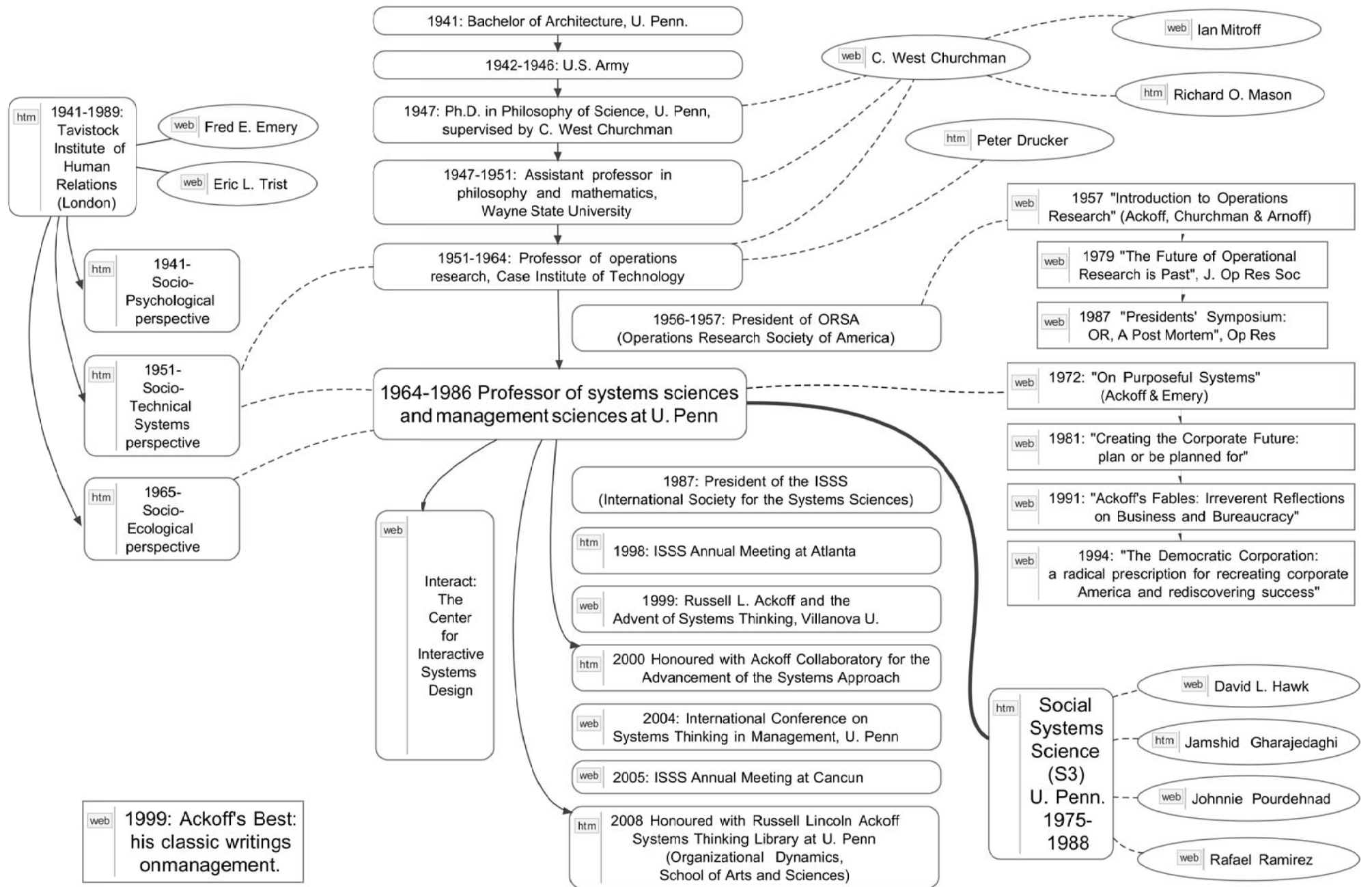
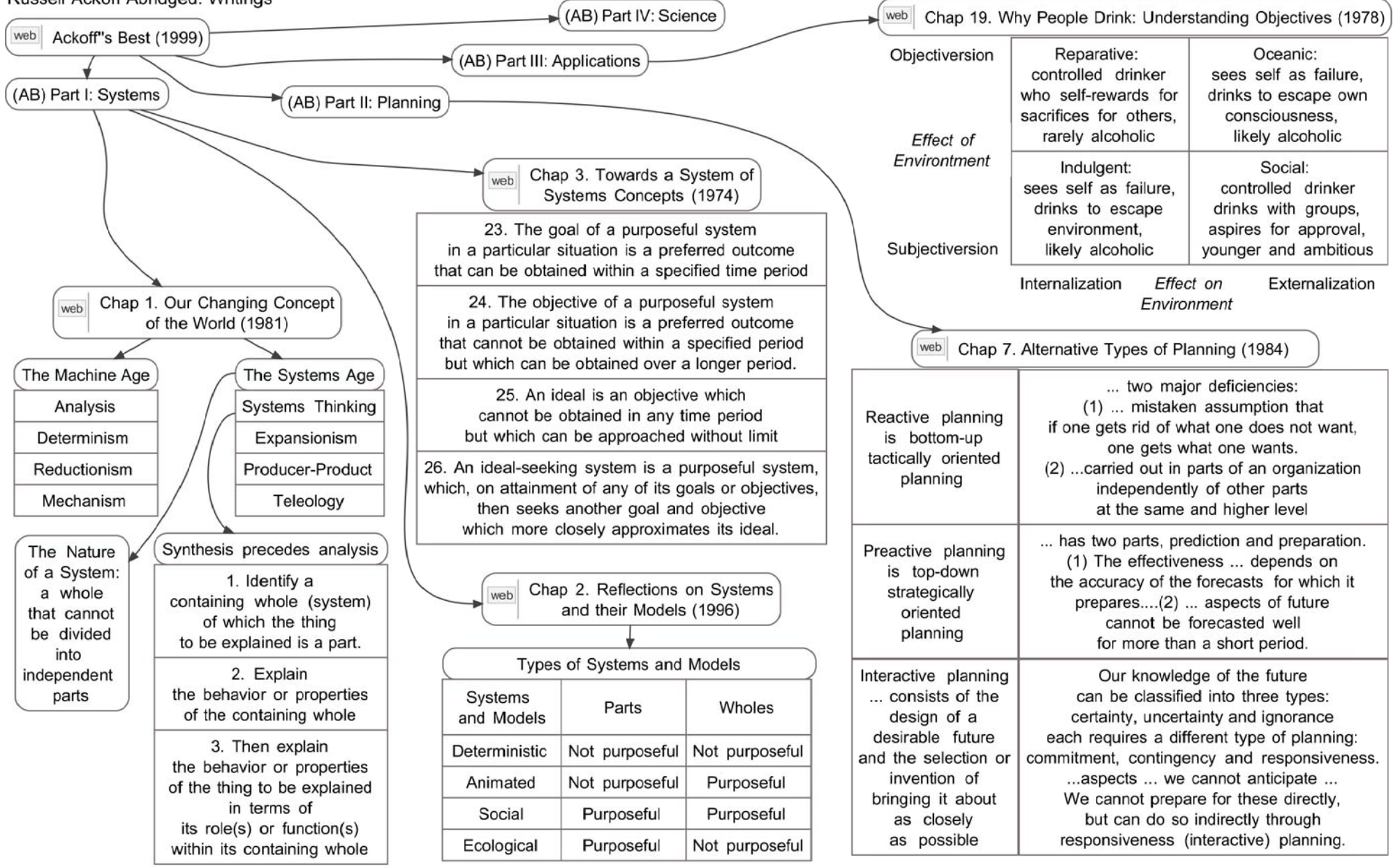


Russell Ackoff Abridged: Professional Timeline



Russell Ackoff Abridged: Writings



[web](#) Ackoff's Best (1999)

(AB) Part IV: Science

[web](#) Chap 19. Why People Drink: Understanding Objectives (1978)

(AB) Part I: Systems

(AB) Part III: Applications

(AB) Part II: Planning

Objectiversion	Reparative: controlled drinker who self-rewards for sacrifices for others, rarely alcoholic	Oceanic: sees self as failure, drinks to escape own consciousness, likely alcoholic
Subjectiversion	Indulgent: sees self as failure, drinks to escape environment, likely alcoholic	Social: controlled drinker drinks with groups, aspires for approval, younger and ambitious

[web](#) Chap 3. Towards a System of Systems Concepts (1974)

23. The goal of a purposeful system in a particular situation is a preferred outcome that can be obtained within a specified time period

24. The objective of a purposeful system in a particular situation is a preferred outcome that cannot be obtained within a specified period but which can be obtained over a longer period.

25. An ideal is an objective which cannot be obtained in any time period but which can be approached without limit

26. An ideal-seeking system is a purposeful system, which, on attainment of any of its goals or objectives, then seeks another goal and objective which more closely approximates its ideal.

[web](#) Chap 1. Our Changing Concept of the World (1981)

The Machine Age

- Analysis
- Determinism
- Reductionism
- Mechanism

The Systems Age

- Systems Thinking
- Expansionism
- Producer-Product
- Teleology

The Nature of a System: a whole that cannot be divided into independent parts

Synthesis precedes analysis

1. Identify a containing whole (system) of which the thing to be explained is a part.
2. Explain the behavior or properties of the containing whole
3. Then explain the behavior or properties of the thing to be explained in terms of its role(s) or function(s) within its containing whole

[web](#) Chap 2. Reflections on Systems and their Models (1996)

Types of Systems and Models

Systems and Models	Parts	Wholes
Deterministic	Not purposeful	Not purposeful
Animated	Not purposeful	Purposeful
Social	Purposeful	Purposeful
Ecological	Purposeful	Not purposeful

[web](#) Chap 7. Alternative Types of Planning (1984)

Reactive planning is bottom-up tactically oriented planning	... two major deficiencies: (1) ... mistaken assumption that if one gets rid of what one does not want, one gets what one wants. (2) ...carried out in parts of an organization independently of other parts at the same and higher level
Preactive planning is top-down strategically oriented planning	... has two parts, prediction and preparation. (1) The effectiveness ... depends on the accuracy of the forecasts for which it prepares....(2) ... aspects of future cannot be forecasted well for more than a short period.
Interactive planning ... consists of the design of a desirable future and the selection or invention of bringing it about as closely as possible	Our knowledge of the future can be classified into three types: certainty, uncertainty and ignorance each requires a different type of planning: commitment, contingency and responsiveness. ...aspects ... we cannot anticipate ... We cannot prepare for these directly, but can do so indirectly through responsiveness (interactive) planning.

Internalization      Effect on Environment      Externalization