



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

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