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Opening Commentary: "Organization Development and Change"

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Academy of Management, Organization Development and Change Division, "Building ODC as an Academic Discipline," 7-8 April 2006.

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Opening Commentary: "Organization Development and Change"

Comments

Academy of Management, Organization Development and Change Division, "Building ODC as an Academic Discipline," 7-8 April 2006.

ODC Conference: Building ODC as an Academic Discipline

April 7, 2006

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**THE MAJOR EVIDENCE OF THE
STRENGTH OF THE U.S. ECONOMY**

IS THAT

**NO OTHER ECONOMY IN THE
WORLD COULD SURVIVE AS MUCH
INEFFICIENCY AND
INEFFECTIVENESS AS OURS.**

**VERY FEW OF OUR
ORGANIZATIONS ARE DEVELOPING
AND WHAT CHANGES THERE ARE
ARE NOT TOWARD DEVELOPMENT**

CONTRARY TO COMMON USAGE

DEVELOPMENT AND GROWTH

ARE NOT THE SAME THING

EITHER CAN OCCUR WITHOUT THE

OTHER

DEVELOPMENT

IS AN INCREASE IN ONE'S ABILITY
AND DESIRE TO SATISFY ONE'S NEEDS
AND LEGITIMATE DESIRES,
AND THOSE OF OTHERS —

THAT IS,

AN INCREASE IN *COMPETENCE*

**A LEGITIMATE DESIRE IS ONE
THE SATISFACTION OF WHICH
DEPRIVES NO ONE
OF THE OPPORTUNITY TO
DEVELOP**

EARNING PRODUCES GROWTH:

AN INCREASE IN SIZE OR NUMBER.

STANDARD OF LIVING IS THE MOST

COMMON INDEX OF GROWTH

LEARNING

IS WHAT PRODUCES DEVELOPMENT.

QUALITY OF LIFE IS THE MOST

COMMONLY USED

INDEX OF DEVELOPMENT

SOME OF THE
MAJOR CHANGES
THAT
CAN LEAD TO DEVELOPMENT

1.

A RE-ORIENTATION

TOWARD

MISTAKES

**ONE NEVER LEARNS BY DOING
THINGS RIGHT — ONLY FROM
MISTAKES**

TWO TYPES OF MISTAKES:

ACCOUNTING DEFICIENCY

**EFFECT = ORGANIZATIONAL
PARALYSIS**

2.

COVER ALL TYPES

OF CONTENT OF THE MIND:

DATA, INFORMATION, KNOWLEDGE,

UNDERSTANDING AND WISDOM

DATA = SYMBOLS THAT REPRESENT

**INFORMATION = CONTENT OF
DESCRIPTIONS**

**KNOWLEDGE = CONTENT OF
INSTRUCTIONS**

**UNDERSTANDING = CONTENT OF
EXPLANATIONS**

**WISDOM = CONTENT OF
EVALUATIONS**

**DATA TO UNDERSTANDING NEEDED
FOR EFFICIENCY =**

Doing things right

**WISOM NEEDED FOR
EFFECTIVENESS =**

Doing the right things

3.

**REPLACE POWER OVER
(AUTHORITY)**

WITH

**POWER TO:
(INFLUENCE)**

I.E., DEMOCRATIZE

**THE MORE HIGHLY EDUCATED A
WORKFORCE**

THE LESS EFFECTIVE IS

**THE EXERCISE OF AUTHORITY OVER
THEM**

**& the less likely it is to encourage them
to use all they know that is relevant to
their jobs.**

4.

INSTALL A

LEARNING AND

ADAPTATION

SUPPORT SYSTEM

SUCH A SYSTEM

- produces a **record** of each important decision including expected effects
 - **monitors** to determine if expectations are fulfilled
 - **diagnoses and corrects** failures, and monitors correction decisions
- and

4.

INSTALL A

LEARNING AND

ADAPTATION

SUPPORT SYSTEM

**The knowledge that
anyone in the organization has
that is relevant to the work of another
in the organization
is available to him/her.**

5.

**DEVELOP AN INSPIRING VISION
THROUGH STAKEHOLDER
IDEALIZED DESIGN.**

AN IDEALIZED DESIGN OF AN ORGANIZATION

**Is that design its designers would
have if they were free to have any
design they wanted right now.**

PLANNING BACKWARDS FROM THIS DESIGN TO THE CLOSEST FEASIBLE APPROXIMATION TO IT

**simplifies planning by an order of
magnitude**

**increases the designers' concept of
what is feasible, and**

increases creativity significantly.

Man has been able to grow enthusiastic over his vision of unconvincing enterprises. He has put himself to work for the sake of an idea, seeking by magnificent exertions to arrive at the incredible. And in the end, he has arrived there. Beyond all doubt it is one of the vital sources of man's power to be thus able to kindle enthusiasm from the mere glimmer of something improbable, difficult, remote.

Jose Ortega y Gosset, 1956.