

THE DESIGN OF BUSINESS -- ROGER MARTIN

1.- *The Knowledge Funnel; How discovery takes shape*

The path taken from pinpointing a market opportunity to devising an offering for that market to codifying its operations, it's a model for how to advance knowledge and capture value, this is the *knowledge funnel*.

The most successful business in the years to come will balance analytical mastery and intuitive originality in a dynamic interplay called *design thinking*, that is, *the form of thought that enables movement along the knowledge funnel*.

Design thinking firms stand apart in their willingness to engage in the task of continuously redesigning their business. They do so with an eye to creating advances in both innovation and efficiency, the combination that produces the most powerful competitive edge.

The first step of the funnel is the exploration of a *mystery*, which takes an infinite variety of forms.

The next stage of the funnel is a heuristic, a rule of thumb that helps narrow the field of inquiry and work the mystery down to a manageable size. The heuristic may be a genetic anomaly, a user-centered approach to the process flow of a chemotherapy patient, or the concept of a quick-service, drive-through restaurant. It is a way of thinking about the mystery that provides a simplified understanding of it and allows those with access to the heuristic focus their efforts. As an organization puts its heuristic into operation, studies it more and thinks about it intensely, it can convert from a general rule of thumb to a fixed formula, the third step, an *algorithm*.

Mystery; a phenomena that enters our collective consciousness as mysteries, things in our environment that excite our curiosity but elude our understanding.

Heuristics; represent an incomplete yet distinctly advanced understanding of what was previously a mystery. But can do no more than increase the probability of getting to a successful outcome or at least getting there more quickly.

Algorithm; is an explicit, step-by-step procedure for solving a problem.

As understanding moves from mystery to heuristic to algorithm, extraneous information is pared away; the complexities of the world are mastered through simplification. The gain in understanding comes from picking salient features of the environment and out of them constructing a causal explanation of the mystery.

Important elements of the dynamics of the march of knowledge from mystery to heuristic to algorithm; the paring away of information and the simplification of the world's complexities. The gain in understanding comes from picking out salient features of the environment and out of them building a causal understanding of it. To create an algorithm from that heuristic clear-cutting more vast tracts of possibility.

A fine balance

Matching the accomplishments of every organization that creates value across the knowledge funnel requires 2 different activities;

Moving across the knowledge stages of the funnel from mystery to heuristic and heuristic to algorithm.

The Design Of Business Roger Martin

Matthew E. May



The Design Of Business Roger Martin:

Design of Business Roger L. Martin, 2009-10-26 Most companies today have innovation envy They yearn to come up with a game changing innovation like Apple's iPod or create an entirely new category like Facebook Many make genuine efforts to be innovative they spend on R D bring in creative designers hire innovation consultants But they get disappointing results Why In The Design of Business Roger Martin offers a compelling and provocative answer we rely far too exclusively on analytical thinking which merely refines current knowledge producing small improvements to the status quo To innovate and win companies need design thinking This form of thinking is rooted in how knowledge advances from one stage to another from mystery something we can't explain to heuristic a rule of thumb that guides us toward solution to algorithm a predictable formula for producing an answer to code when the formula becomes so predictable it can be fully automated As knowledge advances across the stages productivity grows and costs drop creating massive value for companies Martin shows how leading companies such as Procter Gamble Cirque du Soleil RIM and others use design thinking to push knowledge through the stages in ways that produce breakthrough innovations and competitive advantage Filled with deep insights and fresh perspectives The Design of Business reveals the true foundation of successful profitable innovation

Innovation and Entrepreneurship Ralph F. Brueggemann, Charles H. Matthews, 2024-11-11 This book presents a new model the competency framework for students innovators entrepreneurs managers and anyone who wants to better understand the dynamic world of innovation and entrepreneurship Focused on both the individual and strategic organizational level this book is about people and the competencies each person needs to learn to be successful in creating a more dynamic future The framework for innovation and entrepreneurship competencies empowers individuals to excel at innovation and new venture creation It provides a practical guide and clear and concise understanding of the knowledge skills attitudes and experiences that are needed to increase imagination creativity innovation and new venture creation capability Innovation and Entrepreneurship will be attractive for students of entrepreneurship innovation management and cross disciplinary classes such as design thinking Presented in a modular format Innovation and Entrepreneurship informs the future direction of people and technology as well as the educational systems producing the next generation of innovators and entrepreneurs Based on extensive academic research this book is organized into two sections 12 innovation elements and 12 competency categories The elements are the foundation and the competency categories are the building blocks that inform our path toward a more precise understanding of how innovation and entrepreneurship play an important role in economic development and our daily lives

Entrepreneurship Howard Frederick, Allan O'Connor, Donald F. Kuratko, 2018-01-01 Entrepreneurship Theory Process Practice focuses on Asia Pacific entrepreneurial development with an overarching commitment to environmental and sustainable entrepreneurial practice as well as social and ethical responsibility Its strong theoretical framework is coupled with an emphasis on the experiential through a wealth of scenarios case studies feedback

questionnaires and business plans This edition has an emphasis on lean entrepreneurship and the business model canvas which promotes experiential practice aligning with the online material

Handbook of Management and Creativity Chris Bilton, Stephen Cummings, 2014-01-01 In many organisations creativity is so often seen as the preserve of a small number of people with artistic temperaments but in my experience all sorts of people have creative abilities which can be used to the benefit of a creative organisation The task of a manager is to find ways of exploiting this This Handbook provides the reader with insights to help them and others to promote the kind of creativity that adds real value Greg Dyke Chair British Film Institute Chair Football Association Chancellor University of York UK and Director General of the BBC 2000

2004 Compendium of Knowledge Solutions , **Handbook of Research on Business Models in Modern Competitive Scenarios** Jamil, George Leal, Jamil, Liliane Carvalho, Pessoa, Cláudio Roberto Magalhães, Silveira, Werner, 2018-12-21 Business models are regarded as a main emerging topic in the management area for opportune science driven practical conceptions and applications They represent how organizations are proposed and planned as well as how they establish a market and social relations manage strategic resources and make decisions However companies must produce new solutions for strategic sustainability performance measurement and overall managerial conditions for these business models to be implemented effectively The Handbook of Research on Business Models in Modern Competitive Scenarios depicts how business models contribute to strategic competition in this new era of technological and social changes as well as how they are conceptualized studied designed implemented and in the end how they can be improved Featuring research on topics such as creating shared value global scenarios and organizational intelligence this book provides pivotal information for scientific researchers business decision makers strategic planners consultants managers and academicians

The Social Design Reader Elizabeth Resnick, 2019-07-11 The Social Design Reader explores the ways in which design can be a catalyst for social change Bringing together key texts of the last fifty years editor Elizabeth Resnick traces the emergence of the notion of socially responsible design This volume represents the authentic voices of the thinkers writers and designers who are helping to build a canon of informed literature which documents the development of the discipline The Social Design Reader is divided into three parts Section 1 Making a Stand includes an introduction to the term social design and features papers which explore its historical underpinnings Section 2 Creating the Future documents the emergence of social design as a concept as a nascent field of study and subsequently as a rapidly developing professional discipline and Section 3 A Sea Change is made up of papers acknowledging social design as a firmly established practice Contextualising section introductions are provided to aid readers in understanding the original source material while summary boxes clearly articulate how each text fits with the larger milieu of social design theory methods and practice

Business World , 2010 Fixing the Game Roger L. Martin, 2011-04-12 American capitalism is in dire straits caught in a perilous pattern of increasing volatility decreasing investor returns and ongoing bad behavior by executives And it s getting

worse Since the turn of the twenty first century we ve seen two massive value destroying market meltdowns and a string of ethics breaches including accounting scandals options backdating schemes and the subprime mortgage debacle Just what is going on here Is it the inevitable decline of the American economy Is it the new normal in a technology enabled global marketplace Or is it possible that the very theories we ve embraced to underpin our capital markets are actually producing these crises In *Fixing the Game* Roger Martin reveals the culprit behind the sorry state of American capitalism our deep and abiding commitment to the idea that the purpose of the firm is to maximize shareholder value This theory has led to a massive growth in stock based compensation for executives and through this to a naive and wrongheaded linking of the real market the business of designing making and selling products and services with the expectations market the business of trading stocks options and complex derivatives Martin shows how this tight coupling has been engineered and lays out its results a single minded focus on the expectations market that will continue driving us from crisis to crisis unless we act now Using the National Football League as his primary example Martin illustrates that it is possible to take a much more thoughtful and effective approach than we now do to the intersection of the real and the expectations markets and to governance in general in the capital markets Martin shows how we can act to end the destructive cycle including Restructuring executive compensation to focus entirely on the real market not the expectations market Rethinking the meaning of board governance and role of board members Reining in the power of hedge funds and monopoly pension funds Concise hard hitting and entertaining *Fixing the Game* advocates seizing American capitalism from the jaws of the expectations market and planting it firmly in the real market and it presents the steps we must take now to do so

A New Way to Think Roger L. Martin, 2022-05-03 Named one of 10 Must Read Career and Leadership Books For 2022 by Forbes The ultimate guide to the essentials of strategy and management from one of the world s top business thinkers Over a stellar career Roger Martin has advised the CEOs of some of the world s most successful companies From the beginning he noted that almost every executive he talked to had a model a framework or way of thinking that guided their strategy and activities But these models tended to become automatic so much so that when one didn t work the typical response was just to apply it again with greater enthusiasm Martin took a fresh critical approach to helping When company leaders came to him with fundamental questions How do you decide where to play and how to win What is the key to shaping and changing corporate culture How can you design a successful sustainable innovation process his first response was to break the spell of the current model with a memo articulating a new way to think about the problem at hand and a more powerful and effective way to successfully overcome it Over time these ideas worked their way into Martin s many Harvard Business Review articles Now for the first time they appear together in *A New Way to Think* With his trademark incisive intellect and clarity Martin covers the entire breadth of the management landscape illuminating the true nature of competition explaining how company success revolves around customers revealing how strategy and execution are really the same thing and much more Reading

like a series of one on one sessions with one of the world's leading business thinkers A New Way to Think is an essential guide for any current or aspiring business leader Academy of Management Annual Meeting Academy of Management,2010 **Rotman on Design** Roger L. Martin,Karen Christensen,2013-01-01 Over the past decade the Rotman School of Management and its award winning publication Rotman magazine have proved to be leaders in the emerging field of design thinking Employing methods and strategies from the design world to approach business challenges design thinking can be embraced at every level of an organization to help build innovative products and systems and to enhance customer experiences This collection features Rotman magazine's best articles on design thinking and business design Insights are drawn from the people on the frontlines of bringing design into modern organizations as well as from the leading academics who are teaching design thinking to a new generation of global leaders Rotman on Design is divided into three sections each of which features an all new introduction by a prominent thought leader The selections cover a variety of practical topics focusing on why design methodologies are so important today and how they can be introduced into organizations that have never before considered design thinking They also illustrate the particular skills that promote great design whether it be of a new business plan a user experience a health care system or an economic policy Together the articles in this collection will help managers to thrive and prepare for future challenges Anyone who is interested in fostering creativity and innovation in their organization will benefit from this engaging book **Designing Organisations** Naomi Stanford,2022-01-13 A new approach to structuring a business to support strategy and maximise efficiency Organisation design matters Every organisation has a better chance of success if it's designed properly and that design is regularly reviewed refreshed and updated to reflect and support organisational goals Based on the latest thinking and research and taking into account the profound impact the Covid 19 pandemic has had on how we think about work Designing Organisations offers five key principles of organisational design that we can all adopt and deploy Together they provide a framework that balances the needs of today's strategies and operations with the agility to look ahead and meet the challenges of a rapidly evolving business environment **Business Week** ,2009 Winning the Brain Game (PB) Matthew E. May,2016-05-27 Mindful thinking is the new competitive edge Science confirms the distinction between the biological brain and the conscious mind Each day a game of mind versus matter plays out on a field defined by the problems we must solve Most are routine and don't demand a more mindful approach It's when we're faced with more difficult challenges that our thinking becomes vulnerable to brain patterns that can lead us astray We leap to solutions that simply don't work We fixate on old mindsets that keep us stuck in neutral We overthink problems and make them worse We kill the ideas of others as well as our own Worse we keep doing these things over and over again naturally and instinctively But it doesn't have to be that way In Winning the Brain Game author and creative strategist Matthew E May explains these and other fatal flaws of thinking catalogued over the course of ten years and hundreds of interactive creative sessions in which he gave more than 100 000 professionals a thought

challenge based on a real case far less complex than their everyday problems Not only did less than 5% arrive at the best and most elegant solution but the solutions given were remarkably similar revealing seven observable problem solving patterns that can block our best thinking Calling on modern neuroscience and psychology to help explain the seven fatal flaws May draws insights from some of the world s most innovative thinkers He then blends in a super curated field tested set of fixes proven through hundreds of creative sessions to raise our thinking game to a more mindful level Regardless of playing field mindful thinking is the new competitive advantage and the seven fixes are a magic set of tools for achieving it Winning the Brain Game will lead you to better decision making higher levels of creativity clearer strategies and overall success in business work and life Matthew E May is a five time author and recognized thought leader on strategy and innovation A popular speaker facilitator and seminar leader he confidentially coaches executives artists and athletes and conducts custom thinking sessions for leading organizations all over the world

The Future of Strategy: A Transformative Approach to Strategy for a World That Won't Stand Still Johan Aurik, Martin Fabel, Gillis Jonk, 2015-01-02 Own the Future of Your Industry with a Transformational Strategy Designed for Today s Business World Leaders today are inundated with strategic opportunities besieged by business disruptions and pressured to innovate to do things better faster or differently The CEO of a Fortune 500 firm explains it best I am looking at 23 different strategic initiatives Trying to develop and implement so many strategies is like trying to change the driver tires the oil and the bumpers paint the body and tune the engine And doing all of this on a car that s running at full speed The answer used to be found in strategy But in the past decade the commonly deployed large scale strategic exercises were largely discredited They were slow and elaborate and did not deliver the expected returns let alone help make sense of a glut of initiatives or cope with an increasingly unpredictable future The Future of Strategy brings strategy back from those big top down plans It answers the questions of executives facing tumultuous business conditions and rapidly shifting markets Is strategy still possible Yes Aren t strategies outdated before they can be implemented Not if they are done right Rather than developing strategy aren t we better off being agile and able to capitalize on emerging trends faster than our peers Agility complements strategy it cannot replace it This book is about reversing course and repositioning strategy in its rightful place as the overarching management system The authors introduce their core methodology designed to future proof companies against the friction and fog of war that inexorably accompany changing times They synthesize three fundamental principles that when combined provide the means to reclaim strategy Take direct cues from fundamental trends affecting the company going forward Engage people across the company to translate these cues into strategy and effectively eliminate the handover hurdle between formulation and execution a major reason for strategy failure Capture the output as competitive opportunities and manage their life cycles when some have run their course others are ready to take over Strategy today requires stepping over the shadows of one s own ingrained beliefs to capture new opportunities This book reveals the inner workings of transformational strategies developed by leaders who

gradually become more successful by advancing winning combinations of attitudes values habits and practices *Contract*
,2007 *Canadian Business* ,2006 *The Memoirs of Sir John Reresby of Thrybergh, Bart., M.P.* John Reresby,1875
 The memoirs of sir John Reresby, written by himself, ed. by J.J. Cartwright sir John Reresby (2nd bart.),1875

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