

# Russell L. Ackoff

## Quotes

*Risk, Management, Teaching, Successful, People, Wrong Things, Problem, Settling, Objectives, Creativity, Contrast, Doe, Creative, Mess, Satisfaction, Thinking, Inspire, Mistake, Talking, Independent*

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

~Russell L. Ackoff

Successful problem solving requires finding the right solution to the right problem. We fail more often because we solve the wrong problem than because we get the wrong solution to the right problem.

~Russell L. Ackoff

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

~Russell L. Ackoff

We can only learn from mistakes, by identifying them, determining their source, and correcting them... people learn more from their own mistakes than from the successes of others.

~Russell L. Ackoff

Managers who don't know how to measure what they want settle for wanting what they can measure.

~Russell L. Ackoff

Every problem interacts with other problems and is therefore part of a set of interrelated problems, a system of problems. I choose to call such a system a mess.

~Russell L. Ackoff

No problem stays solved in a dynamic environment.

~Russell L. Ackoff

Creativity is the ability to identify self-imposed constraints, remove them, and explore the consequences of their removal.

~Russell L. Ackoff

The lower the rank of managers, the more they know about fewer things. The higher the rank of managers, the less they know about many things.

~Russell L. Ackoff

Nothing is harder to topple than a fact that supports a deeply held prejudice denied by its holder.

~Russell L. Ackoff

It is the satisfaction we derive from 'going there' in contrast to the satisfaction derived from 'getting there.' Recreation provides 'the pause that refreshes.' It recreates creators.

~Russell L. Ackoff

The future is better dealt with using assumptions than forecasts.

~Russell L. Ackoff

So much time is currently spent in worrying about the future that the present is allowed to go to hell.

~Russell L. Ackoff

The objective of education is learning, not teaching

~Russell L. Ackoff

Unless people can express themselves well in ordinary English, they don't know what they are talking about.

~Russell L. Ackoff

For me there has never been an amount of money that makes it worth doing something that is not fun.

~Russell L. Ackoff

Most managers receive much more data (if not information) than they can possibly absorb even if they spend all of their time trying to do so.

Hence they already suffer from an information overload.

~Russell L. Ackoff

Omnicompetence,' the ability to obtain whatever one wants or needs, is an unattainable but continuously approachable ideal for all mankind - past, present, and future.

~Russell L. Ackoff

A bureaucrat is one who has the power to say "no" but none to say "yes."

~Russell L. Ackoff

The most valuable and least replacable resource is time.

~Russell L. Ackoff

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