the GDP of Korea. These four horsemen of the digital world provide perspectives on what life at the edge looks like that we need to incorporate into our mainstream thinking.

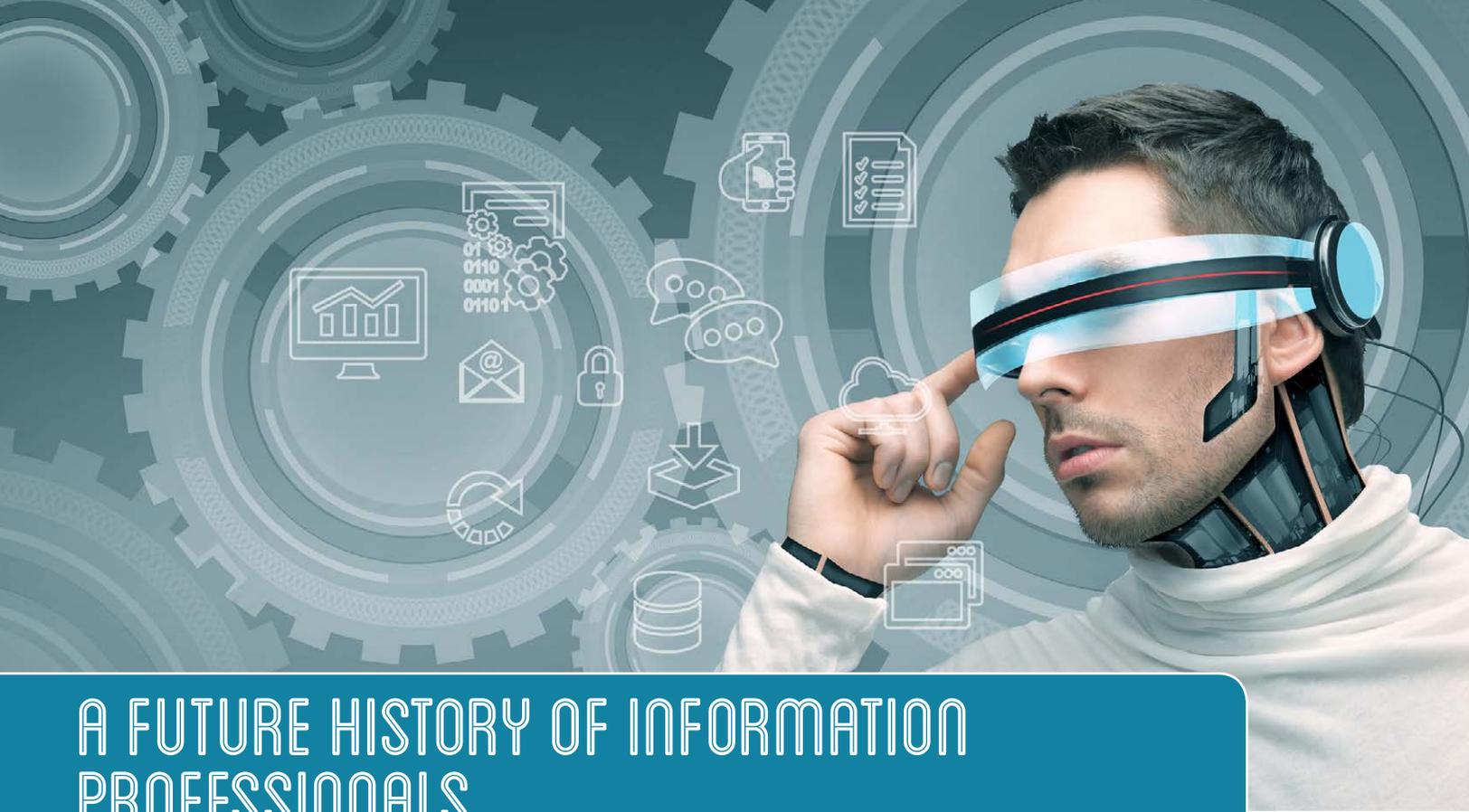
Lastly, let us turn to the question of **MACHINES**. What are our technology building blocks?



Machines - What Are Our Technology Building Blocks?



In the mainstream, the focus is still on on-premise applications built on and for the PC. The core skills that are valued in the mainstream are focused on building and developing systems. At the edge, the focus shifts to the cloud, mobile technologies become the Lego building blocks of systems, and the skill sets that are valued within our IT staffs shift from building and developing to configuring and connecting.

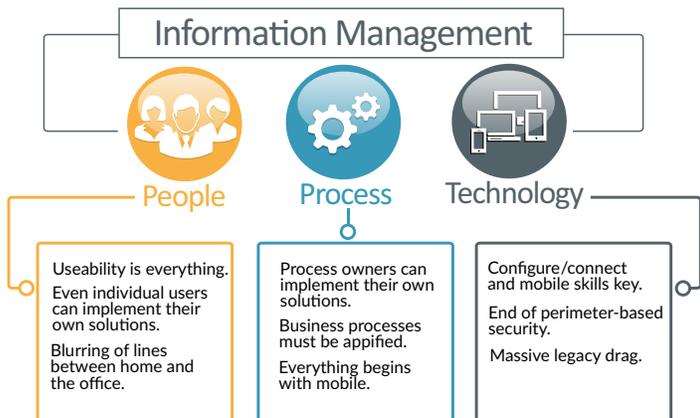


A FUTURE HISTORY OF INFORMATION PROFESSIONALS

So let's return to our **PEOPLE -- PROCESS -- TECHNOLOGY** triad and think about how changes in the world are changing our definition of what it means to be an Information Professional.

On the **PROCESS** side, a revolutionary thing has happened. Process owners can now implement their **OWN** solutions. This creates incredible pressure to take monolithic business processes and turn them into applications. On top of this, the world is rapidly shifting to one in which most interactions will be on mobile devices. This means all processes must be reformulated from a mobile perspective.

This has interesting implications when we think about the world of **TECHNOLOGY**. As mentioned earlier, configuring, connecting, and mobile skills are now critical and in short supply. We need to rethink the entire notion of security. Security that was once defined purely in terms of what was inside and outside the firewall now needs to be reconstructed around individual information assets. And organizations are experiencing a massive legacy drain on their ability to innovate.



Perhaps the most extreme change has been on the **PEOPLE** side of the equation. We have moved into a world in which usability is EVERYTHING. Even individual users can implement their own enterprise-like solutions, and if we try to get in their way they will do it anyway. There has been an enormous blurring of the lines between what is the home and what is the office. There is no way to put this genie back in the bottle, and organizations must understand that Millennials operate in a fundamentally different fashion than the email generation.

A FUTURE HISTORY OF INFORMATION PROFESSIONALS



But this still leaves the fundamental question of the role of the Information Professional in all of this.

- Someone needs to own the big picture.
- Someone needs to provide adult supervision to the process people, technology people, and end users that interact with content and information management systems.
- Someone needs to help the organization think through what it means to manage information as a critical business asset.
- Someone needs to act as the translator of the unique language of each of the people who interact with our information systems, whether they are from a PEOPLE perspective, a PROCESS perspective, or a TECHNOLOGY perspective.

The implications of this relative to how we manage information are profound. The kinds of questions that are being asked in our organizations vary greatly depending on whether you view the world from a **PROCESS** perspective, a **TECHNOLOGY** perspective, or a **PEOPLE** perspective. And in an era in which enterprise-like capabilities are increasingly available without IT intervention, the short-term pressure for each of these people to actually communicate and cooperate with each other is decreasing.

Each of these players in the information management story has a different role to play in the organization, and in some ways they are all versions of information professionals. However their needs and requirements are vastly different.

End users need education on responsible computing practices and need to understand how their organization wishes to place boundaries on their use of information. Now that process automation solutions are available to a much wider range of companies than ever before through SaaS solutions, line of business executives must be educated to better understand what is possible. And technology specialists must keep up with a wide range of content and information management solutions, understand the relative strengths and weaknesses of each, and try to forecast the survivability of individual companies into the future.

We believe that that person is an Information Professional.



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BECOME A CERTIFIED INFORMATION PROFESSIONAL

Digital disruption calls for digital leaders with the skills and experience to optimize information assets and transform business. **NEWLY LAUNCHED**

Why CIP?

Over the past decade, there has been a “perfect storm” of change driven by consumerization, cloud, mobile, and the Internet of Things. It has changed how we think about enterprise information and IT - and changed how we think about the kinds of skills needed to adapt to these changes. The value-add for information technology in organizations is rapidly shifting from the technology per se to the stewardship, optimization, and application of the information assets themselves.

What is CIP?

To meet this need, AIIM worked with industry experts and focus groups to define the body of knowledge necessary for information professionals to be successful in the digital economy, built a certification and test based upon this body of knowledge that is available at locations around the world, and created a set of training courses and materials to help information professionals prepare for the examination.

How Do I Get Ready?

The path to CIP should be fairly simple for information practitioners who already have expertise and work experience. AIIM has designed a CIP study guide to help you prepare for the exam. Any knowledge gaps can be filled by taking an AIIM training course. The study guide is free to Professional Members. Non-members can purchase the guide for \$60 USD.

How Do I Sign Up?

With testing centers all over the world, Kryterion serves as our approved CIP examination proctor. The exam fee is \$349 USD. Professional Members enjoy a discounted fee of just \$285 USD. The CIP certification is renewable after three years. Find a testing center near you, and register to take the exam.

For more information visit:
www.aiim.org/cip



WHY AIIM TRAINING?

Simply put, we offer training in a variety of topics relevant to the Information Professional. Training that's available in the office, at home or on-the-go.

Many Ways to Learn

Who better than the global community of Information Professionals to develop essential skills training and certification for the social, mobile, cloud, and big data era? Our curricula and assessments are based on the best practices of our 196,000-member community for managing and leveraging your business information assets.

Rely on AIIM for Your Training Needs

Improve your skills and advance your career. We offer live, instructor-led as well as online, self-paced classes. You can thoroughly immerse yourself with a “**deep-dive**” course, or take a dip in a topic with our “**quick study**” offerings.

Perhaps you have years of experience and training and want to become an **AIIM Certified Information Professional**? The certification is dedicated to enhancing and promoting the profession of information management by providing the premier credential in the industry.

Pick Your Path

What is a Quick Study?

New to information management? AIIM's Quick Studies provide you a quick overview of the topic; definition, goals, principles and/or business drivers. Get your feet wet with these introductory training courses.

What is a Deep Dive?

AIIM's Deep Dive training courses concentrate on providing you a detailed understanding of various information management technologies; how to use them to improve business outcomes; how to develop, use and apply their tools and techniques; and how to plan for their integration into business processes.

What is the CIP?

AIIM's Certified Information Professional (CIP) certification was first developed in 2011 and relaunched in 2016 to meet the needs of information professionals. With now over 1000 CIP's, the certification is a recognized credential of those who understand not just the information management technologies but how to best optimize their value to achieve business goals.

For more information visit:
www.aiim.org/training



AIIM (www.aiim.org) AIIM is the global community of information professionals. We provide the education, research and certification that information professionals need to manage and share information assets in an era of mobile, social, cloud and big data.

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