

# Wicked Problems

## Winter 2009

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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.

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The only way to avoid catastrophic environmental damage is to reduce worldwide CO<sub>2</sub> emissions by 60-to-80 per cent over the next 20 years.



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

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by Mihnea Moldoveanu

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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

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