Wicked Problems Winter 2009

Features

4

The Science and Art of Business

by Roger Martin

For competitive advantage in the 21st century, firms must be able to access and balance both the science of business *and* the art of business.

16

Building Shared Understandingof Wicked Problems

Interview by Karen Christensen Jeff Conklin says the Age of Design requires a new approach to problemsolving, built on a foundation of shared understanding.

22

Confronting the World's Most Important Strategic Challenges:

The End of Oil by Anita McGahan The end of oil is on the horizon, and with it come significant opportunities for the redesign of industry.

28

Strategy as a Wicked Problem

by John Camillus

When executives look afresh at the problems they face, they shouldn't be shocked to find so many wicked ones. All the easy problems have been solved.

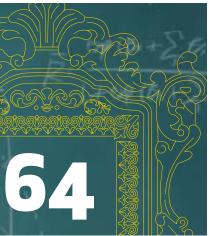
34

The Next Industrial Imperative: The 80-20 Challenge by Peter Senge,

Bryan Smith and Nina Kruschwitz The only way to avoid catastrophic environmental damage is to reduce worldwide CO₂ emissions by 60-to-80 per cent over the next 20 years.







40

Creativity, Improvisation and

Organizations by Colin M. Fisher and Teresa M. Amabile

'Improvisational creativity' involves simultaneously identifying new challenges and generating responses, with little or no time to prepare.

46

The Designful Company

by Marty Neumeier

Design contains the skills to identify possible futures, build bridges to customers, and crack wicked problems.

52

Designing Systems at Scale

by Fred Dust and Ilya Prokopoff When tackling wicked problems, creative thinkers need to design systems that influence people's behaviour on a mass scale.

58

Managerial Algorithmics: Thinking Strategically About Thinking

Strategically by Mihnea Moldoveanu The mental routines used by managers are not all created equal – and the most prevalent ones can have harmful effects on what they choose to 'see'.

64

Artistry for the Strategist

by Hilary Austen Johnson

Artistry is possible whenever both ends and means are open to clarification and shaping by the skills and knowledge of a practitioner.

Idea Exchange

"Designers create two things: the problem space and the solution space. As they engage with a problem, they are continuously redefining what the problem is, and what the solution is."

- Lucy Kimball, p.87

70 Questions for: William Duggan

73 Questions for: John Broome

76 Faculty Focus: **Heather Fraser**

80 Questions for: Sarah Kaplan

83 Questions for: Nigel Cross

86 Questions for: Lucy Kimball

Questions for Eucy Killiban

89 Questions for: **Dolly Chugh**92 Faculty Focus: **David Dunne**

96 Questions for: **Ingo Walter**

99 Questions for: Cary Fowler

102 Point of View: **Muhammad Yunus**









In Every Issue

3

From the Dean

10

Thought Leader Interview: Michael Spence

105

News Briefs

108 Special Report: Rotman Expansion

112 Alumni Capsules

114 Rotman Experience: Matthew Murphy (MBA '08)

116 Alumni Dispatch:

Jennifer Lee (MBA '07)

119 Class Notes

129 Upcoming Events

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