Idealized Design

   **Idealized Design, a segment of Interactive Planning, is an organizational development process developed by
Russell L. Ackoff
in the 1950's which enables an organization to get beyond the problem solving mode and unleash their innovative potential.**

⁄⁄ **Method**

"An idealized design of a system is the design its stakeholders would have right now if they could have any system they wanted. The design is subject to only two constraints: it must be technologically feasible (no science fiction), and it must be operationally viable (capable of surviving in the current environment if it came into existence, with or without modification). The design has one requirement: it must be capable of rapid and effective learning and adaptation, and therefore be able to change. It is called idealized because it is the best ideal-seeking systems its designers could imagine at the time, recognizing that they and others may be able to imagine a better one in the future." (WHCA, 1996)

Read **A Brief Guide to Interactive Planning and Idealized Design** , which is the most succinct overview of Interactive Planning and Idealized Design to date.

References

- [Ackoff Virtual Inquiry Center (AVIC)](#) The Grand Experiment at SystemsWiki.org
- A tribute to Russell L. Ackoff video by John Pourdehnad

- Honoring and Transcending Russ Ackoff (Part 1)

- Honoring and Transcending Russ Ackoff (Part 2)

Articles

- [A Conversation between Russell Ackoff and Edward Deming](#)

The unedited transcript of the conversation between Ackoff and Deming, as moderated by Clare Crawford Mason. This transcript reveals the views of two preeminent thinkers in systems thinking. They discuss the relevancy and the application of systems worldview to the intractable problems and societal ills.

- [An Evaluation of R. L. Ackoff's Interactive Planning: A Case of Systemic Development of an Organizational Unit](#) by Darek M. Eriksson
- [Applying Interactive Planning at DuPont: The Case of Transforming a Safety, Health, and Environmental Function to Delivery Business Value](#) by James E. Leemann
- [Idealized Design: How Bell Labs Imagined -- and Created -- the Telephone System of the Future](#) from Knowledge @ Wharton (Access requires free account at Knowledge at Wharton)
- [Idealized Design: The Power of Imagination](#) from GKS Spirit Magazine Sep '06
- [INTERACTIVE PLANNING: A Systems Approach Advanced by Russell Ackoff](#) from M. C. Jackson, 2003

- [Introducing "Idealized Design" -- You Can Have Your Savings Cake and Eat it Too](#) by Jason Magidson

- [Leadership and Systems Thinking](#) by George E. Reed
- [Shifting Your Customers into "Wish Mode": Tools for Generating New Product Ideas and Breakthroughs](#) by James Magidson
- [Seeing Your Company as a System](#) by Andrea Gabor
- [Systems Thinking and Senior Level Leadership](#) by George E. Reed
- [Systems Thinking and Its Implications in Organizational Transformation](#) by John Pourdehnad and Gnana K. Bharathy

Books

- [Creating the Corporate Future](#) by Russell L. Ackoff (1981)
- [Creative Problem Solving: total Systems Intervention](#) by Robert L. Flood and Michael C. Jackson (1991)
- [Idealized Design: How to Dissolve Tomorrow's Crisis...Today](#) by Russell L. Ackoff, Jason Magidson & Herbert J. Addison (2006)

- [Russell Ackoff Memories](#)
- [Re-Creating the Corporation: A Design of Organizations for the 21st Century](#) by Russell

L. Ackoff (1999)

- [Systems Thinking: Creative Holism for Managers](#) by Michael C. Jackson (2003)
- [Systems Thinking: Managing Chaos and Complexity](#) by Jamshid Gharajedaghi (2006)

Cases

- [Academy of Vocal Arts](#) by Jason Magidson
- [Carfree Cities](#) by J.H. Crawford
- [Healthcare Products](#) by Jason Magidson
- [NACUFS Meets Idealized Design](#) by Bruce Flye
- [Perinatal Care](#) Virginia Infant Mortality Work Group
- [Process Redesign](#) by Jason Magidson
- [Product Design](#) by Jason Magidson
- [Sales Training](#) by Jason Magidson
- [White House Communications Agency](#) by March Laree Jacques

Papers

- [A Brief Guide to Interactive Planning and Idealized Design](#) by Russell L. Ackoff
- [A Useful Distinction between Managers and Leaders](#) Russell L. Ackoff (His last article only available via Emerald)
- [Corporate Pathology](#) by Jamshid Gharajedaghi
- [Crowdsourcing Business Model Innovation: Using Social Media Platforms and Design Thinking](#) by John Pourdehnad and Dan Baker (Work in Progress)
- [Mechanisms, Organisms and Social Systems](#) by Jamshid Gharajedaghi
- [On the Nature of Development](#) by Jamshid Gharajedaghi
- [Redesigning the Academy of Vocal Arts (AVA)](#) by John Pourdehnad and Adele Hebb
- [Social Systems: Dichotomy or Dialectic](#) by Jamshid Gharajedaghi
- [Systems Approach to Knowledge Development for Creating New Products and Services](#) by John Pourdehnad and Patrick J. Robinson

- [Systems Methodology: A Holistic Languate of Interaction and Deisgn](#) by Jamshid Gharajedaghi

Presentations

- [Idealized Design: An "Open Innovation" Process](#) by John Pourdehnad
- [Organizational Transformation](#) Presentation from John Pourdehnad

Theses

- [Application of Interactive Planning Methodology](#) by Donna Aura Lumbo
- [Involving Users in the Design Process](#) by Charlotte E. J. Pittman
- [A Design Thinking Approach to Leadership Development](#) by Tamara Nuzzaci

Videos

- ICSTM Keynote 2004 with Russell Ackoff
- [Beyond Continuous Improvement](#) with Russell Ackoff
- [Idealized Design: How Bell Labs Imagined -- and Created -- the Telephone System of the Future](#)
- Systems Thinkinkg with Russell Ackoff