



Dr. Suarez's transformative efforts at the White House Communications Agency were showcased in the book *Idealized Design*, Authored by the legendary systems and design thinker and Wharton Professor Emeritus Russell Ackoff along with Jason Magidson and Herb J. Addison. An organizational transformation undertaken at the White House Communications Agency is described, beginning with a Deming-based approach to continuous quality improvement through implementation of a total organizational redesign using systems and design thinking. Obstacles to implementing quality concepts in a high-visibility, high-security organization are described, as is the influence of organizational culture on quality performance and improvement. The discussion examines the applicability of several broadly accepted quality concepts to the ultimate command and control organization.