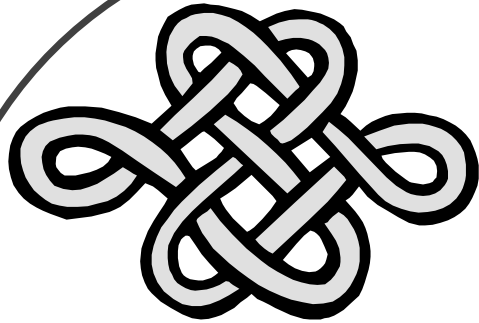

Studying the Sense & Respond model for Designing Adaptive Enterprises, and the Influence of Russell Ackoff's System of Thinking

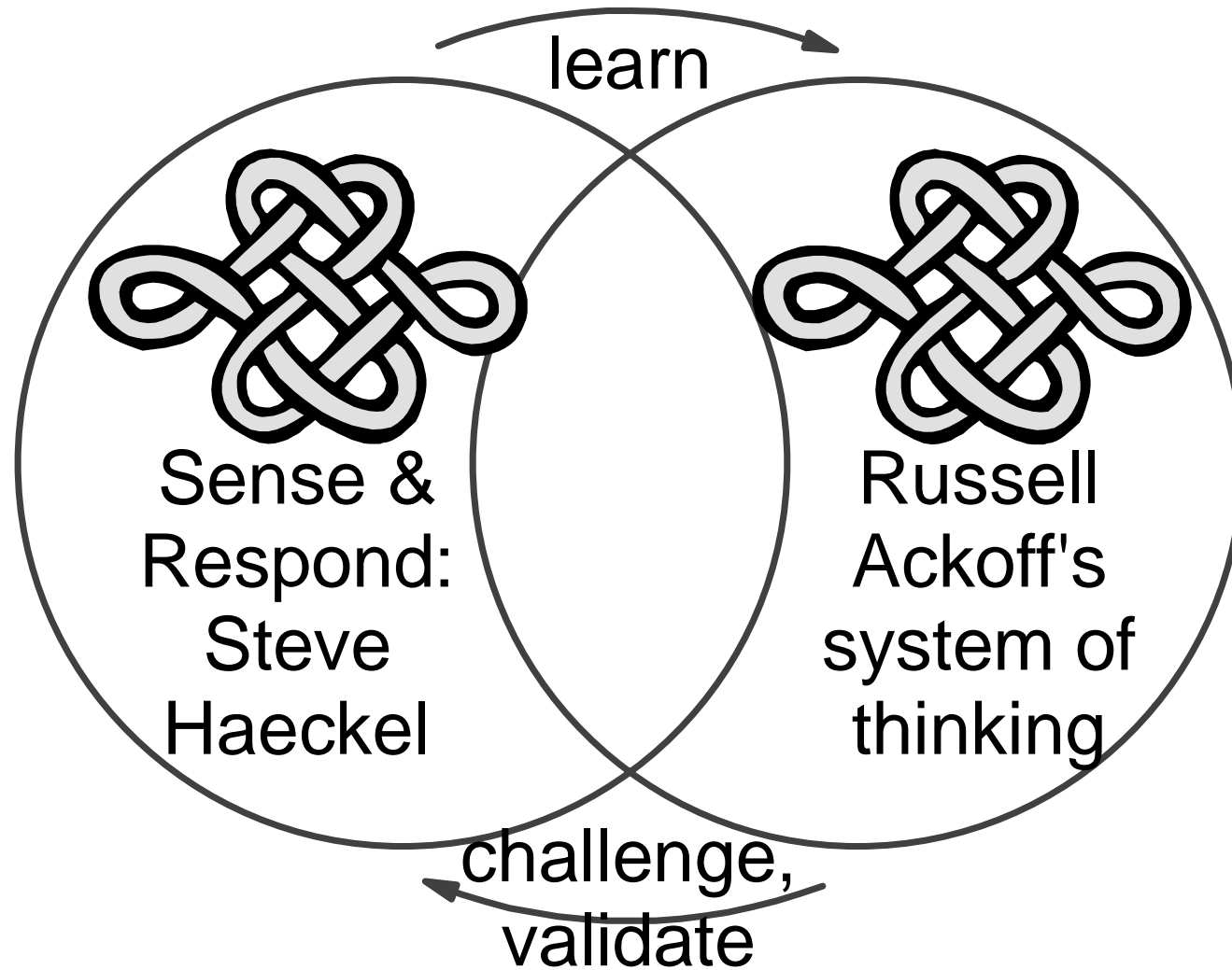
David Ing, Marketing Scientist
IBM Advanced Business Institute
March 5, 1999 at Villanova University

Introduction



Sense &
Respond:
Steve
Haeckel

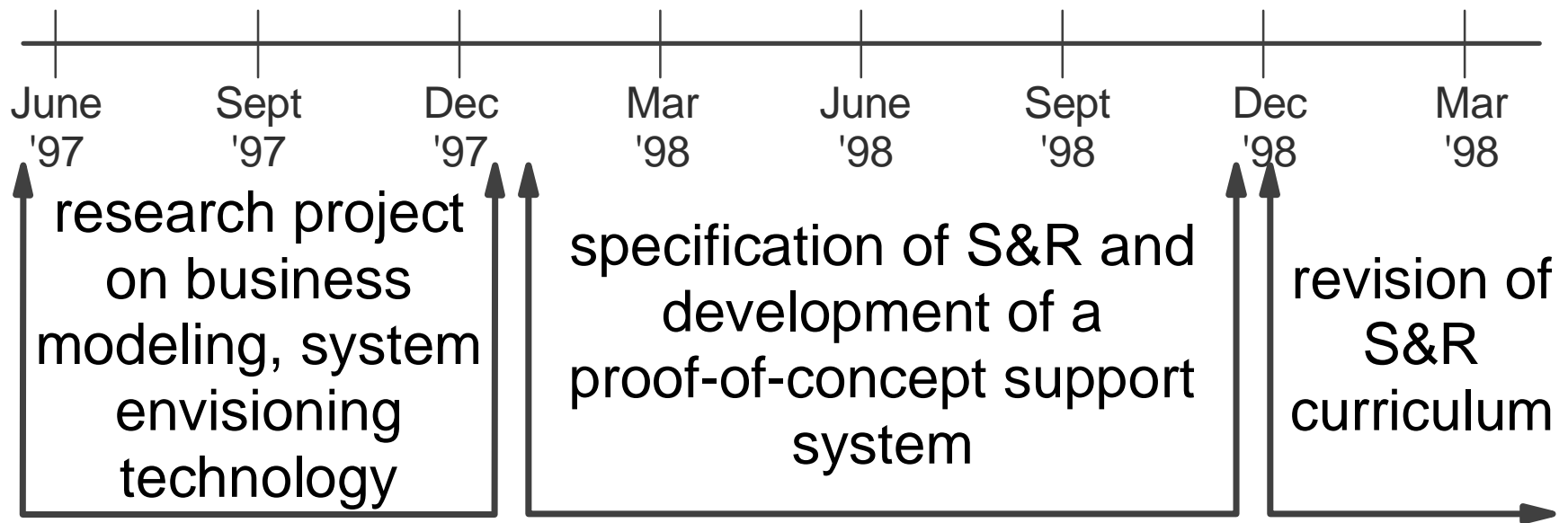
Introduction



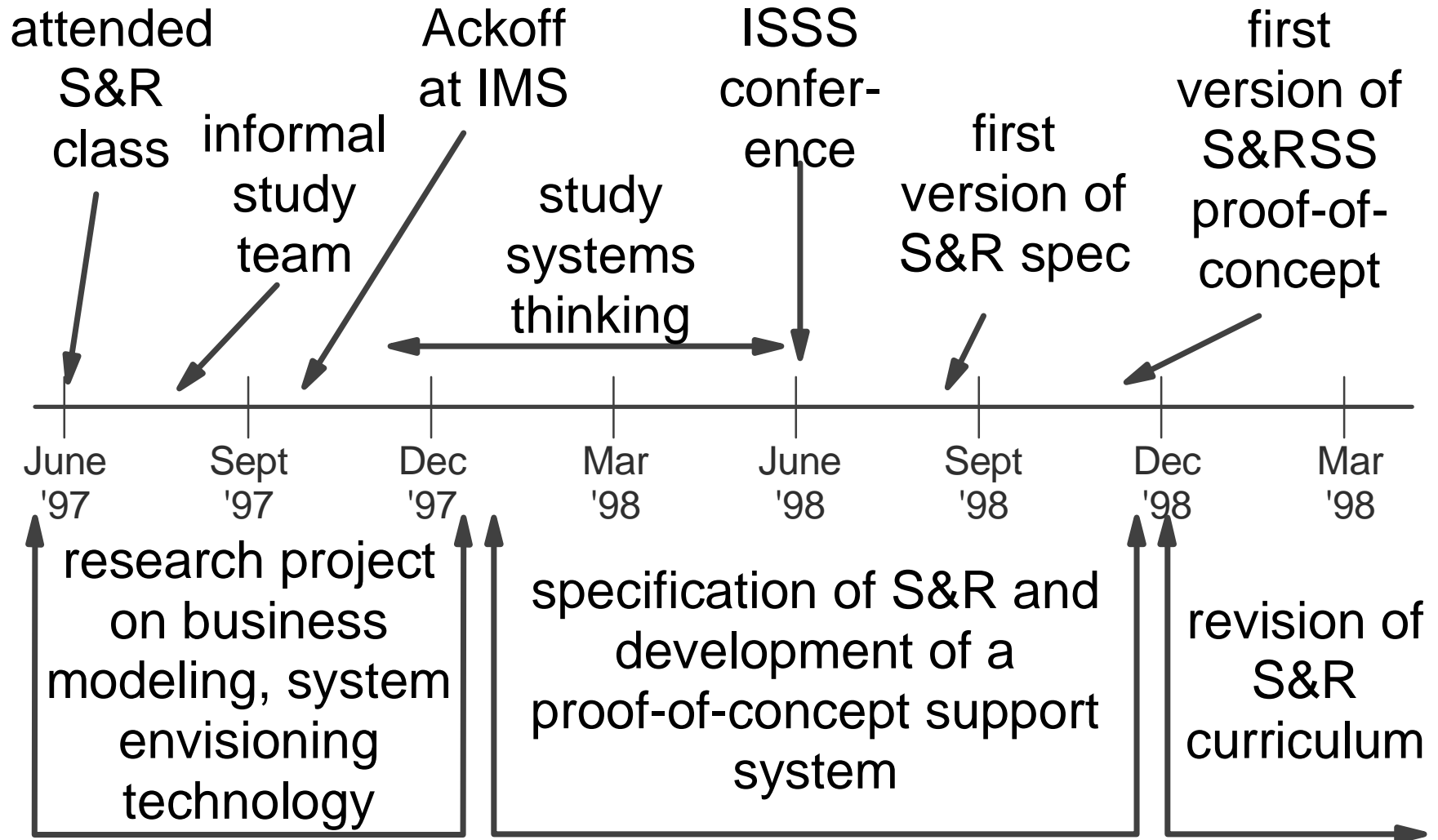
Agenda

- 1. History / timeline**
- 2. What is Sense & Respond?**
- 3. What did we learn from Ackoff's thinking?**
- 4. Ackoff's influence on Sense & Respond**

History / timeline



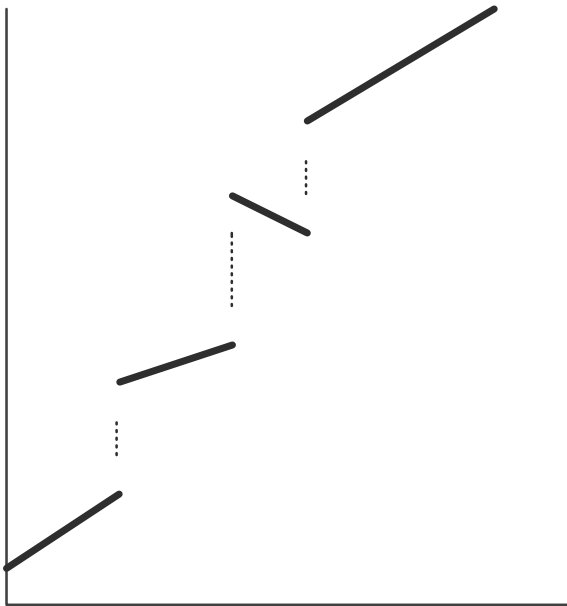
History / timeline



Sense & Respond is a strategy for an era of discontinuous change

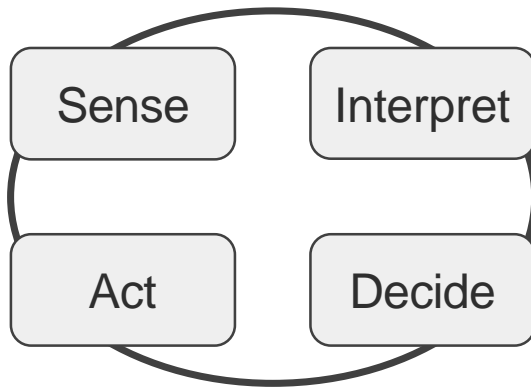
Sense & Respond is a strategy for an era of discontinuous change

1. Strategy as planning is inappropriate if change is unpredictable



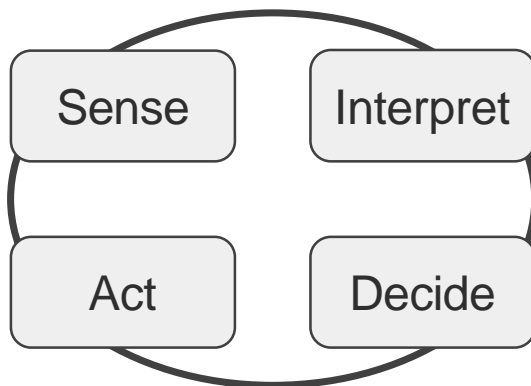
Sense & Respond is a strategy for an era of discontinuous change

Organizational Context
(by Leadership)

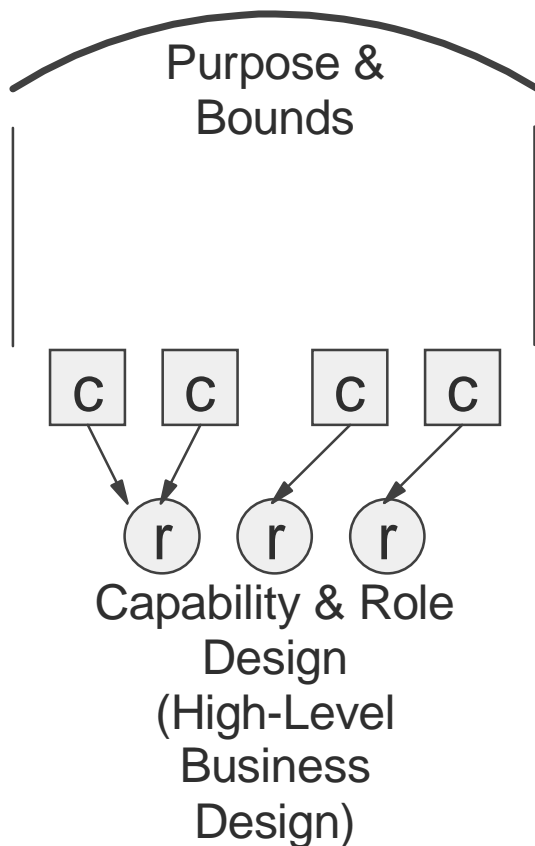


1. Strategy as planning is inappropriate if change is unpredictable
2. Systematic adaptation must occur both in the enterprise as a whole, and in its parts

Coordination
(of Teams)

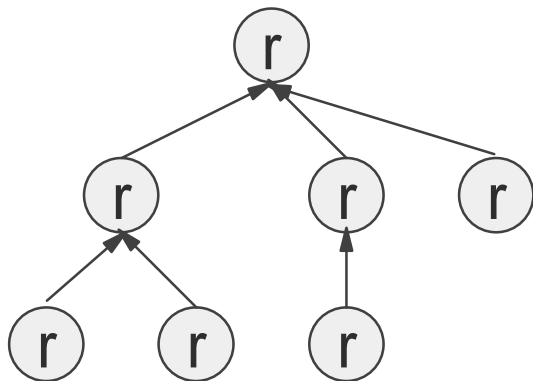
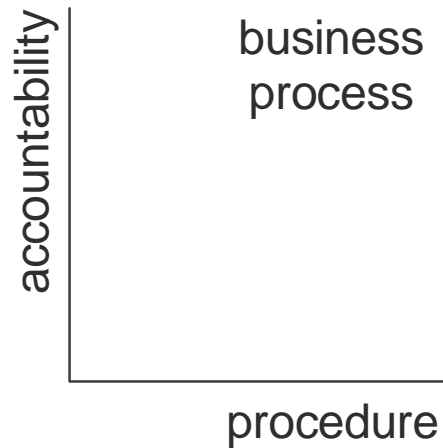


Sense & Respond is a strategy for an era of discontinuous change



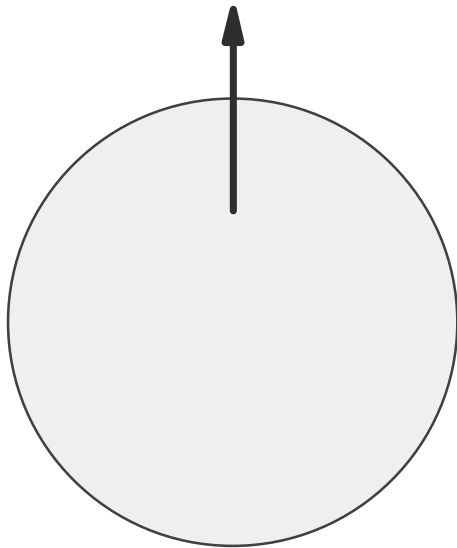
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Sense & Respond is a strategy for an era of discontinuous change



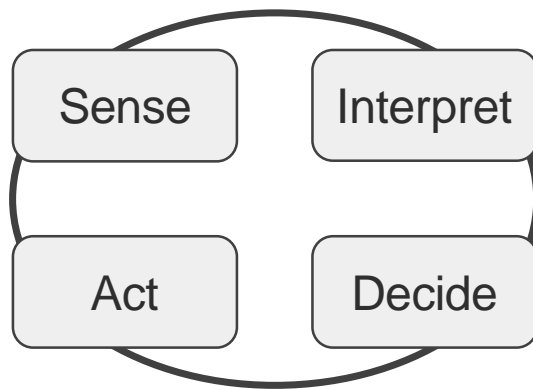
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5. An essential element of S&R is the design of an enterprise as an open system

Sense & Respond is a strategy for an era of discontinuous change



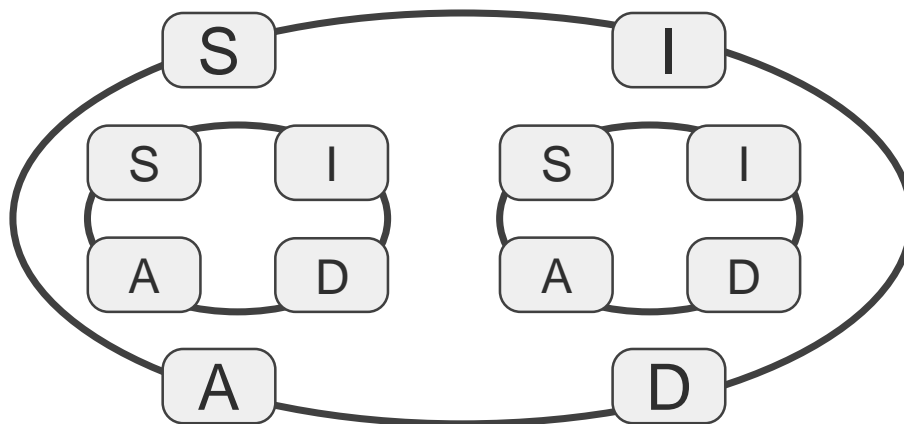
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Ackoff provided insight on social systems, design and purpose

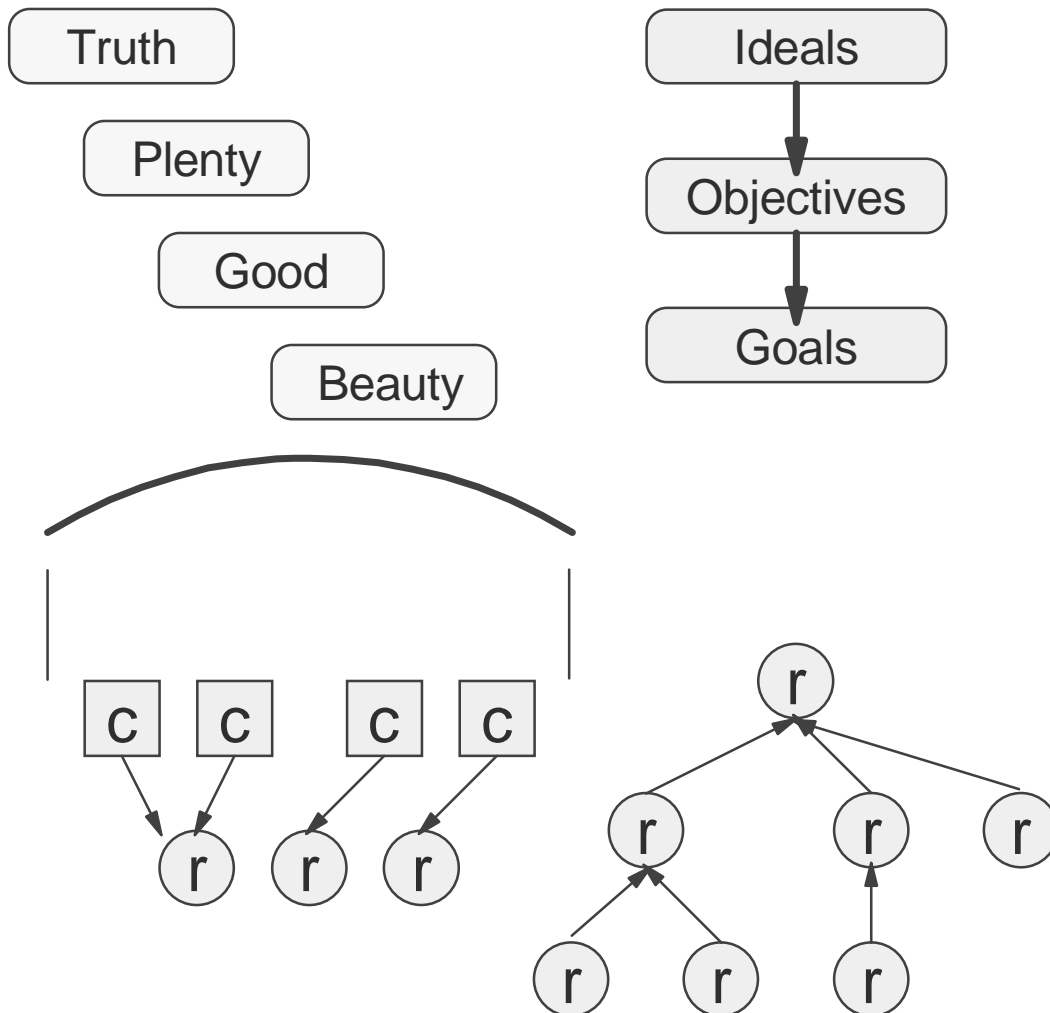
Ackoff provided insight on social systems, design and purpose

Systems and models	Parts	Whole
Deterministic	Not purposeful	Not purposeful
Animated	Not purposeful	Purposeful
Social	Purposeful	Purposeful
Ecological	Purposeful	Not purposeful

1. *The Democratic Corporation* led to an understanding of social systems

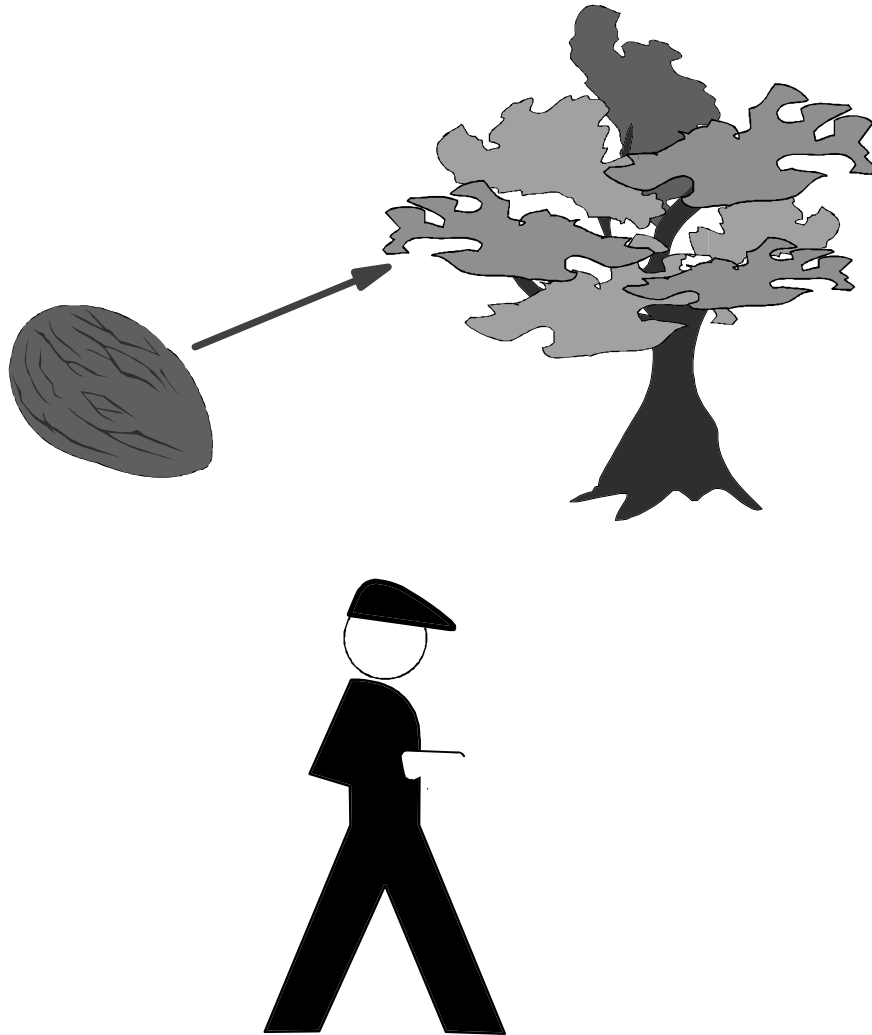


Ackoff provided insight on social systems, design and purpose



1. *The Democratic Corporation* led to an understanding of social systems
2. *Creating the Corporate Future* led to an understanding of design of systems

Ackoff provided insight on social systems, design and purpose

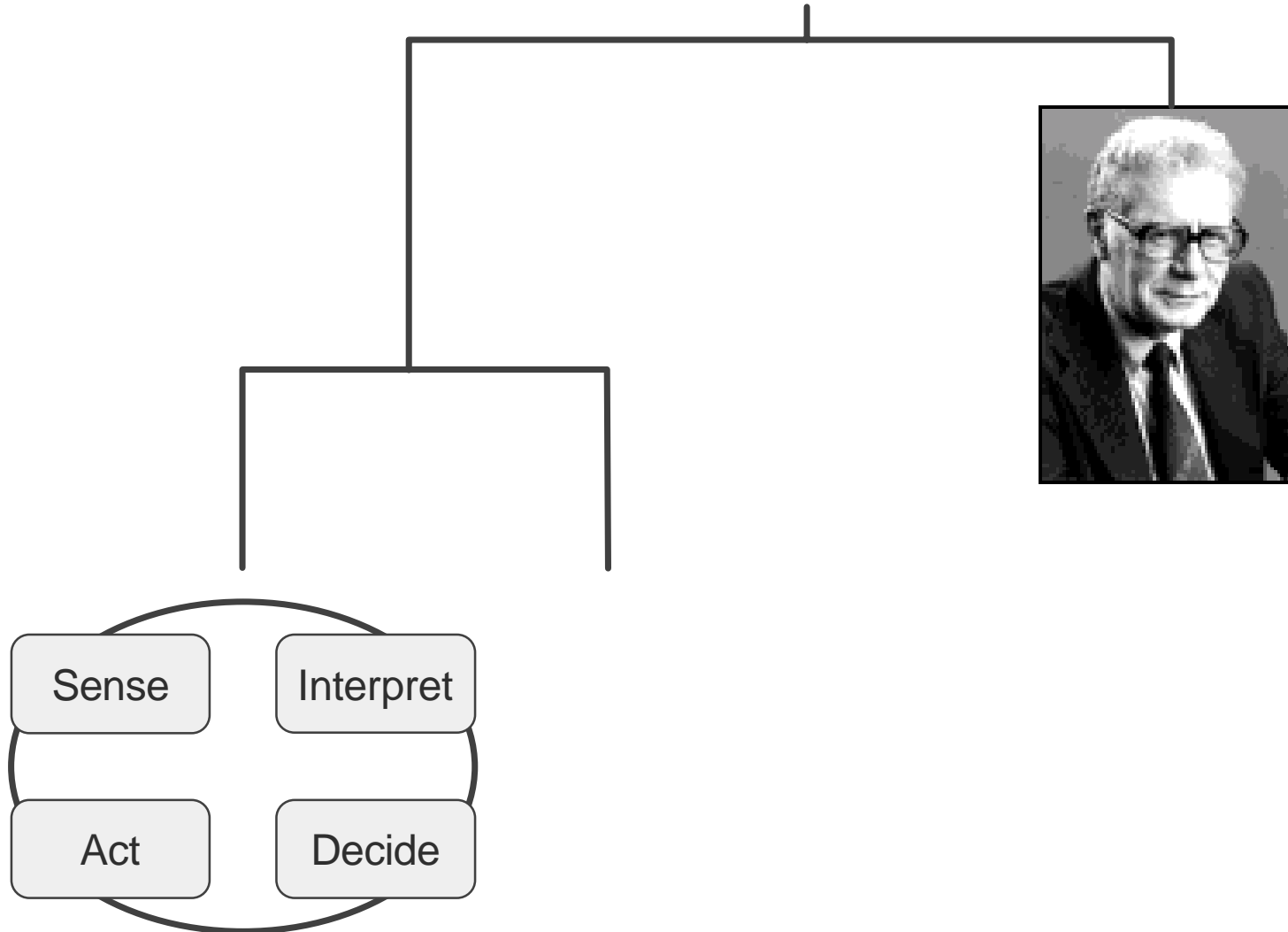


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Ackoff's system of thinking is rigorous, but open



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