

With K. Lyytinen, "Management Misinformation Systems: A Time to Revisit," *Journal of the Association for Information Systems (JAIS)* (Forthcoming).

In this essay, we revisit Ackoff's classic "Management Misinformation Systems" and its five myths. The article was published at the dawn of the discipline and therein Ackoff shattered popular assumptions about Information Systems' (IS) design and use. The manuscript shaped the direction and scope of scholarly discourse around information systems; in contrast to dominant claims at that time, he argued that managers swam in the abundance of irrelevant information, were victims of poor modeling and consequent understanding of their own decisions, participated in destructive communication due to conflicting goals, and had a poor understanding of how systems worked. Despite the passage of 50 years (and many revolutions in Information Technology), Ackoff's arguments are still regarded as valid and rarely debated. Yet, given the new information-rich environments and our nearly limitless capability to collect and analyze data, these arguments may need to be re-examined to frame correctly contemporary effects of information systems on managerial decision making. We scrutinize with a critical eye Ackoff's five assumptions in light of today's IT and data rich environments and identify key tenets that will reframe the disciplinary discourse concerning the effects of information systems. We identify significant shifts in research on decision making including the role of abduction, data layering and options and intelligence augmentation. The manuscript honors the extraordinary legacy of this Ackoff's remarkable paper as an IS scholar by shaping the field's future inquiries in the spirit of the original paper.