



Articulate intervention revisited

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Articulate Intervention by Hytton Boothroyd was published in 1978. It offered a description of OR based on experience. Boothroyd said his aim was to explore what can and cannot be meant by the idea of intelligently directing human affairs, about the place of articulating our thoughts before acting, about the place of consultants in business, industry and government, and about the place of formal methods. At the time the book was widely acclaimed by both academics and practitioners. This paper sets out the main ideas encapsulated in *Articulate Intervention*, examines how they stand up to more recent experience and speculates on their inherent philosophical position. It is concluded that 30 years on the ideas are still relevant today and can provide the basis of a variant of what Ulrich calls critical pragmatism.

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Introduction

The 1970s was a time when OR could truly be said to have come of age. Applications were to be found in industry, commerce and government; a number of large internal groups had developed and were considered vital by their host organizations; university departments were being established and learned societies flourished. Yet, some practitioners were concerned that the success and survival of OR was threatened by the lack of a realistic description of the OR approach. It was this issue that Boothroyd sought to address in his monograph *Articulate Intervention* (Boothroyd, 1978). On publication, the book was widely welcomed and the ideas in it were given a central role in the *Handbook for Systems Analysis* produced by leading academics at the Applied Institute for Systems Analysis (Miser and Quade, 1985; 1988; Miser, 1995). This paper sets out the ideas of the book and examines them for relevance in the light of subsequent developments.

Boothroyd found the various standard descriptions of OR lacked lustre:

There is a magic about people creating new understanding for which words like ‘the application of the methods of science’ suggest something too mechanical and dull. There is an unexpectedness in the development of human society that makes words like ‘determine its policy scientifically’ appear to belong to too static a concept of the world. There is a potential for the harsh exercise of power in the face of which ‘helping management’ lacks moral energy. So my aim in what follows is to work through some of the issues of doing OR in ways that will stand up in very different social contexts, which deal equally

well with successes and failures, and which are direct enough for practitioners and abstract technologists alike to adopt as a point of view from which to construe their activities (Boothroyd, 1978, p. 17).

Boothroyd derives his approach, his description, his philosophy, from his reflections on his experience of work as an OR practitioner and of life in general. However, OR is an example of a more general category of activity: the provision of would-be-expert advice based on knowledge or investigation or both. The book is in part a reworking of the logical status of expert advice, of professional practice. Conway, in a review of the book just after it was published, said:

... Boothroyd has in this book offered a profound reflection on one of the great strengths of OR in the United Kingdom—the strong, pragmatic, integrated, in-house OR group. It is doubtful if any other country has such a strong industrial base for its OR activity as is present in the UK, and yet we have seen relatively little reflection upon this phenomenon. Certainly no previous attempts, despite their considerable values, have offered such a potentially powerful form of analysis as has Boothroyd in this book. It may well be that the power of the analysis is such that it is applicable far beyond the in-house OR group from which experience it originally grew. Certainly it can be applied to other OR groups in the various consultancy and similar situations in which they find themselves. However, it is likely that it also forms a basis for analyzing other management services and consultancy functions ... (Conway, 1980)

Articulate Intervention was a re-working of an earlier working paper, *On the theory of operational research* (Boothroyd, 1974). A paper titled, *Describing operational research*, was published in 1976 (Boothroyd, 1976) and a later paper, *The deliberative context of systems analysis* (Boothroyd, 1984),

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to environmental problems has laid the foundations for global environmental management It looks at how ideas interests and institutions affect management practice how management capabilities in other areas affect the ability to deal with specific environmental issues and how learning affects society s approach to the global environment The book focuses on efforts to deal with climate change ozone depletion and acid rain from 1957 The International Geophysical Year through 1992 the UN Conference on Environment and Development The settings include Canada Germany Hungary Japan Mexico the Netherlands the former Soviet Union the United Kingdom the United States and international environmental organizations Topics include problem framing agenda setting issue attention risk assessment monitoring option assessment goal and strategy formulation implementation and evaluation Volume 1 provides an overview of the project of global environmental management in general and of the three central environmental issues studied it also contains the individual country studies Volume 2 contains the management function studies and the book s conclusion Authors in the set include Jeannine Cavender Bares William C Clark Ellis Cowling Nancy M Dickson Gerda Dinkelman Rodney Dobell Renate Ell Adam Fenech Alexander Ginzburg Elena Goncharova Peter Haas Eva Hizsnyik Michael Huber Peter Hughes Jill J ger Marc Levy Angela Liberatore Diana Liverman Justin Longo David McCabe Donald Munton Elena Nikitina Karen O Brien Edward Parson Vladimir Pisarev Ruud Pleune Miranda Schreurs Simon Shackley Peter Simmons Heather Smith Vassily Sokolov Ferenc L T th Jeroen van der Sluijs Josee van Eijndhoven Claire Waterton Cor Worrell and Brian Wynne More information is available from the SLG web site

Understanding the Process of Operational Research Paul Keys,1995-02-23 In recent years there has been an emerging interest in the process by which operational research is carried out in organisations This has been driven by the rapid developments which have taken place in the discipline throughout the 1980s During this time Operational Research OR has undergone a period of significant reappraisal and as a result a deeper understanding of OR and its use in an organisational setting has been gained This book provides a broad historical context within which these recent developments can be evaluated and future change can be anticipated Paul Keys brings together a collection of 19 readings drawn from the 1940s to the 1990s Arranged in four chronologically ordered sections with introductory essays providing a thematic structure this material acts as signpost to the major steps in the developments and understanding of OR as it is practiced The book provides an opportunity for students who are not quantitatively oriented to appreciate the and strengths of the OR approach and will provide undergraduates and graduates with complementary reading to the standard techniques based OR texts

Critical Path Analysis and Linear Programming Mik Wisniewski,Jonathan H Klein,2017-03-14 Aimed at final year undergraduate students this is the first volume to publish in a new series of text covering core subjects in operational research in an accessible student friendly format This volume presents simulation paired with inventory control The Operational Research Series aims to provide a new generation of European originated texts of practical relevance to todays student To guarantee accessibility the texts are concise and have a non mathematical orientation These texts will provide

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Directions ,1979 *The Publishers' Trade List Annual* ,1985 **Industrial Engineering** ,1979 **Multimethodology** John Mingers,Anthony Gill,1997 This book proposes that using two or more management science methodologies in the same intervention is likely to produce a richer picture for seeing and understanding the complex web of relationships and interconnectivities which is likely to lead to better decision taking by managers and workers This is what is meant by multimethodology In conclusion the book explores several theoretical and philosophical perspectives on combining methodologies from different paradigms as well as presenting many actual examples from practice **Paperbound Books in Print** ,1983 Strategic Development Robert G. Dyson,Frances A. O'Brien,1998-06-29 Based on research published in the fields of strategic management systems dynamics and forecasting this text offers a conceptual model of the strategic development process It includes the research of writers such as Paul Schoemaker on scenario planning and Kim Warren on cognitive mapping plus writings from contributors including Michael Porter *Encyclopedia of Operations Research and Management Science* Saul I. Gass,Carl M. Harris,2001 Audience Anyone concerned with the science techniques and ideas of how decisions are made BOOK JACKET *Books Out-of-print* ,1986 **Problem Management** James W. Bryant (Ph. D.),Jim Bryant,1989-09-08 A guide to decision making in an organizational setting Addresses the practical business of managing problems and shows how new conceptual frameworks can be used to arrive at problem management methodologies Books in Print Supplement ,2002

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