

Date of Birth:
August 4, 1956

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Education:
MBA, Harvard Business School (1981)
AB, Economics Major, Harvard College (1979)

Fast Facts

Positions Held:
Dean, Rotman School of Management,
Professor of Strategic Management, Premier's Research Chair in Productivity and Competitiveness

Honorary Company:
Director (1985-1990); Member, Global Executive Committee (1991-1998); Founding Chairman,
Monitor University (1991-1998); Co-Chief of Company (1995-1996); Ideas, Ideas Network (1991-1994);
Managing Director, Monitor Canada Limited (1991-1993); Head, Worldwide Recruiting (1987-1991);
Chairman, North American Executive Committee (1987-1993); Consultant (1985-1986)

Board Membership:
Director, Thomson Reuters
Director, Research in Motion
Director, The Shell Foundation
Director, Canadian Credit Management Foundation
Chair, Tennis Canada

Research Interests:
Integrative Thinking, Business Design, Corporate Social Responsibility and Country Competitiveness

Thought Leader Interview: Roger Martin

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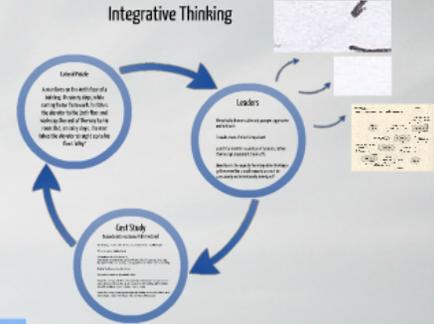
Description of the historical ideas and ideas in which the thinker lived.

Dean of the Rotman School of Management, Roger Martin has distinguished himself as a leading authority on the evolution of leadership and the role of the executive. He is a past president of the International Association of Business Executives (IABE) and a past president of the International Association of Management Development (IAM). He is also a past president of the International Association of Business Executives (IABE) and a past president of the International Association of Management Development (IAM). He is also a past president of the International Association of Business Executives (IABE) and a past president of the International Association of Management Development (IAM).

What did the thinker see? Did they see something new or different?

One of the key insights that Roger Martin has shared is the concept of "Integrative Thinking." This is a process of combining different perspectives and ideas to create a new, more effective solution. He has also emphasized the importance of "80-20 Rule" in business, which states that 80% of the results come from 20% of the effort. This concept has been widely adopted by many organizations as a way to optimize their resources and achieve their goals more efficiently.

Integrative Thinking



New way of Seeing or knowledge

The Rotman School of Management, University of Toronto, is a leading business school in the world. It is known for its innovative approach to business education and its focus on developing leaders who can solve complex problems. The school has a long history of excellence and is recognized globally for its research and teaching. Thecasesolutions.com

How was Martin's new knowledge conceived?

For the past fifteen years, Roger Martin has been studying leaders who have striking and exemplary success records.

Martin picked leaders with unquestionable records of success. He strove to include a wide variety of leaders from a broad range of contexts:

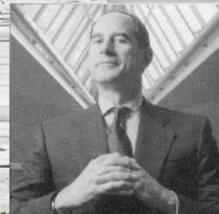
Martin studied business rock stars such as Jack Welch, CEO of General Electric, A. G. Lafont, CEO of Procter & Gamble, Ray Young, founder of Best Buy, Warren Buffett, founder of Berkshire Hathaway and Amazon, and many others. He also studied leaders from other industries, including politics, sports, and academia.

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80-20 Rule

The 80-20 rule, also known as the Pareto principle, states that roughly 80% of the effects come from 20% of the causes. This principle is often used in business to identify the most important areas for focus and to optimize resources. Thecasesolutions.com



Roger Martin, a leader in business, is the author of the book 'The Case for Creative Resolutions'.

"Truly creative resolutions spring from complexity."

Nature of Inquiry

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Description of the historical times and ideas in which the thinker lived..

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Born in the 20th century, Roger Martin lived through the rebuilding of the world economy after mass destruction of World War II and the Great Depression

Martin was a part of a major shift in the way people lived as a result of politics, ideology, economics, society, culture, science, technology and medicine.

Scientists realized that the universe was fantastically (more complex) than previously believed

By the end of the century, more technological advances had been made than in all of preceding history.

Martin implemented a new mode of thought which would benefit the masses of the 21st century and future generations using the developments and drawbacks of the 20th century

Martin analyzes the current business education as narrow where it should be broad, shallow where it should be deep and static where it should be dynamic.



80-20 Rule

The rule states that for 20 percent of the maximum effort, we can get 80 percent of the ideal result

cognitively, 20 percent of the maximum mental effort will yield 80 percent of the perfect answer.

Martin states that, we settle for 80 percent to avoid being overwhelmed by complexity and losing the ability to function. As a result, humans have created specializations as to achieve simplification. . i.e. medical field copes by mandating intensive and formalized specialization.

Martin claims the business world has proceeded down a similar path of specialization. I.e. finance, marketing, production, sales.

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What was Martin's

Nature of Inquiry

How did he know his knowledge was valid?

Data gathered qualitatively through extensive interview processes varying from 12 hours to 24 hours for each interviewee

Martin was not certain whether he would find a common pattern in the leader's thinking, but the more interviews he conducted, the more he discovered a common operating system

When he discovered this common trait, using thought process of these leaders, he certified its validity

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communicate his vision/knowledge?

A professor of his art.

Serving as dean of the Rotman School of Management since 1998, a researcher of integrative thinking, business design, corporate social responsibility.

Communicates his findings to: Harvard Business Review's The Conversation blog, the Financial Times' Judgment Call column, and Washington Post's On Leadership blog.

Conveys his knowledge by writing interesting books like the Opposable Mind. He has written fourteen Harvard Business Review articles and published seven books.

In 2011, Roger placed 6th on the Thinkers50 list

In 2010, he was named one of the 27 most influential designers in the world by Business Week.

In 2007 he was named a Business Week 'B-School All-Star' for being one of the 10 most influential business professors in the world.

Business Week also named him one of seven 'Innovation Gurus' in 2005.

There isn't a better way to communicate knowledge than to teach it, by example!

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conceived?

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How did this

New way of Seeing or knowledge

Change the world?

“As Dean of the Rotman School of Management, I am working to lead a transformation of MBA education”. Martin discovered an element which is shared through their successes; a trait aside from their talent for innovation.

We are bringing to bear fundamental research in these areas in order to have the most innovative curriculum in the business school world.

New ideas and new ways of looking at the world's problems

He outlines a strategy-making process that combines precision and creativity

Martin argues that the contemporary business organization is biased toward simplification and specialization.

Martin states that Integrative thinking can point us toward solutions not yet imagined to problems like terrorism, global warming, and economic inequality.

Question: Do you think integrative thinking can contribute vastly in finding constructive solutions to previously mentioned problems? Why?

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