



Rotman School of Management  
UNIVERSITY OF TORONTO

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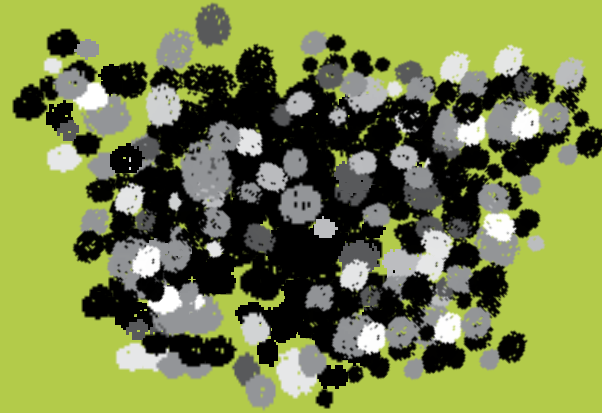
# The Design of Business

Why Design Thinking is  
the Next Competitive Advantage

**Roger Martin, Dean**

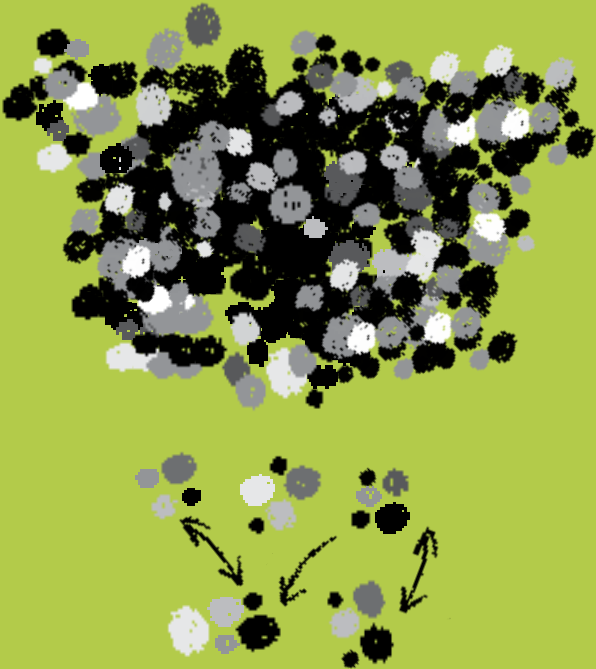
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# Our Path of Understanding



**Mystery**

# Our Path of Understanding

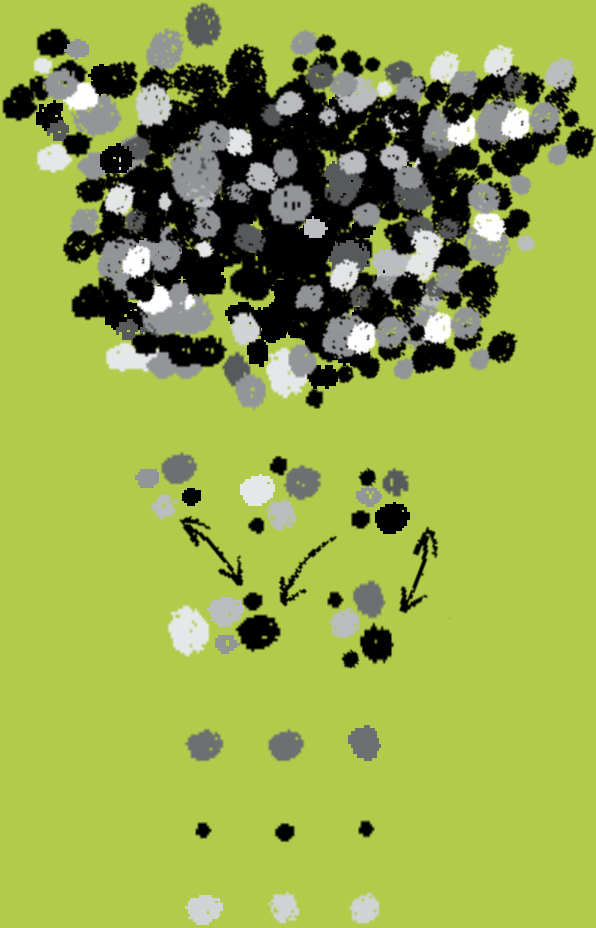


**Mystery**



**Heuristic**

# Our Path of Understanding



**Mystery**

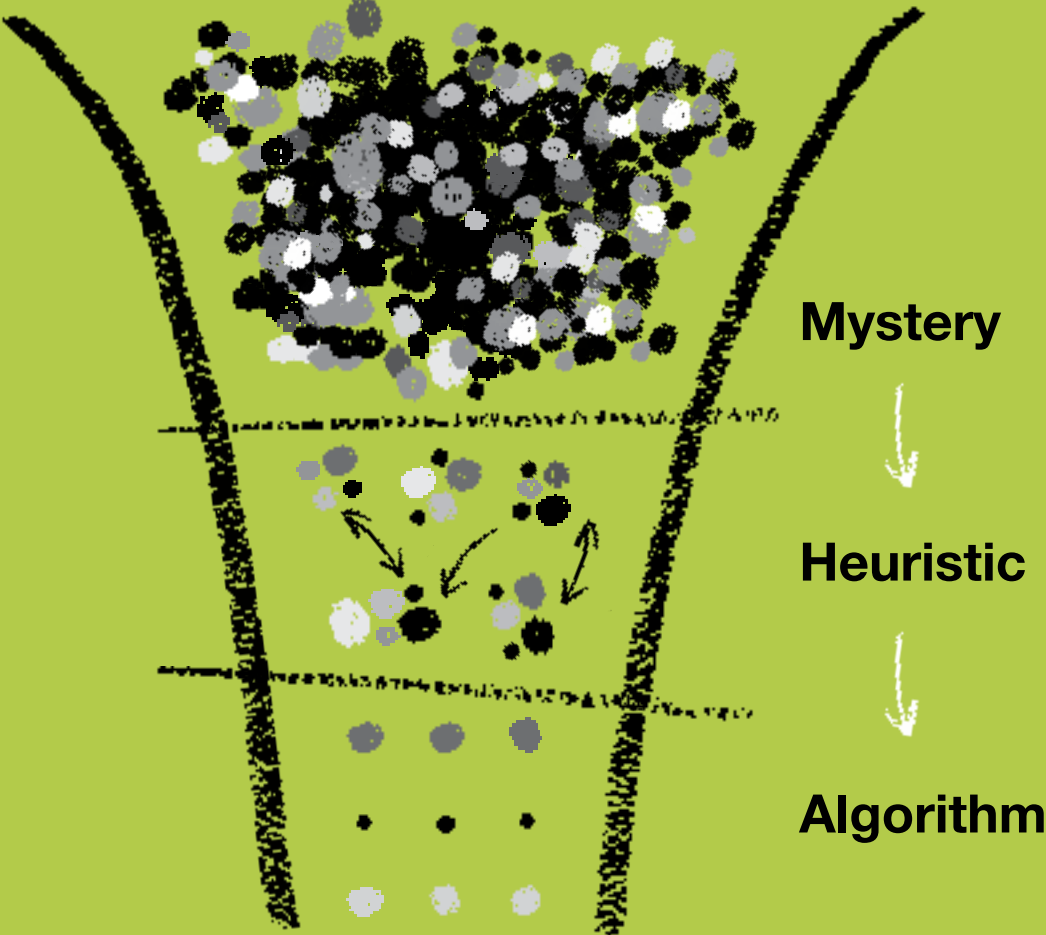


**Heuristic**

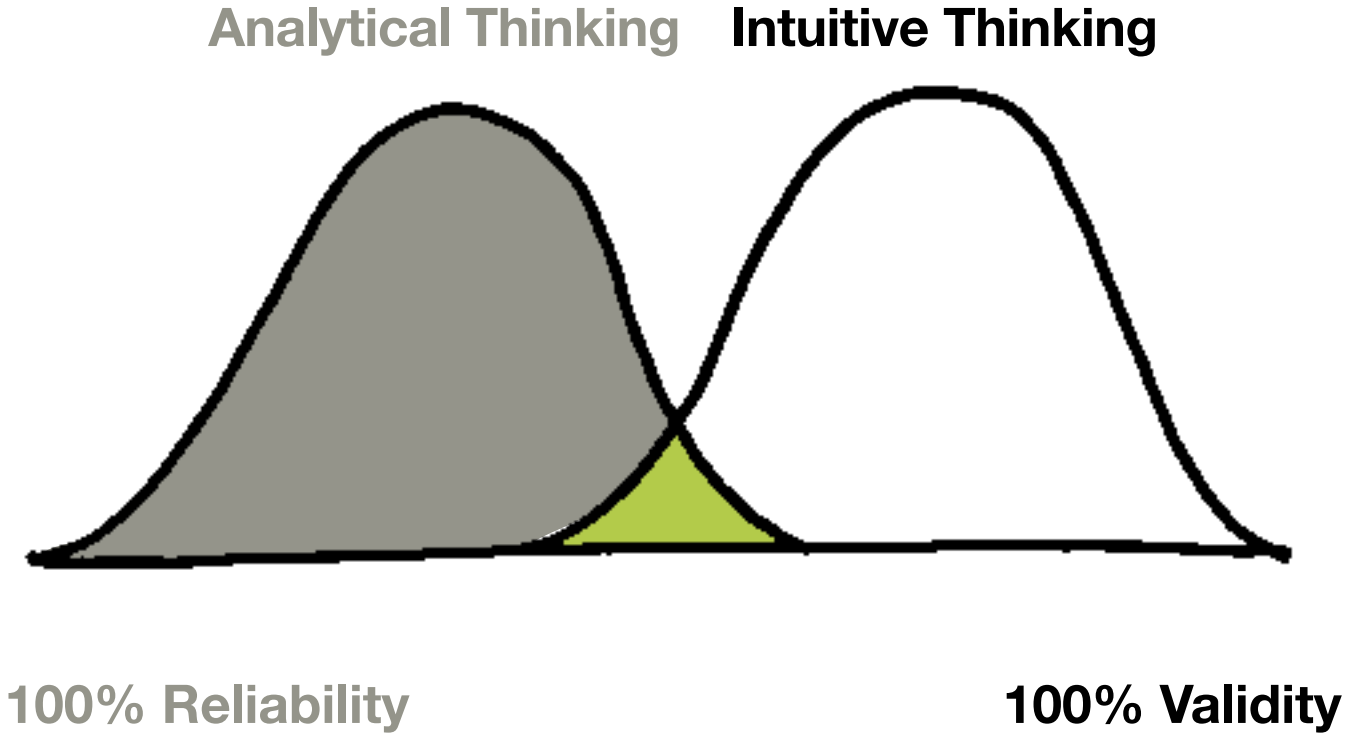


**Algorithm**

# Our Knowledge Funnel



# A Fundamental Predilection Gap



# Analytical Thinking

## ● Purpose

Proof through induction and deduction

## ● Approach

Exploitation of current knowledge

Focus on data from the past

Administration of what is

Suppression of judgment

## ● Goal

Reliability: the production of consistent replicable outcomes

# Intuitive Thinking

## ● Purpose

Knowing without reasoning

## ● Approach

Exploration of new knowledge

Focus on what might be

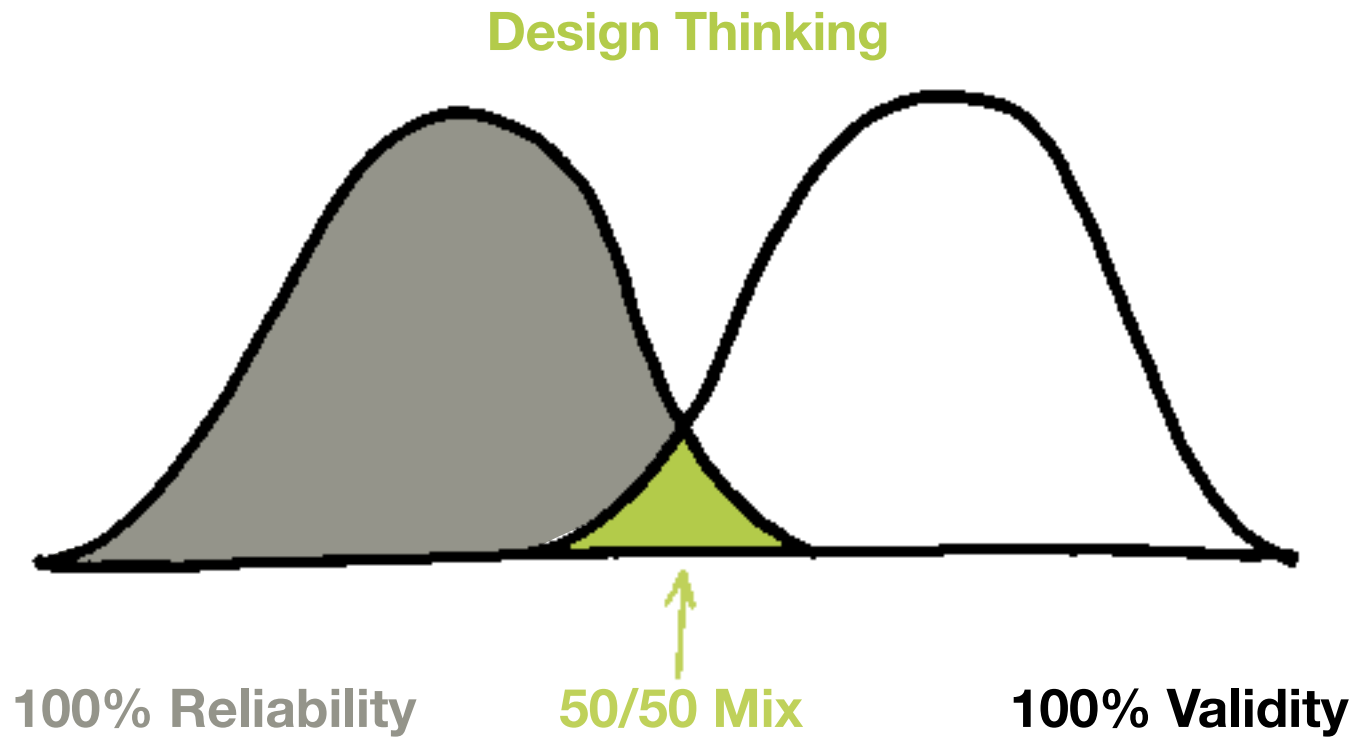
Invention of the future

Suppression of analysis

## ● Goal

Validity: the production of outcomes that meet objectives

# Bridging the Fundamental Predilection Gap



# Design Thinking

## ● Purpose

Balance through generative reasoning

## ● Approach

Respect for exploitation & exploration

Integration of future with past

Design of what should be

Integration of analysis & judgment

## ● Goal

Requisite reliability & validity to maintain competitive advantage

## Designing in **Hostile Territory**

# 5

productive steps

1. reframe extreme views as a creative challenge
2. empathize with your colleagues on the extremes
3. learn to speak the languages of both reliability and validity
4. step back from perfection to be understood
5. turn the future into the past