

***Fourth Annual E. Leonard Arnoff Memorial Lecture  
on the Practice of Management Science***

***“Systems Thinking: An Intellectual and Managerial Revolution”***

***Russell L. Ackoff  
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***7:00 P.M., Tuesday, May 2, 1995***

After defining *systems* and identifying the major types, I will characterize *systems thinking*. Such thinking not only involves an intellectual revolution in itself, but it requires a fundamental transformation of management. I will describe and explain the nature of this transformation.

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***Russell L. Ackoff  
Chairman of the Board  
INTERACT: The Institute for Interactive Management***

***Russell L. Ackoff*** is Chairman of the Board of INTERACT, The Institute for Interactive Management. He is the Anheuser-Busch Visiting Professor of Marketing, Olin School of Business, Washington University, St. Louis; and the Anheuser-Busch Professor Emeritus of Management Science, The Wharton School, University of Pennsylvania. He received his undergraduate degree in architecture and his Ph.D. in Philosophy of Science from the University of Pennsylvania. He was a member and former Chairman of the Social Systems Sciences Department and The Busch Center, which specializes in systems planning, research, and design. Dr. Ackoff is the author and co-author of nineteen books, including ***Redesigning the Future***, ***The Art of Problem Solving***, ***Creating the Corporate Future***, ***Ackoff's Fables***, and his most recent book ***The Democratic Corporation***. In addition, Dr. Ackoff was co-author with E. Leonard Arnoff and C. W. Churchman of a seminal book ***Introduction to Operations Research***. He has also published more than 200 articles in books and a wide variety of journals. A charter member and former President of the Operations Research Society of America, founding member and former Vice President of The Institute of Management Science, he has received the Silver Medal of the British Operational Research Society, and has been former President, Society for General Systems Research. He has received honorary Doctorates of Science from the University of Lancaster (UK) and Washington University (St. Louis) and has been elected a member of the Academy of Natural Sciences of the Russian Federation. His work in research, consulting, and education has involved more than 250 corporations and 50 government agencies in the United States and abroad.

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**INFORMS**

***“Ackoff Delivers Fourth E. Leonard Arnoff Memorial Lecture”  
ORMS Today, p. 60, August, 1995.***

Russell L. Ackoff, Chairman of the Board of INTERACT: The Institute of Interactive Management, recently delivered the fourth E. Leonard Arnoff Memorial Lecture on Practice in the Management Sciences at the College of Business Administration of the University of Cincinnati. The topic of the lecture was ***“Systems Thinking: An Intellectual and Managerial Revolution”*** in which Dr. Ackoff described and explained the fundamental nature of the transformation of management needed in today's environment. His presentation centered upon the need to manage interactions of system components rather than just managing each component individually. More than 200 local operations research professionals, faculty and students attended the speech

and reception.

Dr. Ackoff is the Anheuser-Busch Professor of Marketing at the Olin School of Business at Washington University in St. Louis and the Anheuser-Busch Professor Emeritus of Management Science at The Wharton School at the University of Pennsylvania. He has an undergraduate degree in architecture and a Ph.D. in Philosophy of Science for the University of Pennsylvania. He has authored or co-authored nineteen books and over 200 articles in journals and books.

Dr. Ackoff was a charter member and former president of the Operations Research Society of America and former president of the Society for General Systems Research. He has honorary Doctorates of Science from the University of Lancaster (UK) and Washington University and has been elected a member of the Academy of Natural Sciences of the Russian Federation. His work in research, consulting, and education has involved more than 250 corporations and 50 government agencies in the U.S. and abroad.

The series of lectures is dedicated to E. Leonard Arnoff, former dean of the College of Business Administration at the University of Cincinnati, a partner in Ernst and Whinney (now Ernst and Young), and co-author of a seminal book in operations research with C. West Churchman and Dr. Ackoff. The Department of Quantitative Analysis and Operations Management sponsored the event with co-sponsorship support from a grant from Omega Rho International Honor Society for Operations Research and Management Science related areas.

Previous Arnoff lecturers were **Robert E. D. (Gene) Woolsey**, **Thomas M. Cook** and **Saul I. Gass**.

An endowment is being assembled to support this lecture in the future years. The Ackoff lecture was videotaped and is available for a small fee. For further information or to be placed on a mailing list for future Arnoff lectures, contact Professor David F. Rogers at the University of Cincinnati, (513)556-7143.

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### ***Fourth Annual Arnoff Lecture—***

### ***“Russell L. Ackoff on Transforming Management Systems”***

***by David Rogers***

***Portfolio, University of Cincinnati, College of Business***

***Administration, Volume 9, p. 19, Spring/Summer, 1995.***

The fourth E. Leonard Arnoff Memorial Lecture on Practice in the Management Sciences was delivered by Russell L. Ackoff, Chairman of the Board of INTERACT: The Institute of Interactive Management, on May 2, 1995, in Lindner Auditorium. Over 200 local professional, faculty, and students attended the event and a reception afterwards.

In his lecture, ***“Systems Thinking: An Intellectual and Managerial Revolution”***, Ackoff described and explained the fundamental nature of the transformation of management needed in today’s environment. His presentation centered on the need to manage interactions of system components rather than just managing each component individually.

Ackoff is the Anheuser-Busch Professor of Marketing at the Olin School of Business at Washington University in St. Louis and the Anheuser-Busch Professor Emeritus of Management Science at The Wharton School. He is a charter member and former president of the Operations Research Society of America and former president of the Society for General Systems Research.

His work in research, consulting, and education has involved more than 250 corporations and 50 government agencies in the U.S. and abroad. With E. Leonard Arnoff (former CBA dean to whom this lecture series is dedicated), Ackoff and C. West Churchman co-authored a seminal book in operations research.

The QAOM Department co-sponsored the event with the Omega Rho International Honor Society. An endowment is being assembled to support this lecture for future year. A videotape of the Ackoff lecture is available for a small fee. If you would like to support this endowment, obtain a tape of the lecture, or be on the mailing list for future Arnoff lectures and other activities, please contact the Department of Quantitative Analysis and Operations Management at (513)556-7140.