

Leaders are driven by ideas,
not by the expectations of
others.

-Russell Ackoff

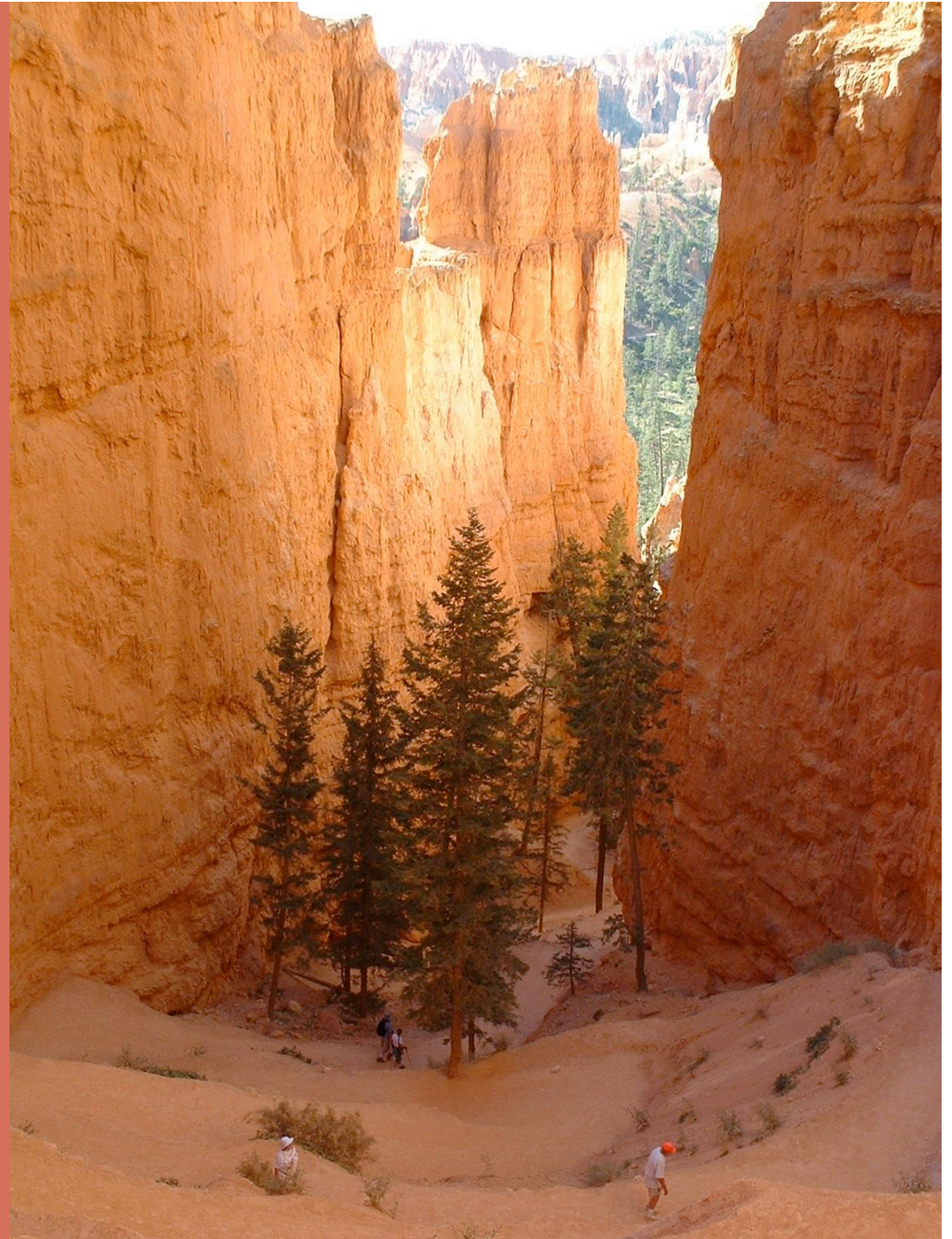


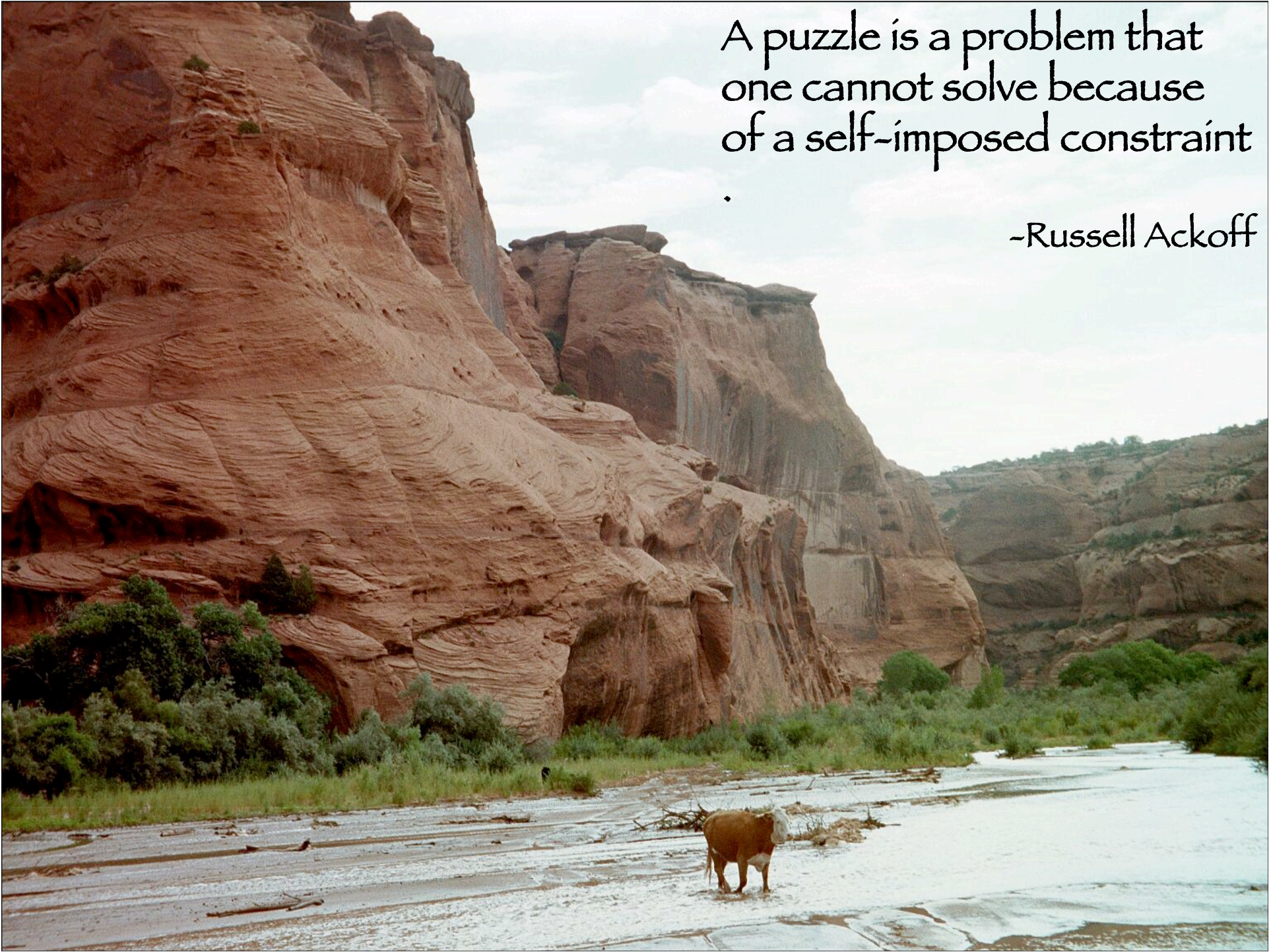


When a system is taken
apart it loses its essential
properties.

-Russell Ackoff

The less sure managers
are of their opinions,
the more vigorously
they defend them.
-Russell Ackoff





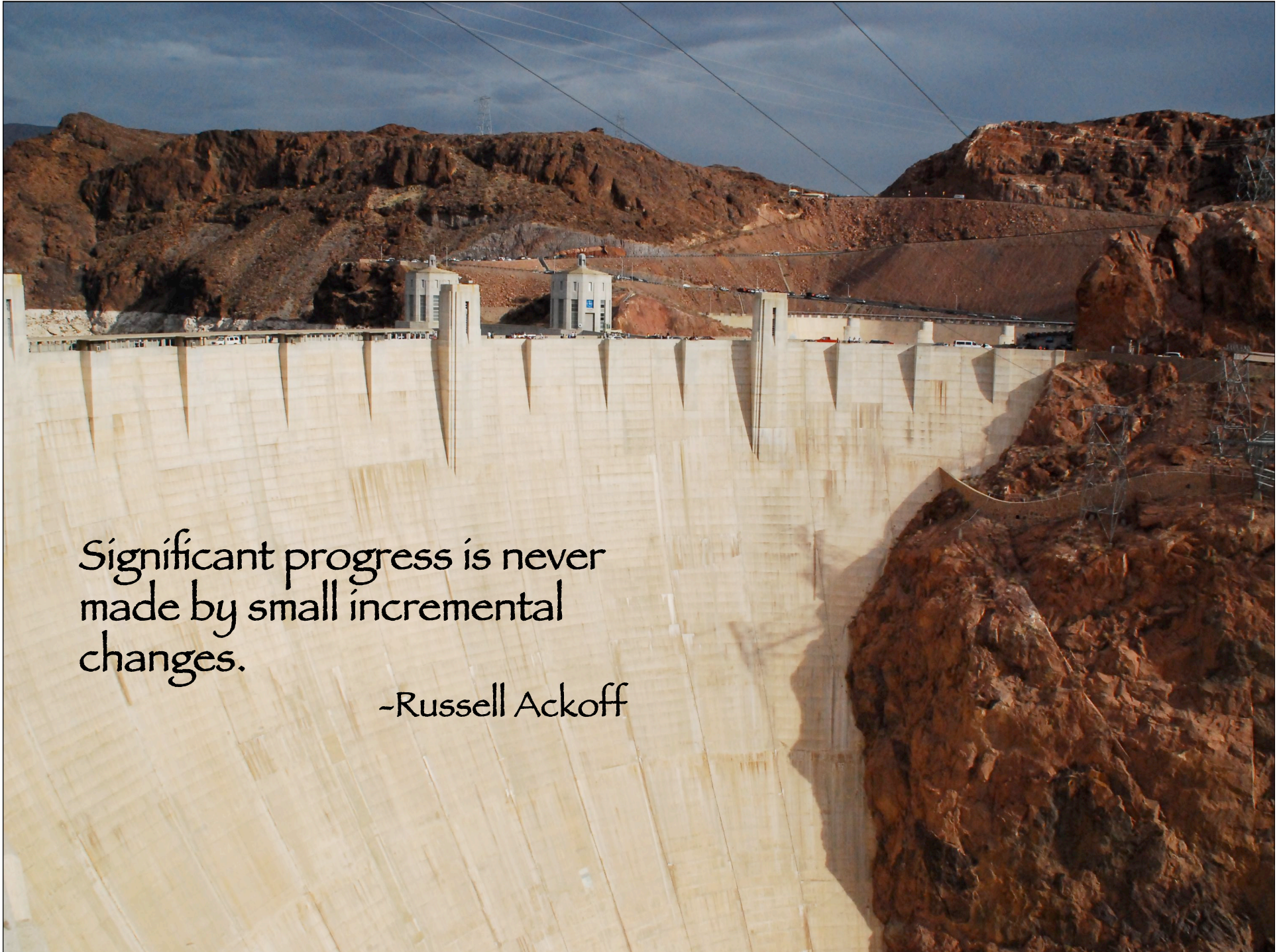
A puzzle is a problem that
one cannot solve because
of a self-imposed constraint

-Russell Ackoff



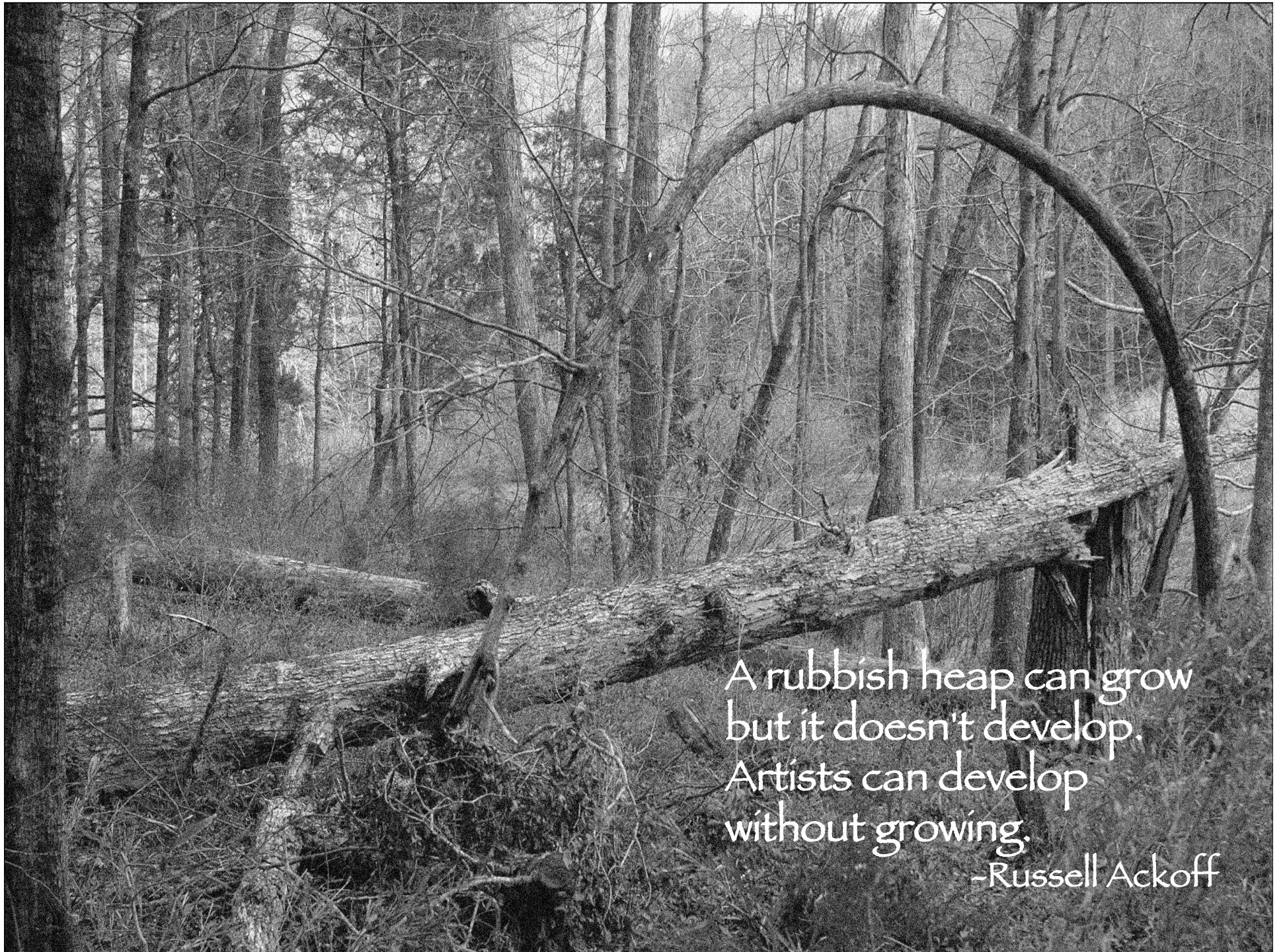
The job of management is not to supervise the workers, it is to supervise the interactions.

-Russell Ackoff



Significant progress is never
made by small incremental
changes.

-Russell Ackoff




A rubbish heap can grow
but it doesn't develop.
Artists can develop
without growing.
-Russell Ackoff



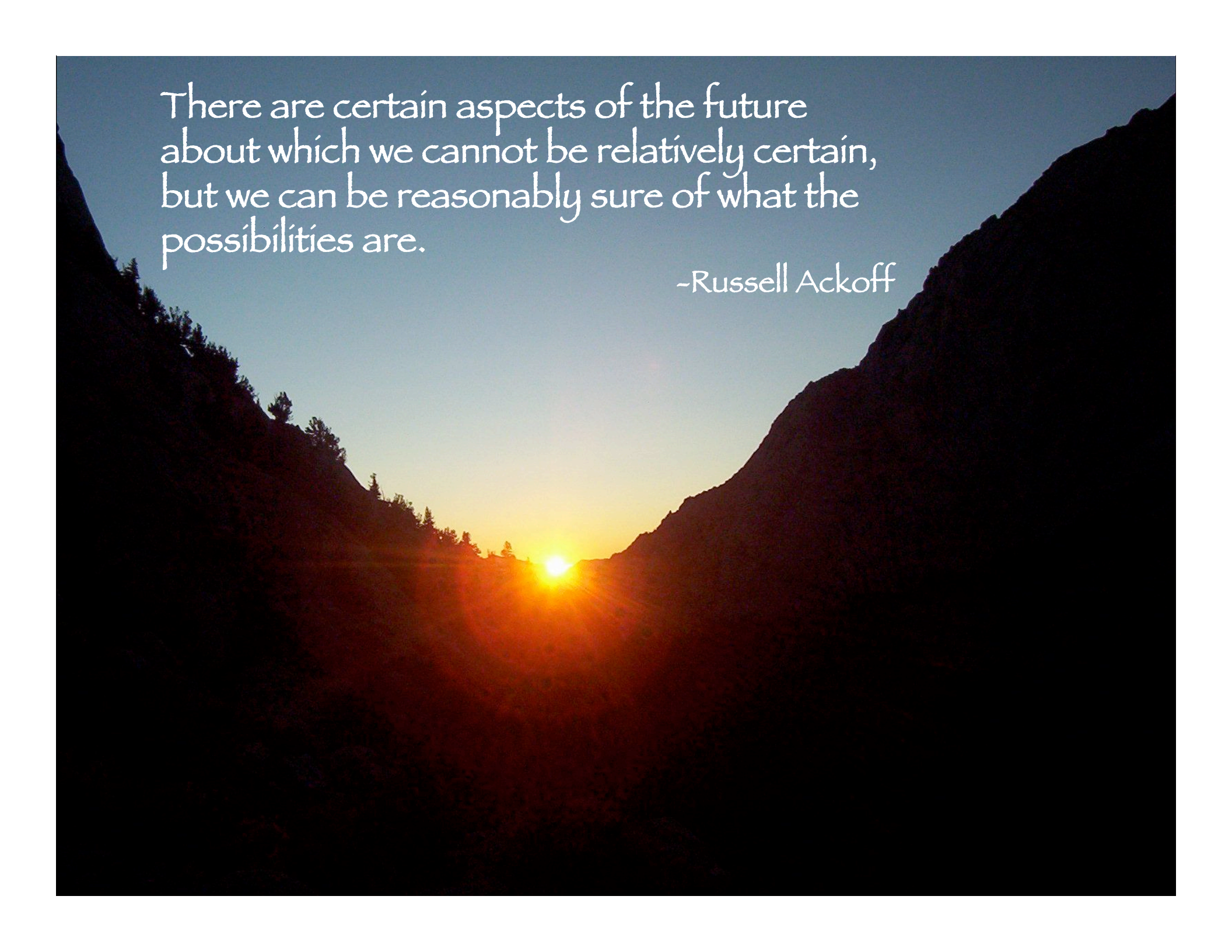
The more things you
do right, the less you
learn."

-Russell Ackoff

A dramatic seascape with a cloudy sky and a lone sailboat on the horizon. The sky is filled with dark, heavy clouds, with a bright light source breaking through in the upper center, creating a lens flare effect. The sea is dark and calm, with a single sailboat visible on the horizon. The overall mood is somber and contemplative.

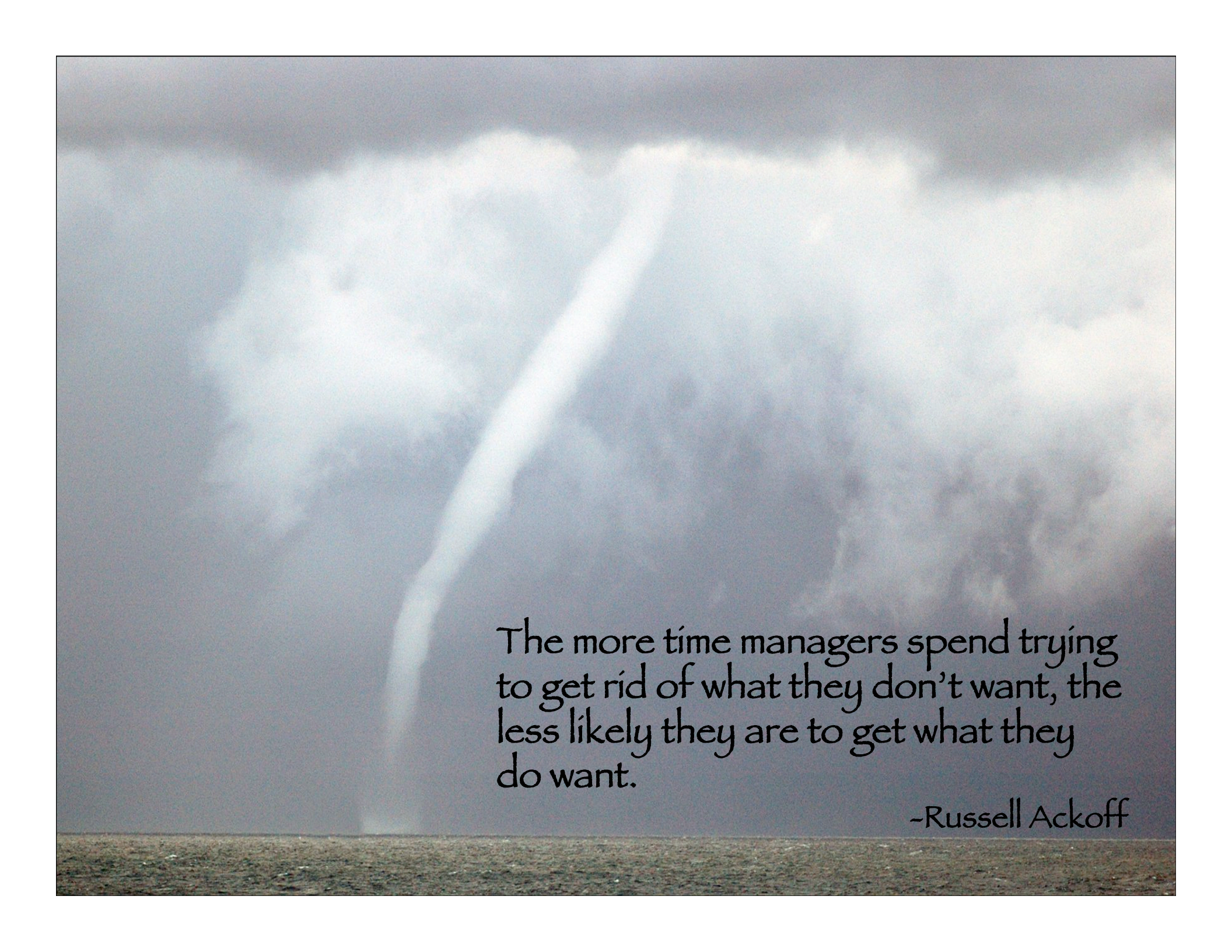
Managers cannot learn from doing things right,
only from doing them wrong.

-Russell Ackoff



There are certain aspects of the future
about which we cannot be relatively certain,
but we can be reasonably sure of what the
possibilities are.

-Russell Ackoff

A dramatic sky with a bright light source, possibly the sun or moon, partially obscured by dark, stormy clouds. A bright, diagonal beam of light cuts through the clouds from the upper left towards the center. The overall atmosphere is dark and moody, with a mix of light and shadow.

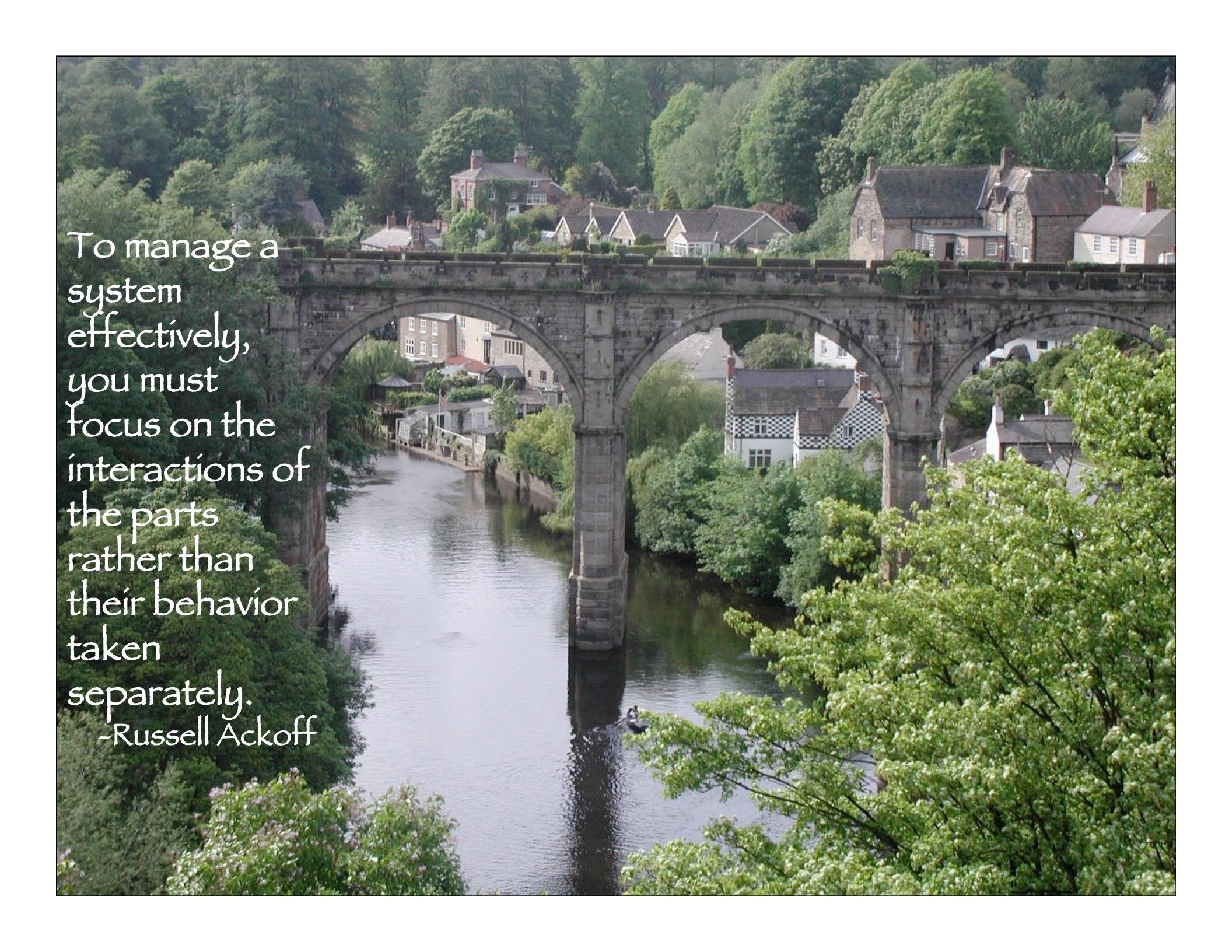
The more time managers spend trying to get rid of what they don't want, the less likely they are to get what they do want.

-Russell Ackoff



It is better to do the right thing wrong
than to do the wrong thing right.

-Russell Ackoff

A photograph of a stone viaduct with multiple arches spanning a river in a village. The viaduct is made of grey stone and has several large arches. The river flows through the center of the arches. On the banks of the river, there are several houses and buildings, some with red roofs and others with white walls. The background is a lush green hillside with many trees. The overall scene is a peaceful village setting.

To manage a
system
effectively,
you must
focus on the
interactions of
the parts
rather than
their behavior
taken
separately.

-Russell Ackoff

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