



# Articulate intervention revisited

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*Articulate Intervention* by Hyllton 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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# Articulate Intervention

**Bill Zoellick**



## **Articulate Intervention:**

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of Systems Analysis: Craft issues and procedural choices Hugh J. Miser, Edward S. Quade, 1985      **Experimental**

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recognition that reefs and their fishes are economically important components of the coastal oceans of many tropical nations have led to enormous growth in research directed at reef fishes This book is much more than a simple revision of the earlier volume it is a companion that supports and extends the earlier work The included syntheses provides readers with the current highlights in this exciting science An up to date review of key research areas in reef fish ecology with a bibliography including hundreds of citations most from the last decade Authoritative and provocative chapters written to suggest future research priorities Includes discussions of regulation of fish populations dispersal or site fidelity of larval reef fishes sensory and motor capabilities of reef fish larvae and complexities of management of reef species and communities

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*CyberRegs* Bill Zoellick,2002 Exceedingly well analyzed and thoughtfully presented Bill Zoellick has skillfully set out the leading e Business issues and pulls no punches in challenging the conventional wisdom underlying current law and policy A great jumping off point for understanding or changing today s crucial business trends Sara Greenberg e Business Attorney at Testa Hurwitz Thibault LLP The author has fully and admirably accomplished the stated purpose of examining the disruption and instability that the Web has introduced into the world of intellectual property Dan Carroll Chairman The Carroll Group In this well written engaging book Zoellick examines the technical business and political angles of complex issues facing the Web today The issues raised in *CyberRegs* are ones that every organization doing business on the Web will face Zoellick offers business managers fresh insight into coping with these challenges and makes a cogent argument for participating in the political debate over how we will regulate the Net economy Mark Walter Senior Editor The Seybold Report The book cuts a clear original and insightful path through a set of timely controversial legal and business issues It helps business people build successful strategies for today s Internet business climate and provides useful and practical perspective for all citizens concerned about the future direction of Internet policy Adina Levin Senior Director Corporate Strategy Vignette Corporation Zoellick gets it The author realizes that business is built on knowledge and trust and he doesn't pander to his audience in getting that point across This book will give nontechies background and then some to address emerging technology issues in business Sol Bermann J D Legal Project Manager Technology Policy Ohio Supercomputer Center Mr Zoellick pulls from his own experience to provide an interesting look at some of the most important issues confronting business in the future the nature of the digital economy and the forces that will shape its future growth and development This is a debate that every business in America needs to join Jon Garon Professor of Law Franklin Pierce Law

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Michael L. Free,1999-12 Michael Free has developed an effective tried and tested course of group therapy for depression and other emotional disorders which can be used and adapted by mental health professionals to meet the needs of a wide range of clients and treatment services This book is a complete manual for a 12 week program of group therapy based on the cognitive therapy of Beck Ellis and McMullin It contains all the materials needed to conduct the group including information sheets for referring agencies and prospective participants and suggestions for assessment Each of the 12 therapy chapters contains guidelines for checking homework fully scripted mini lectures exercises specified homework and also suggestions for dealing with problems that may arise in the session An appendix contains masters for visual resources that can be directly photocopied as can the handouts and forms for participants in the group therapy sessions

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