



Joseph L. Rotman School of Management
University of Toronto

Rotman
A new way to think

THE DESIGN OF BUSINESS

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Roger L. Martin, Dean
Rotman School of Management
University of Toronto

THE FUNDAMENTAL TENSION

Reliability

- > Production of consistent, replicable outcomes
- > Substantiation based on past data
- > Use of limited number of objective variables
- > Minimization of judgment
- > Avoidance of the possibility of bias

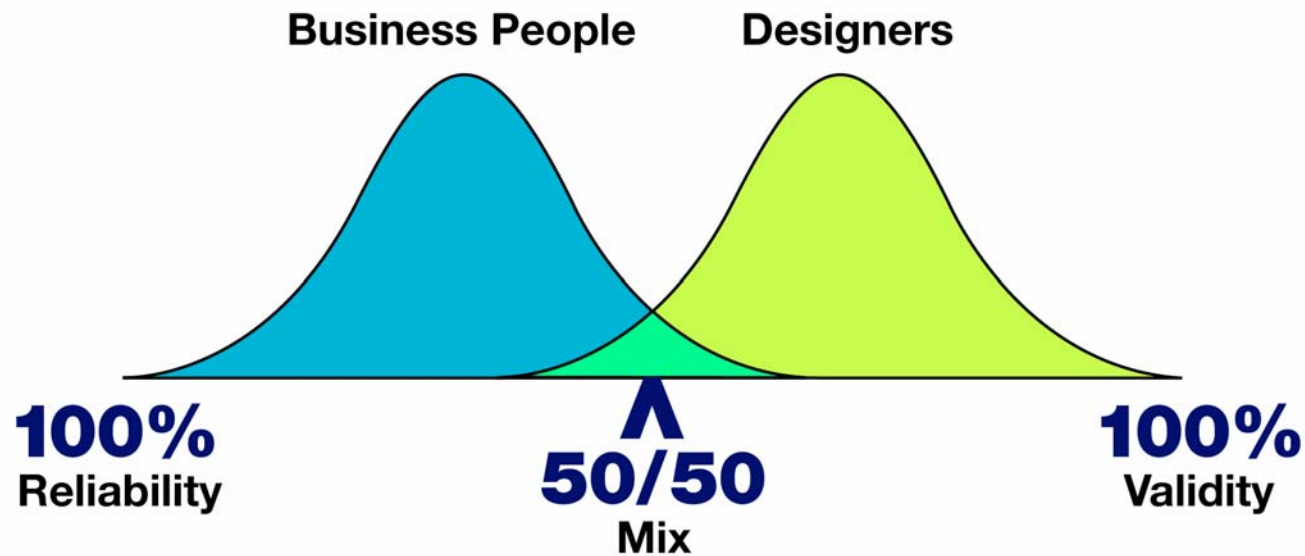
vs.

Validity

- > Production of outcome that meets objective
- > Substantiation based on future events
- > Use of broad number of diverse variables
- > Integration of judgment
- > Acknowledgement of the reality of bias

A FUNDAMENTAL PREDILECTION GAP

Reliability *vs.* Validity



DESIGNING IN HOSTILE TERRITORY

1. Take 'Design-Unfriendliness' as a Design Challenge
 2. Empathize with the 'Design-Unfriendly Elements'
 3. Speak the Language of Reliability
 4. Use Analogies and Stories
 5. Bite Off as Little a Piece as Possible to Generate Proof

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 4. Share Data and Reasoning, not Conclusions
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