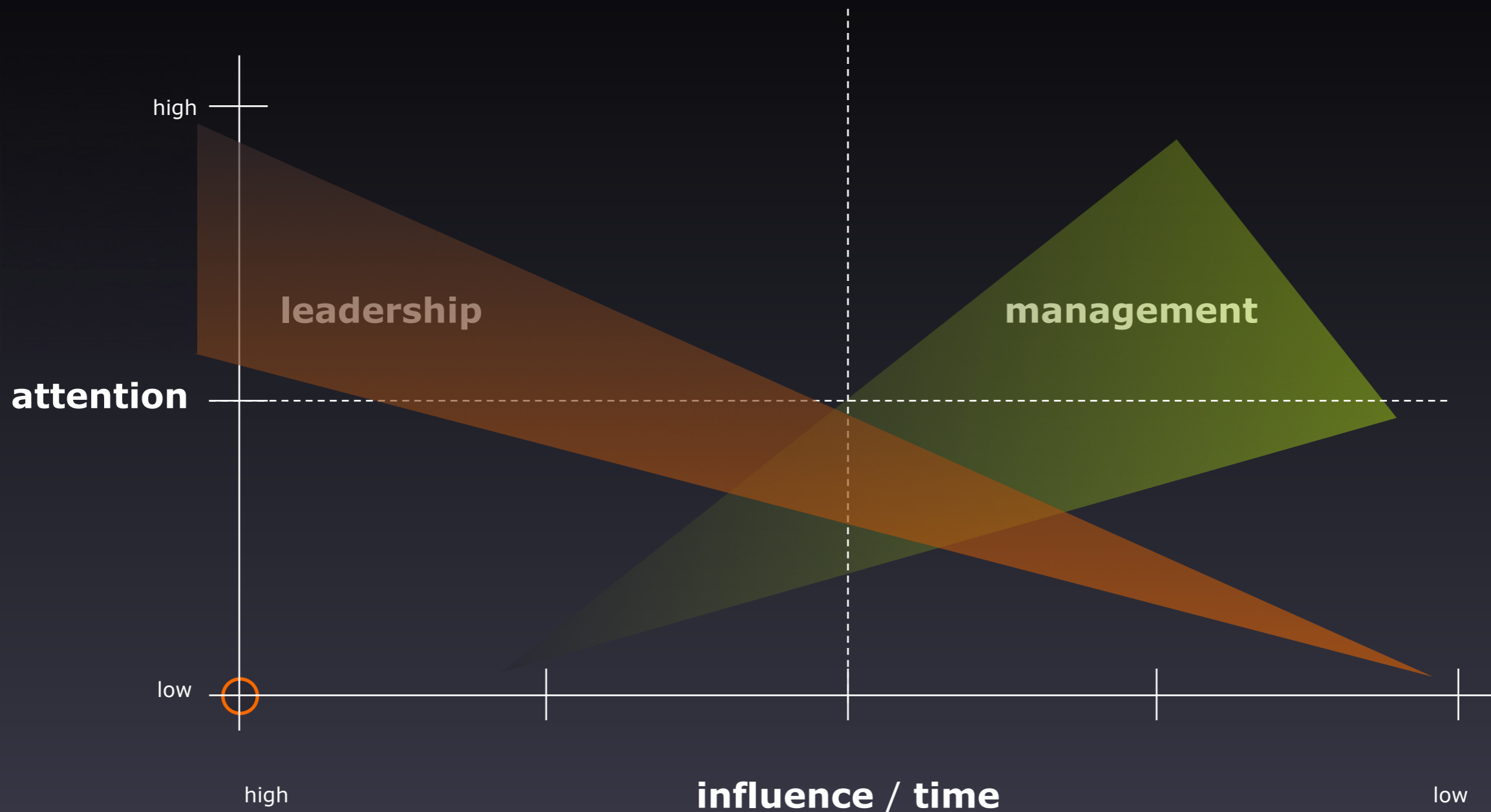


leadership and **management** emphasis_differences

leadership and management in creative planning processes



• design and direction 5%
involvement in the generation of concepts and ideas

• production and marketing issues 60%
dealing with operational problems, resolution
of manufacturing and marketing issues

• market release 35%
issues incl., other business activities
financial and legal matters

Source: Wheelwright & Clark (1995)

emphasis / differences

leadership

is a dimension of management oriented more towards aspects of strategy creation, change, creative development and renewal ...

leadership

is a dimension of management oriented more towards aspects of strategy creation, change, creative development and renewal ...

management

is a set of processes that keep complex systems running efficiently, the most important aspects of management include planning, controlling, monitoring, organising and evaluating resources ...

emphasis / differences

leadership

management

appropriate climate / conditions

complexity/uncertainty
diversity/change

predictability/certainty
stability/control

emphasis / differences

leadership

management

appropriate climate / conditions

complexity/uncertainty
diversity/change

predictability/certainty
stability/control

strategic / operational approach

pre/pro-active
emergent
envisioning possibility

adaptive/re-active
designed (i.e pre-planned)
determining probability

emphasis / differences

leadership

management

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designed (i.e pre-planned)
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knowledge creation
generative learning

knowledge implementation
adaptive learning

emphasis / differences

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designed (i.e pre-planned)
determining probability

knowledge creation
generative learning

knowledge implementation
adaptive learning

systemic/breakthrough/radical
innovation

incremental
innovation

emphasis / differences

leadership

management

focus / emphasis

concepts, ideas and
intellectual resources
what if ... are/could

financial, technical
and time resources
what is ... are/should

emphasis / differences

leadership

management

focus / emphasis

concepts, ideas and
intellectual resources
what if ... are/could

financial, technical
and time resources
what is ... are/should

future orientation —[compass
vision and inspiration
commitment/collaboration

present situation —[road-map
control and organisation
compliance/co-ordination

emphasis / differences

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and assessment —[possibility
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opportunity exploitation
and verification —[probability
problem-solving

emphasis / differences

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desired / anticipated outcome

effectiveness
innovation —[desirability
optimised risk —[validity
make **meaning**

efficiency
maximised return —[profitability
minimised risk —[reliability
make **money**

emphasis / differences

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management

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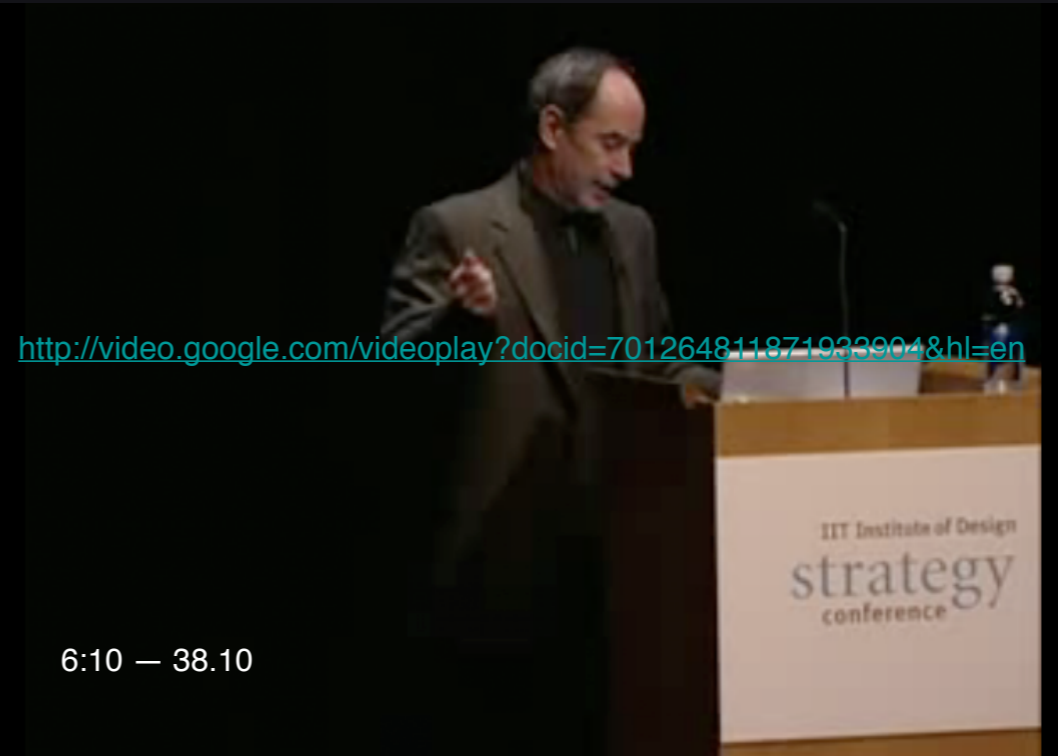
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maximised return —[profitability
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make **money**

the design of business ...



<http://theoverlap.org/2007/>

Michael Dila (**Torch Partnership**) poses four questions about the "overlap" of business and design to Roger Martin, Dean of **Rotman School of Management** at the University of Toronto.



<http://video.google.com/videoplay?docid=701264811871933904&hl=en>

6:10 — 38.10

validity vs.

reliability

fundamental tension

production of outcomes
that meet objectives

production of consistent,
replicable outcomes

validity vs.

reliability

fundamental tension

production of outcomes
that meet objectives

substantiation based on
future events
[i.e. backcasting_possibility]

production of consistent,
replicable outcomes

substantiation based on
past data
[i.e. forecasting_probability]

validity vs.

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integration of judgement

minimisation of judgement

acknowledgement
of the reality of bias

avoidance of the
possibility of bias

validity vs.

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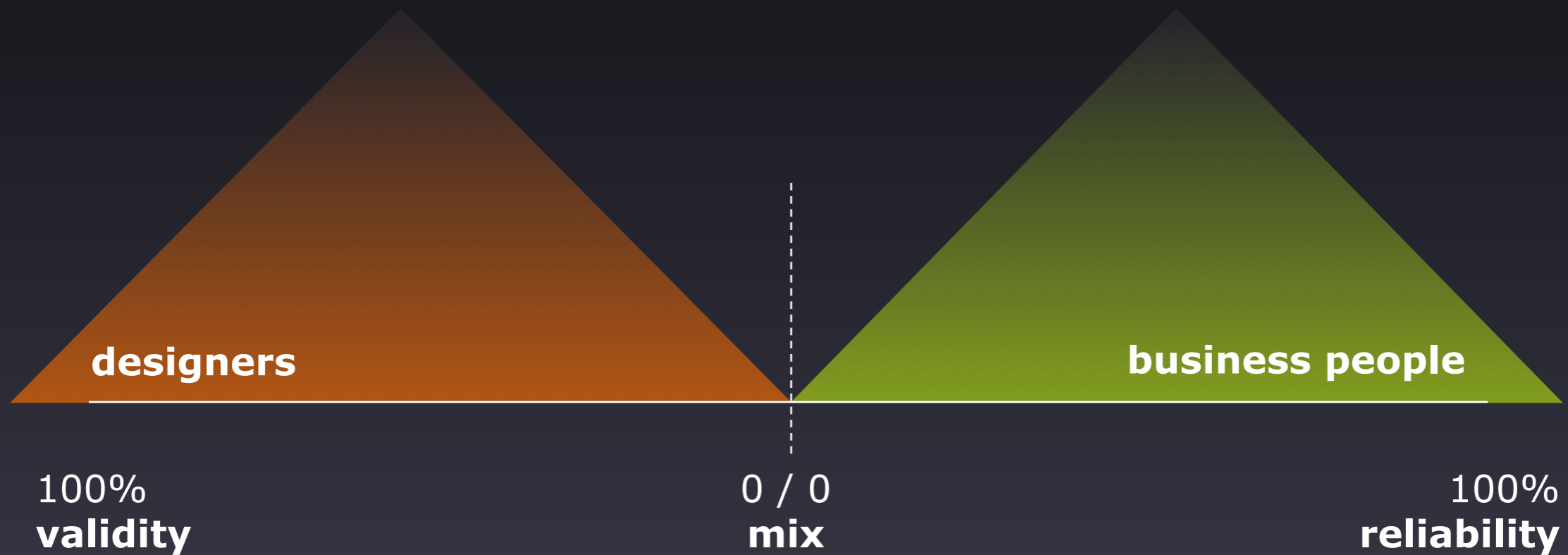
acknowledgement
of the reality of bias

avoidance of the
possibility of bias

abductive logic

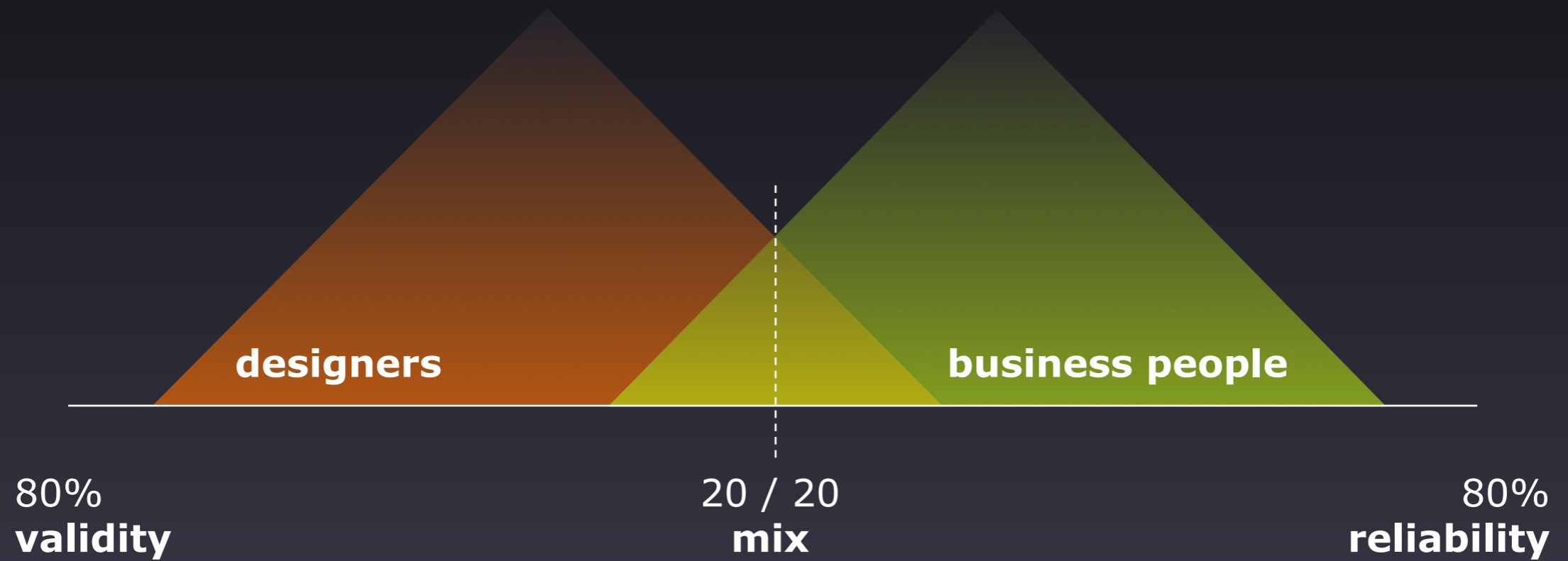
inductive or deductive logic

validity vs. reliability



Source: Roger L. Martin (2006/7)

validity vs. reliability



Source: Roger L. Martin (2006/7)

validity

leveraging design in business

take 'design-unfriendliness'
as a design challenge

empathise with the
'design-unfriendly elements'

speak the language
of reliability

use analogies [, metaphors]
and stories

bite off as little a piece as
possible to generate proof

reliability

take inattention to reliability
as a management challenge

empathise with the
'reliability-unfriendly elements'

speak the language
of validity

share data and reasoning,
not conclusions

bite off as big a piece as
possible to give innovation
a chance