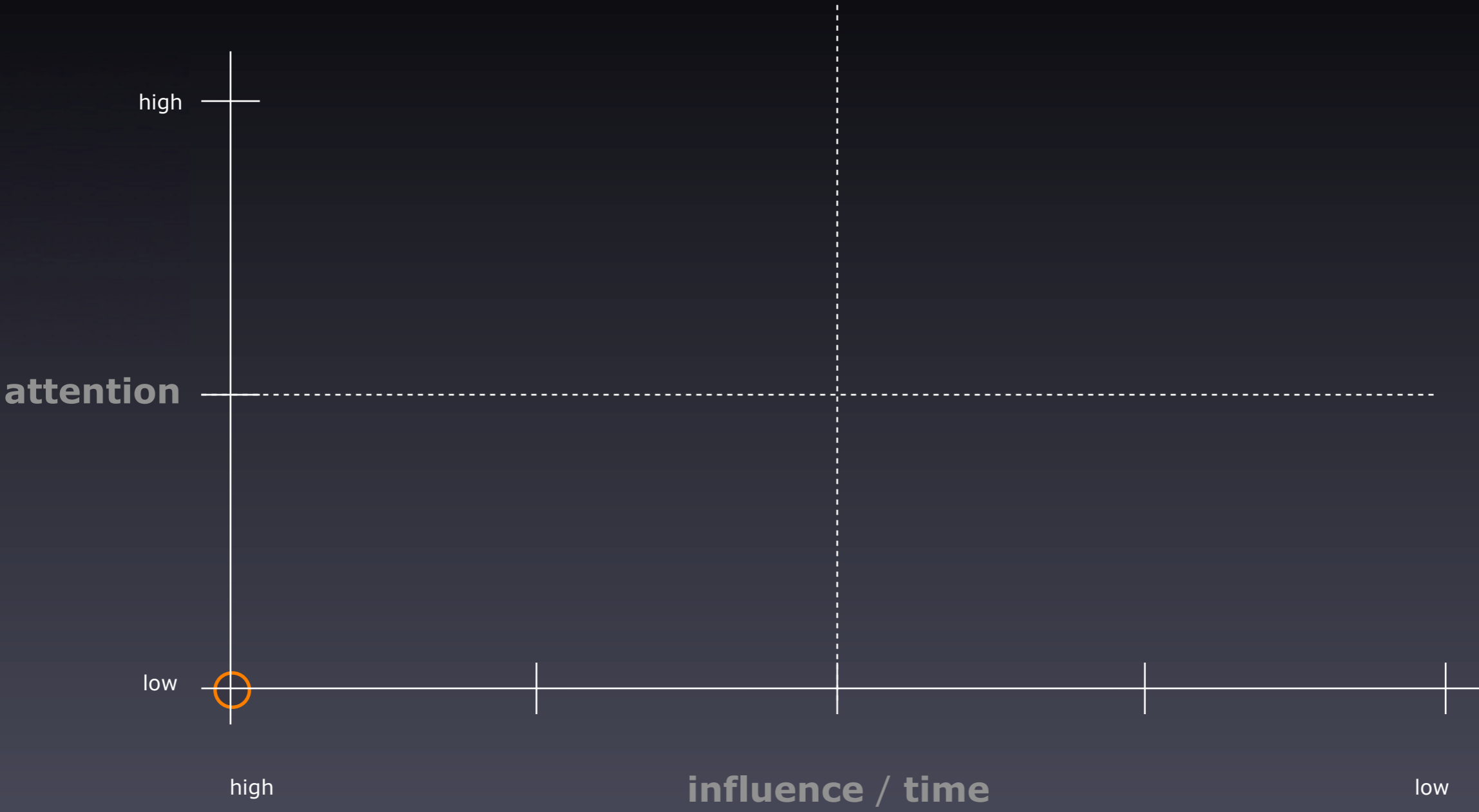


leadership and **management** emphasis_differences

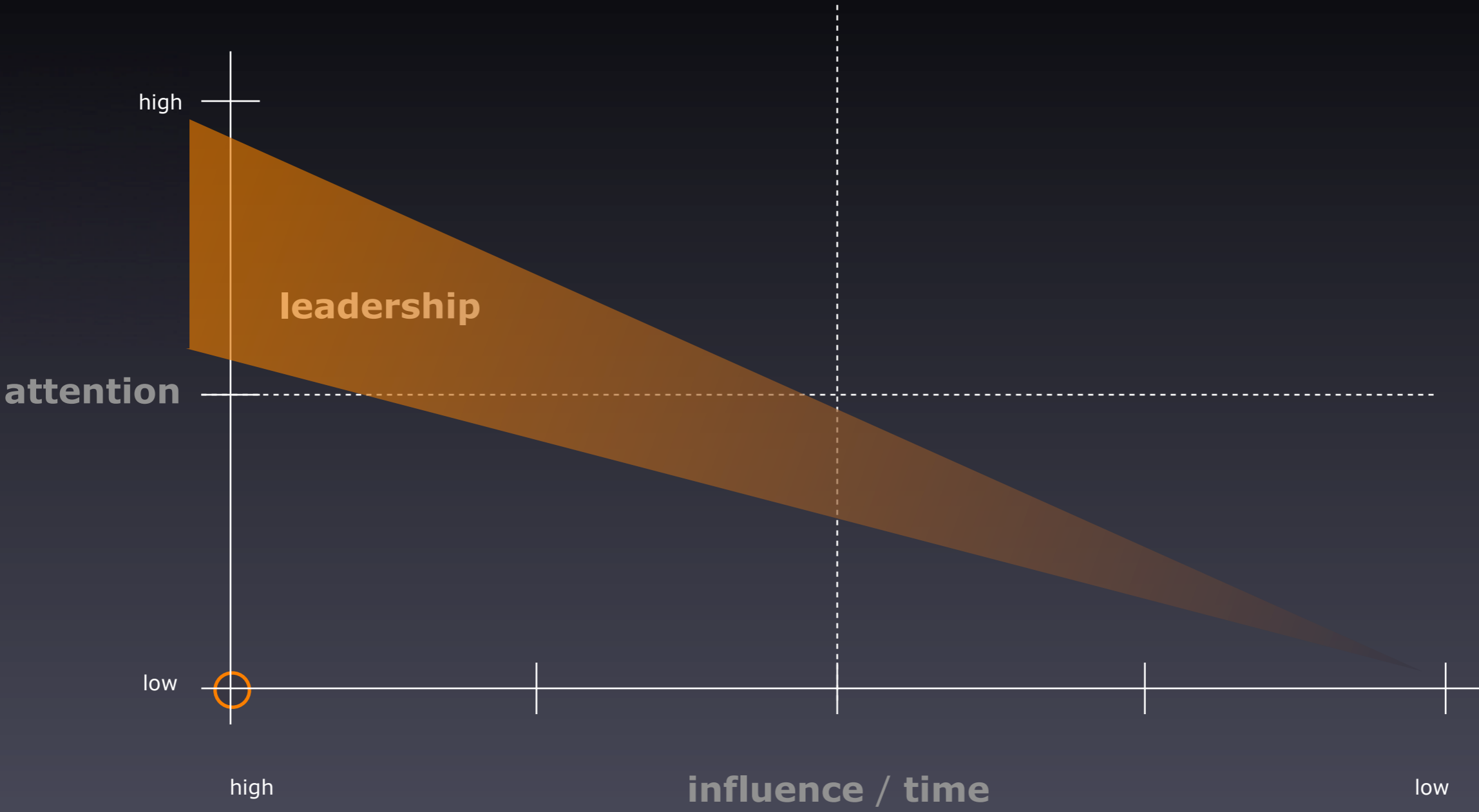
Source: McGrory (1993)

leadership and management in creative planning processes



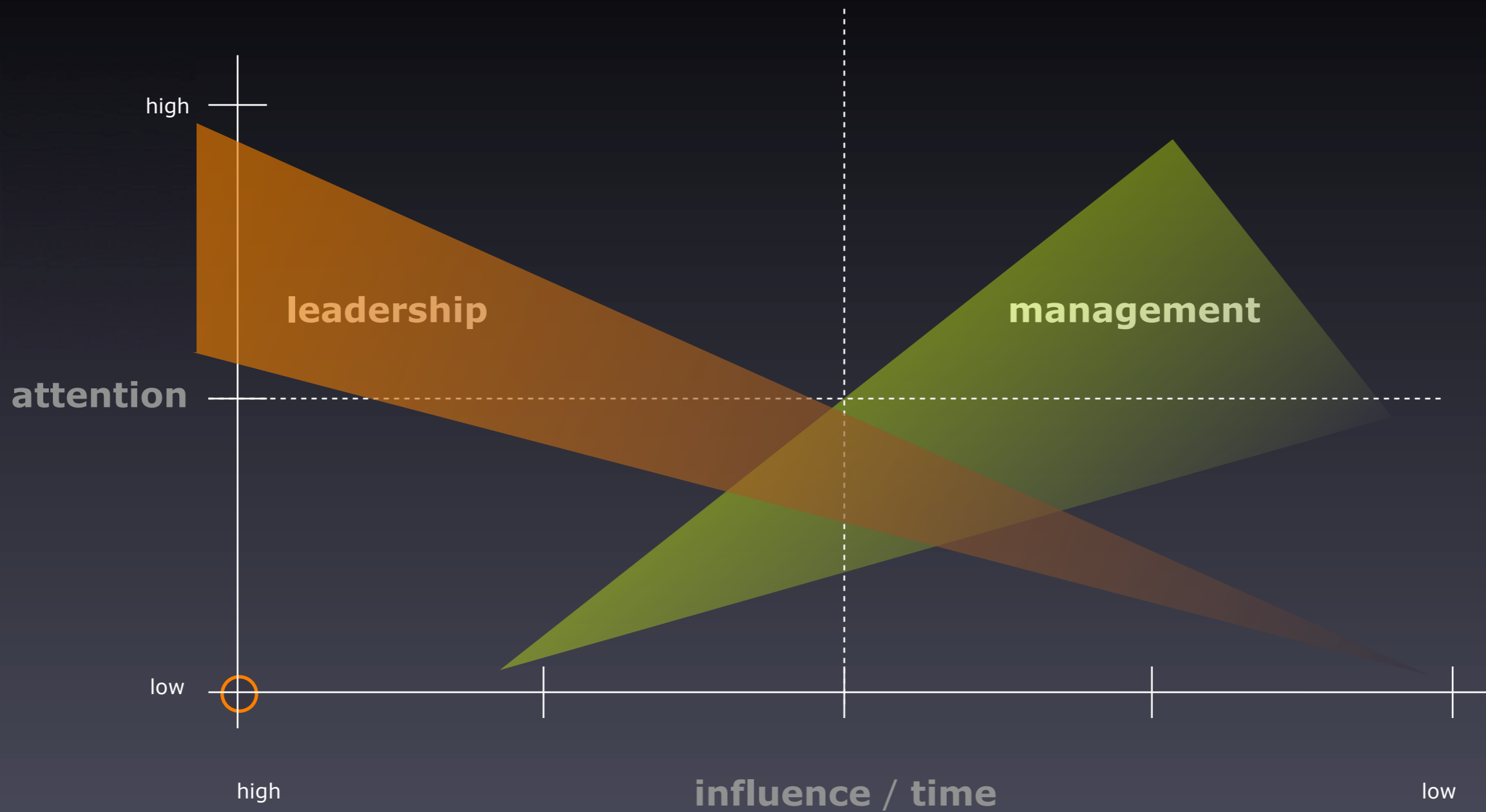
Source: Wheelwright & Clark (1995)

leadership and management in creative planning processes



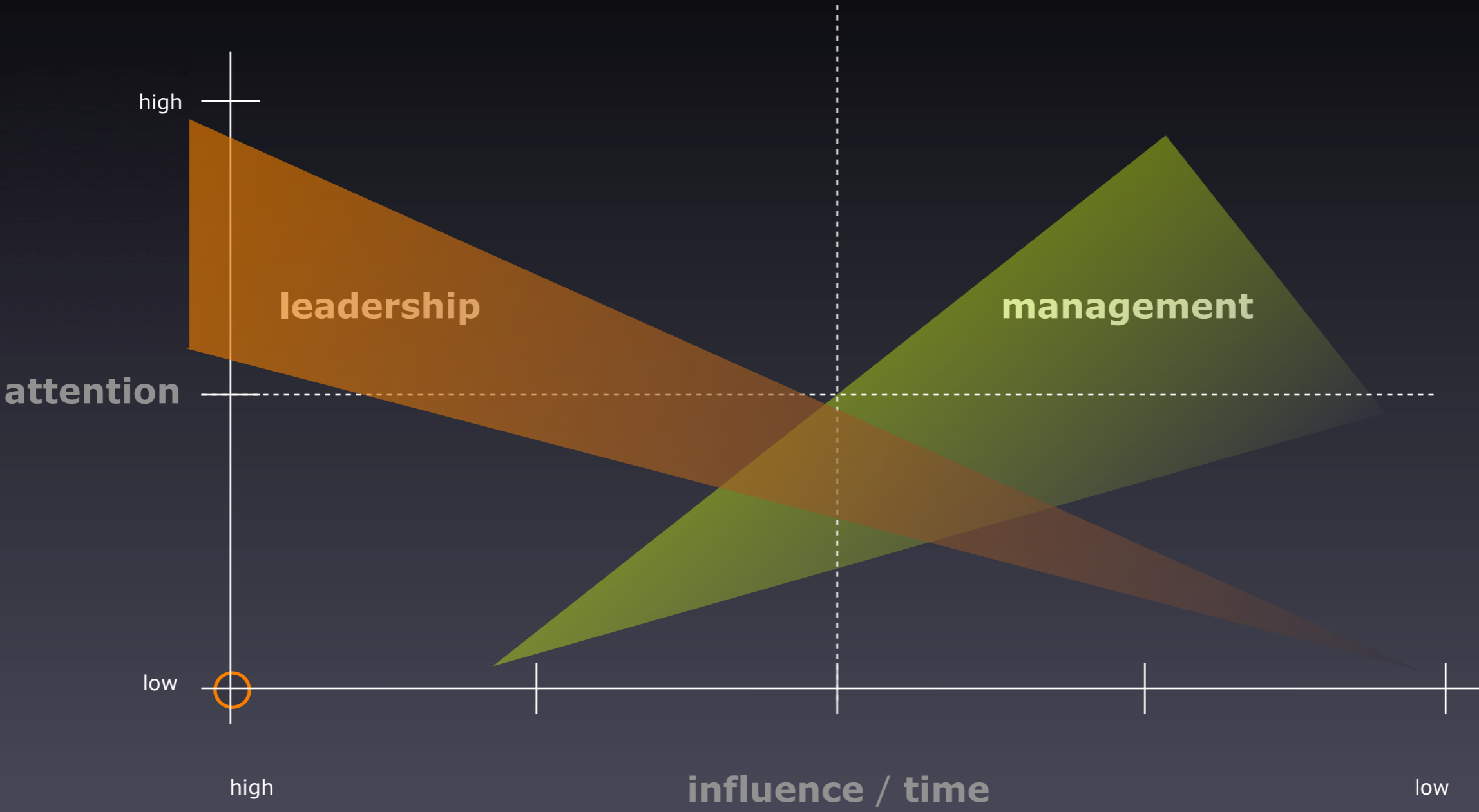
Source: Wheelwright & Clark (1995)

leadership and management in creative planning processes



Source: Wheelwright & Clark (1995)

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 ...

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

strategic / operational approach

pre/pro-active
emergent
envisioning possibility

adaptive/re-active
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

future orientation —[compass
vision and inspiration
commitment/collaboration

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

opportunity identification
and assessment —[possibility
problem-setting

opportunity exploitation
and verification —[probability
problem-solving

desired / anticipated outcome

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

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

Source: McGrory (1993)

the design of business ...



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.



6:10 — 38.10

validity vs.

reliability

fundamental tension

production of outcomes
that meet objectives

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

use of a broad number
of diverse variables

integration of judgement

acknowledgement
of the reality of bias

abductive logic

production of consistent,
replicable outcomes

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

use of a limited number of
objective variables

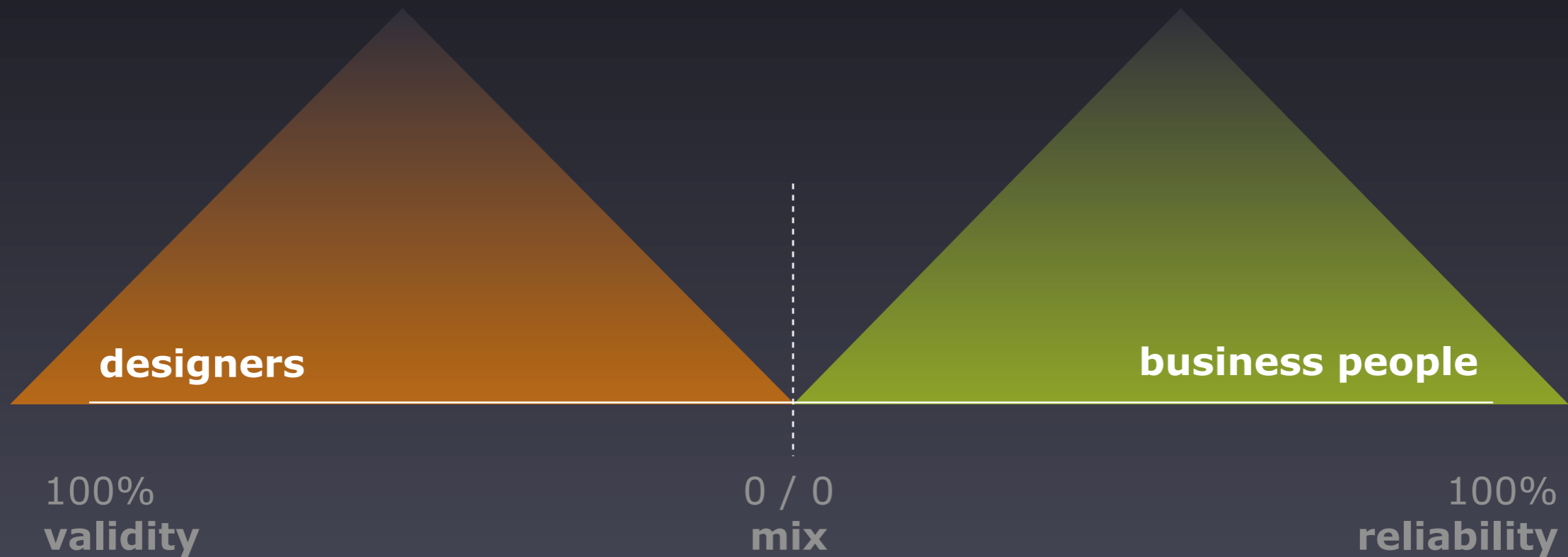
minimisation of judgement

avoidance of the
possibility of bias

inductive or deductive logic

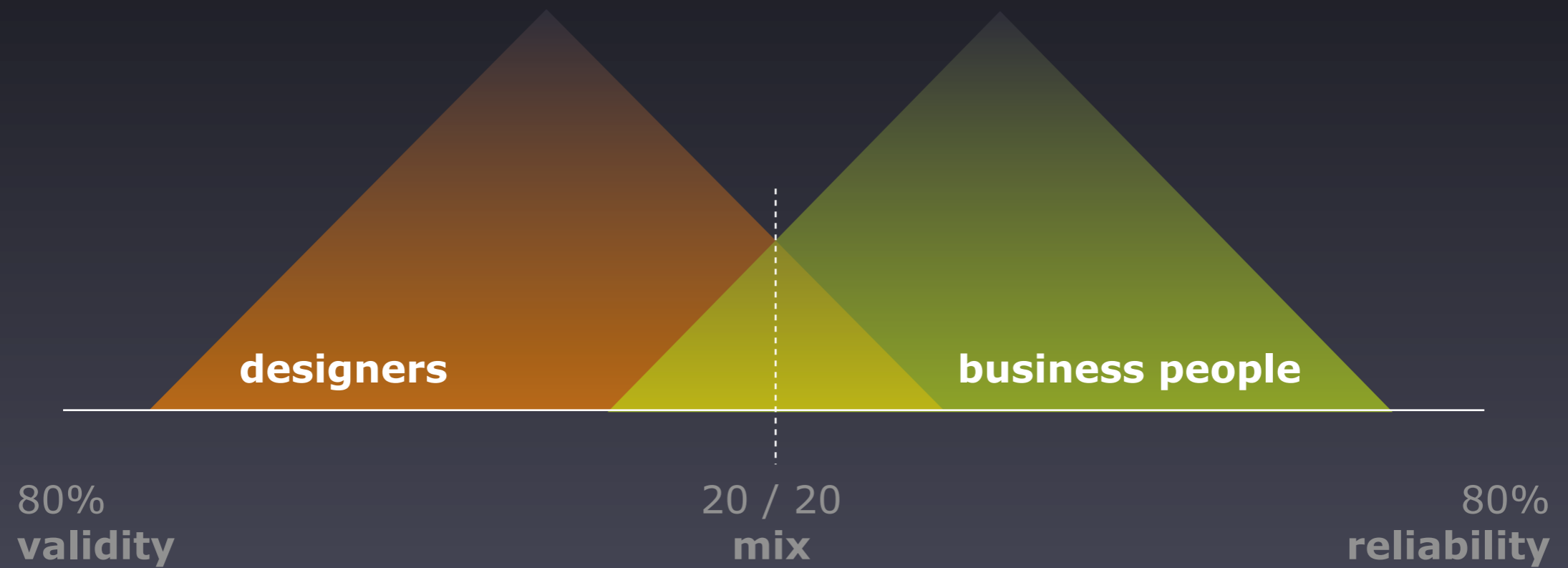
Source: Roger L. Martin (2006/7)

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

Source: Roger L. Martin (2006/7)