



Rotman School of Management  
UNIVERSITY OF TORONTO

**Rotman**

# The Design of Business

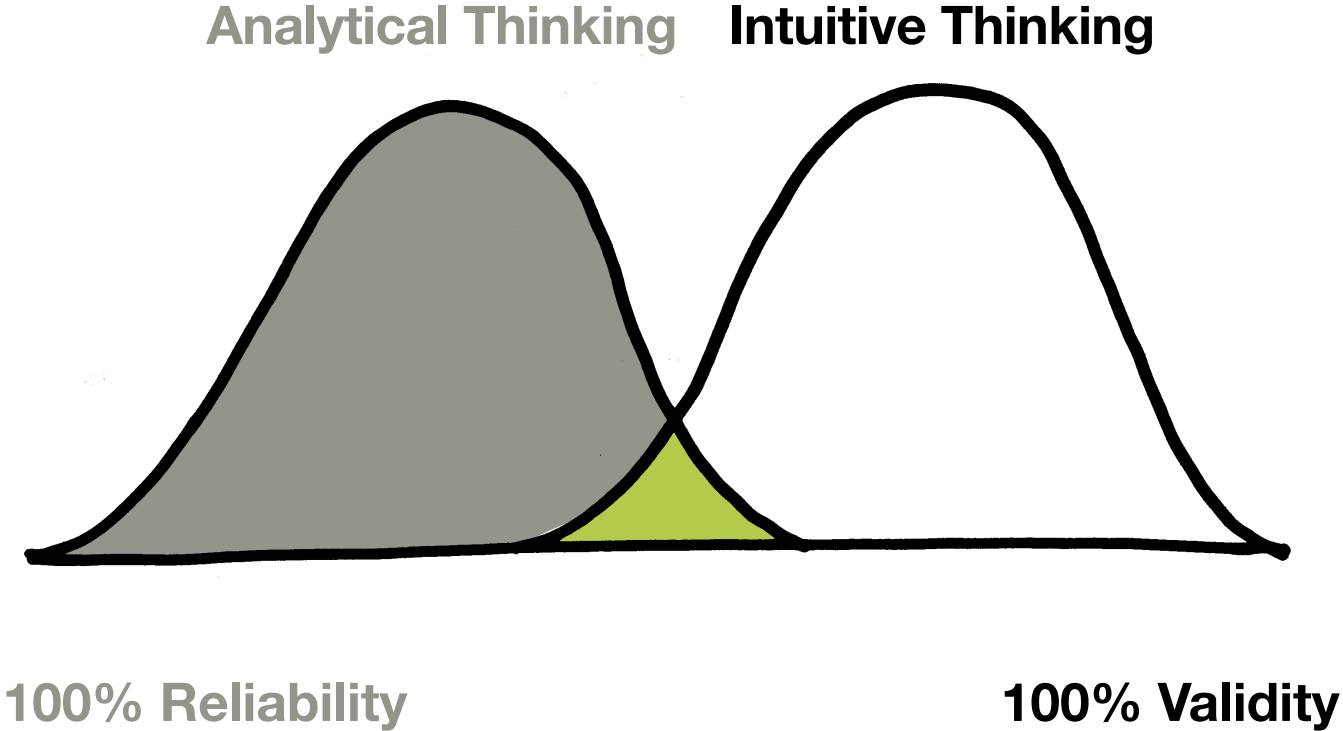
Why Design Thinking is the Next Competitive Advantage

Economic Club of Grand Rapids  
Grand Rapids, Michigan  
October 10, 2011

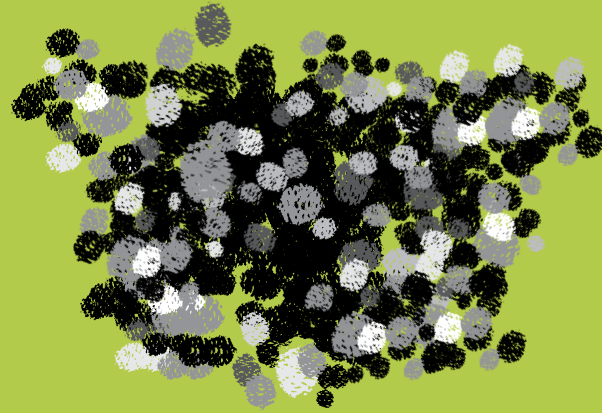
**Roger Martin, Dean**

Rotman School of Management  
University of Toronto

# A Fundamental Predilection Gap

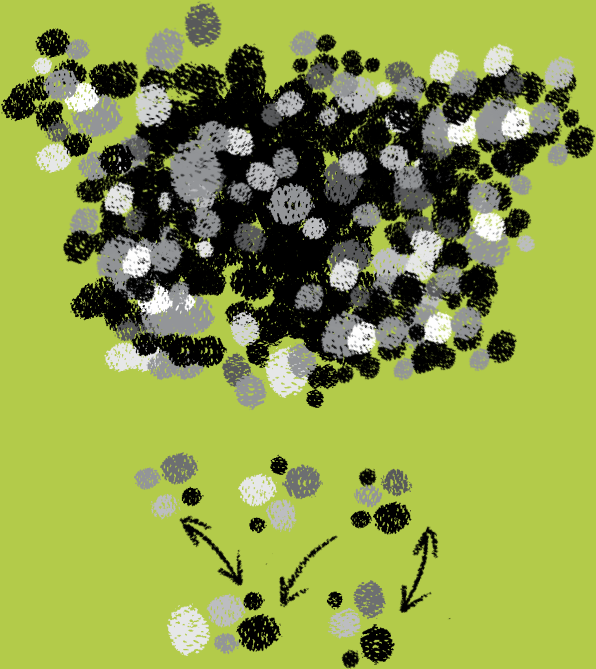


# Our Path of Understanding



**Mystery**

# Our Path of Understanding

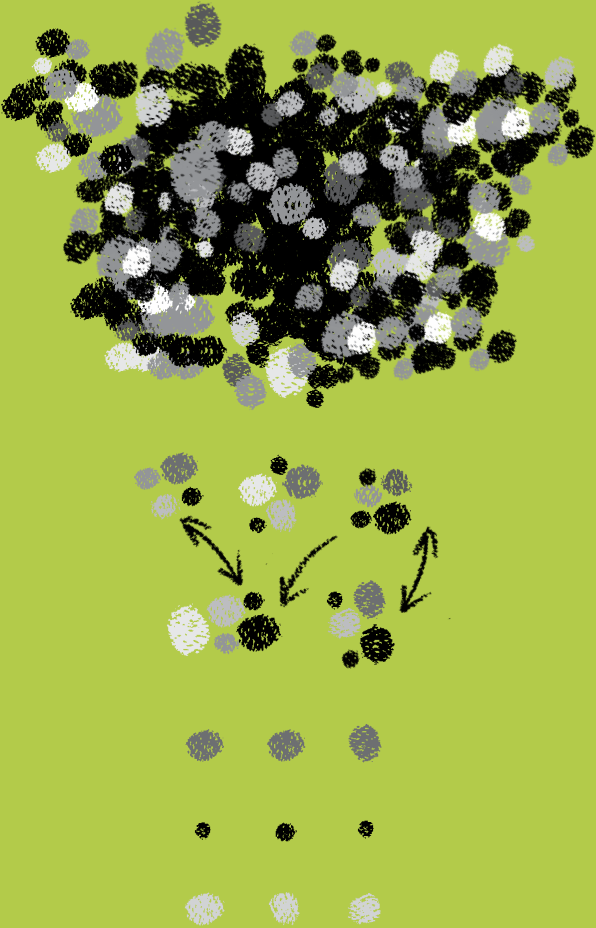


**Mystery**



**Heuristic**

# Our Path of Understanding



**Mystery**

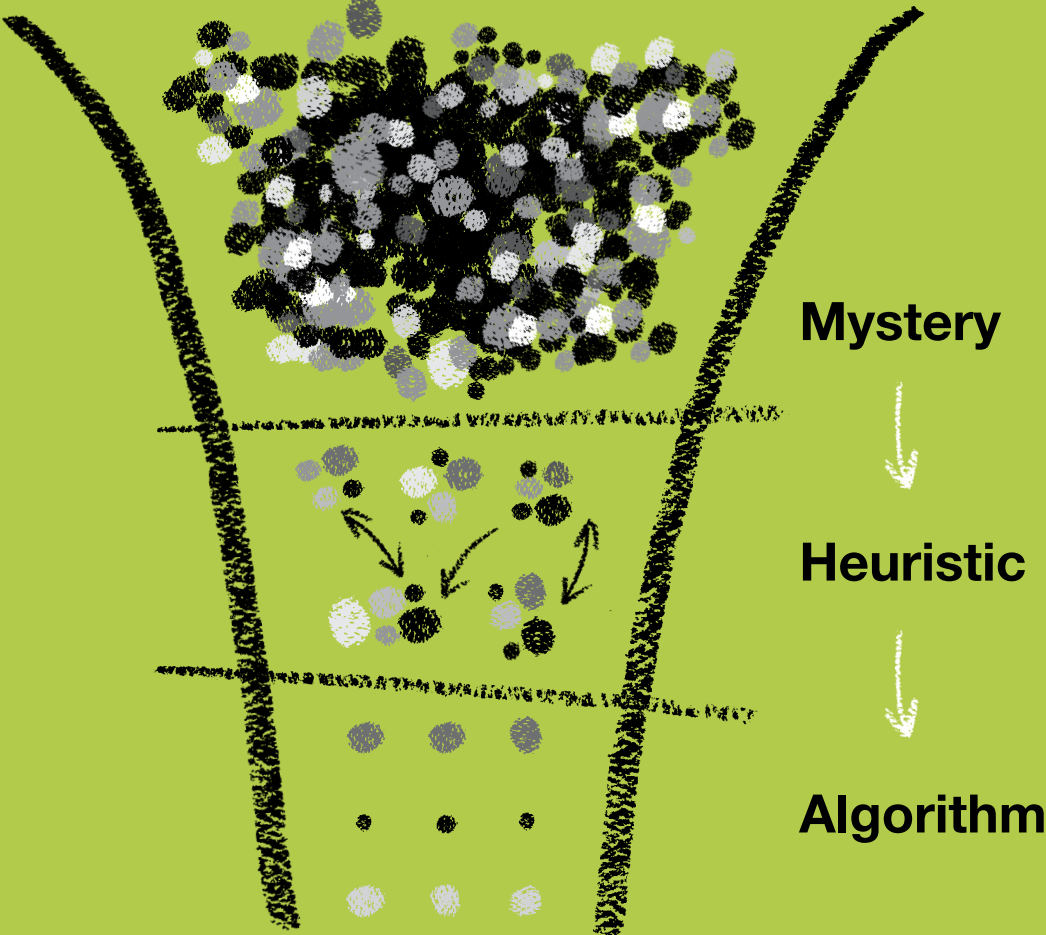


**Heuristic**

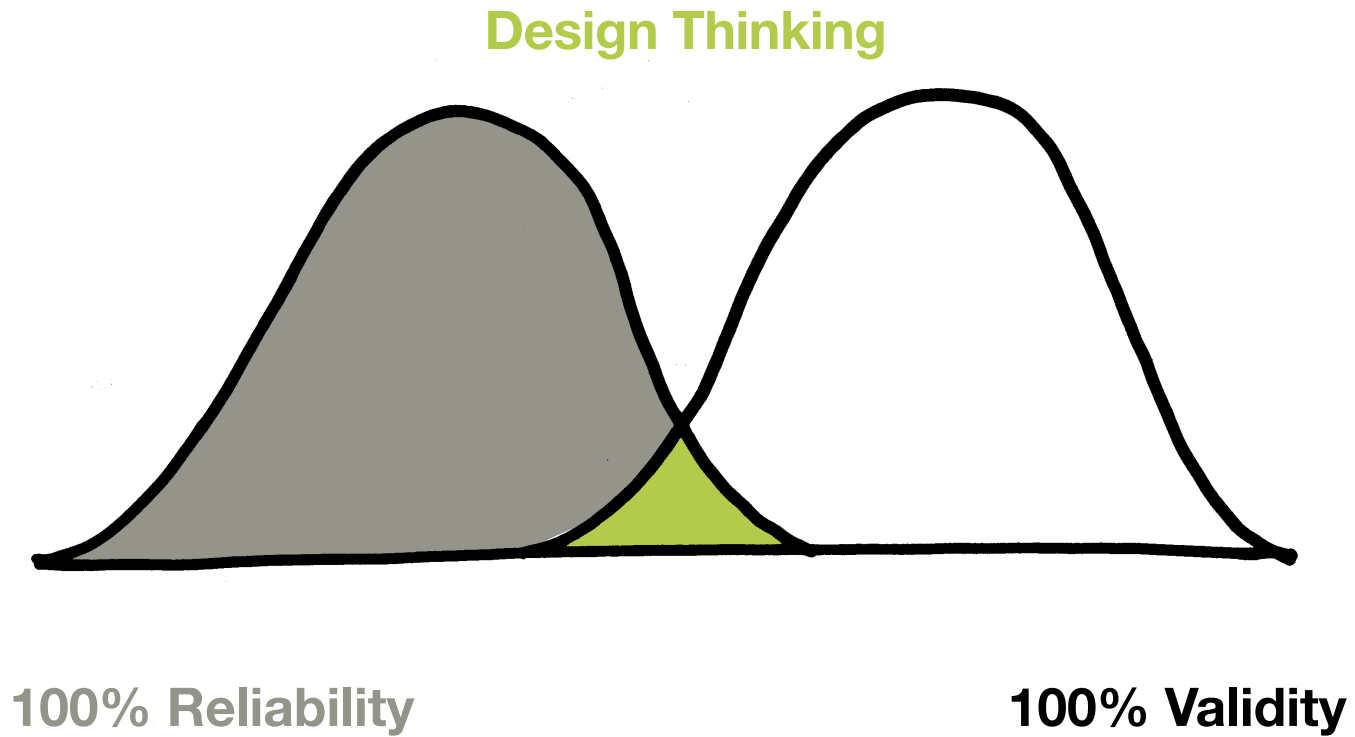


**Algorithm**

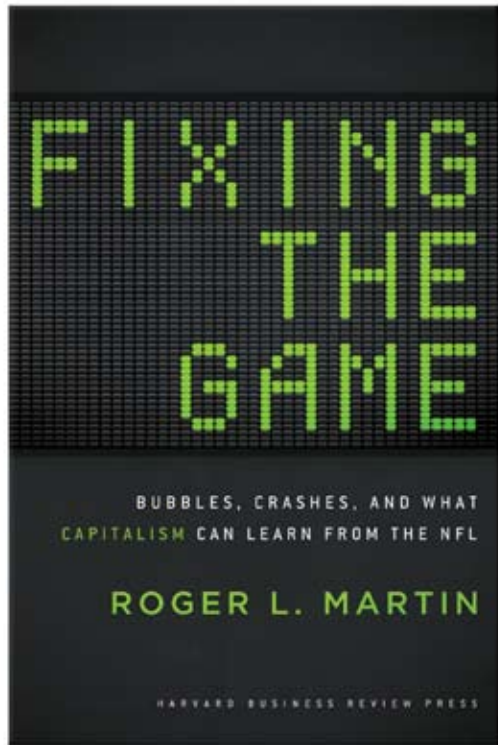
# Our Knowledge Funnel



# Bridging the Fundamental Predilection Gap



Thank you.



Available on Amazon.com

[www.rogerlmartin.com](http://www.rogerlmartin.com)



**Rotman**