

"Brilliant  
and utterly  
grounding."  
—MARCUS  
PLACER

# THE *Opposable* MIND

Winning Through  
Integrative Thinking



ROGER MARTIN



# Opposable Mind Winning Through Integrative Thinking

**Roger L. Martin**



## **Opposable Mind Winning Through Integrative Thinking:**

**The Opposable Mind** Roger L. Martin, 2009 The Opposable Mind promotes the idea that everyone can benefit from integrative thinking which can be taught The book reflects many actionable ideas written in a tone that makes change seem easy

**The Opposable Mind** Roger L. Martin, 2009 If you want to be as successful as Jack Welch Larry Bossidy or Michael Dell read their autobiographical advice books right Wrong says Roger Martin in The Opposable Mind Though following best practice can help in some ways it also poses a danger By emulating what a great leader did in a particular situation you'll likely be terribly disappointed with your own results Why Your situation is different Instead of focusing on what exceptional leaders do we need to understand and emulate how they think Successful businesspeople engage in what Martin calls integrative thinking creatively resolving the tension in opposing models by forming entirely new and superior ones Drawing on stories of leaders as diverse as AG Lafley of Procter Gamble Meg Whitman of eBay Victoria Hale of the Institute for One World Health and Nandan Nilekani of Infosys Martin shows how integrative thinkers are relentlessly diagnosing and synthesizing by asking probing questions including What are the causal relationships at work here and What are the implied trade offs Martin also presents a model for strengthening your integrative thinking skills by drawing on different kinds of knowledge including conceptual and experiential knowledge Integrative thinking can be learned and The Opposable Mind helps you master this vital skill

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Playing to Win A.G. Lafley, Roger L. Martin, 2013-02-05 A Wall Street Journal and Washington Post Bestseller A playbook for creating your company's winning strategy Strategy is not complex But it is hard It's hard because it forces people and organizations to make specific choices about their future something that doesn't happen in most companies Now two of today's best known business thinkers get to the heart of strategy explaining what it's for how to think about it why you need it and how to get it done And they use one of the most successful corporate turnarounds of the past century which they achieved together to prove their point A G Lafley former CEO of Procter Gamble in close partnership with strategic adviser Roger Martin doubled P G's sales quadrupled its profits and increased its market

value by more than 100 billion in just ten years Now drawn from their years of experience at P G and the Rotman School of Management where Martin is dean this book shows how leaders in organizations of all sizes can guide everyday actions with larger strategic goals built around the clear essential elements that determine business success where to play and how to win The result is a playbook for winning Lafley and Martin have created a set of five essential strategic choices that when addressed in an integrated way will move you ahead of your competitors They are What is our winning aspiration Where will we play How will we win What capabilities must we have in place to win What management systems are required to support our choices The stories of how P G repeatedly won by applying this method to iconic brands such as Olay Bounty Gillette Swiffer and Febreze clearly illustrate how deciding on a strategic approach and then making the right choices to support it makes the difference between just playing the game and actually winning

**Playing to Win, Expanded with Bonus HBR Articles** A.G. Lafley, Roger L. Martin, 2025-09-30 A Wall Street Journal and Washington Post bestseller A playbook for creating your company's winning strategy Now also includes two HBR articles by the authors Strategy is not complex But it is hard It's hard because it forces people and organizations to make specific choices about their future something that doesn't happen in most companies In this contemporary business classic now with a foreword from former Harvard Business Review editor in chief Adi Ignatius and new articles providing fresh insights two of today's most respected business thinkers explain what strategy is for how to think about it and how to get it done And they use one of the most successful corporate turnarounds of the past century which they achieved together to prove their point The result is a playbook for winning At its core is a set of five integrated and essential strategic choices What is our winning aspiration Where will we play How will we win What capabilities must we have in place to win What management systems are required to support our choices The authors tell rich stories of iconic P G brands such as Olay Bounty Gillette and more to clearly illustrate how deciding on a strategic approach and then making the right choices to support it makes the difference between just playing the game and actually winning

Organizational Risk Management Charles F. Redinger, 2024-12-17 Dr Redinger provides a framework for dealing with integrated risk as well as the processes and tools to help and guide your successful strategy If risk management is important to you then I would recommend this book Malcolm Staves Global Vice President Health Safety & Environment Dr Redinger's framing within a risk management context provides a vital contribution to public policy and organizational governance now and in the future The book's Risk Matrix is a brilliant effort in evolving how we can see and work with the diversity of impact dependency pathways between an organization and human social and natural capitals A must read for the risk professionals ready to shape the future Natalie Nicholles Executive Director Capitals Coalition A hands on roadmap to creating a risk management platform that integrates leading standards improves decision making and increases organizational resilience Organizational Risk Management delivers an incisive and practical method for the development implementation and maintenance of an integrated risk management system RMS that is integrated with ISO 31000 2018 ISO

s high level management system structure HLS and COSO s ERM The book explains how organizational risk management offers a platform and process through which organizational values and culture can be evaluated and reevaluated which encourages positive organizational change value creation and increases in resilience and fulfilment Readers will find an approach to risk management that involves the latest advances in cognitive and organizational science as well as institutional theory and that generates a culture of health and learning The book also offers Thorough discussions of the social aspects of organizational risk management with links to evolving Environmental Social and Governance norms and practices Detailed frameworks and systems for the measurement and management of risk management Insightful explanations of industry standards including COSO s ERM and ISO s risk management standards Perfect for practicing occupational and environmental health and safety professionals risk managers and Chief Risk Officers Organizational Risk Management will also earn a place in the libraries of students and researchers of OEHS EHS S programs as well as ESG practitioners

**Creating Great Choices** Jennifer Riel,Roger L. Martin,2017-08-29 The rarest of business books that teaches decision makers how to think not what to think Malcolm Gladwell When it comes to our hardest choices it can seem as though making trade offs is inevitable But what about those crucial times when accepting the obvious trade off just isn t good enough What do we do when the choices in front of us don t get us what we need Rather than choosing the least worst option Creating Great Choices offers a model that guides you towards a new and superior answer integrative thinking First introduced by world renowned strategic thinker Roger Martin in The Opposable Mind integrative thinking is an approach to problem solving that uses opposing ideas as the basis for innovation Now in Creating Great Choices Martin and his longtime thinking partner Jennifer Riel vividly illustrate how integrative thinking works and how to do it The book includes fresh stories of successful integrative thinkers that will demystify the process of creative problem solving as well as practical tools and exercises to help readers engage with the ideas And it lays out the authors four step methodology for creating great choices which can be applied in virtually any context The result is a replicable thoughtful approach to finding a third and better way to make important choices in the face of unacceptable trade offs Insightful and instructive Creating Great Choices blends storytelling theory and hands on advice to help any leader or manager facing a tough choice

**Pacific Rim Objective Measurement Symposium (PROMS) 2014 Conference Proceedings** Quan Zhang,Hong Yang,2015-07-10 This book collects and organizes the original studies presented at PROMS 2014 conference on theories and applications of Rasch model It provides useful examples of the Rasch model used to address practical measurement problems across a range of different disciplines including Item Response Theory IRT philosophy of measurement dimensionality the role of fit statistics and residuals application educational application language testing health related research business and industrial application and Rasch based computer software PROMS 2014 Pacific Rim Objective Measurement Symposium was held August 2 6 2014 in Guangzhou China The goal of this conference is to bring together the researchers from academia universities hospitals

industry management sector as well as practitioners to share ideas problems and solutions relating to the multifaceted aspects of Rasch Model

**The Opposable Mind** Roger L. Martin, 2007 The Opposable Mind promotes the idea that everyone can benefit from integrative thinking which can be taught The book reflects many actionable ideas written in a tone that makes change seem easy

**The Fundamentals of Event Design** Vladimir Antchak, Olivia Ramsbottom, 2019-12-05 The Fundamentals of Event Design aims to rethink current approaches to event design and production The textbook explores the relationship between event design and multiple visitor experiences as well as interactivity motivation sensory stimuli and co creative participation Structured around the key phases of event design the book covers all the critical dimensions of event concepting atmospherics the application of interactive technologies project management team leadership creative marketing and sustainable production The concepts of authenticity creativity co creation imagineering and storytelling are discussed throughout and practical step by step guidance is provided on how to create and deliver unique and memorable events The chapters include industry voices offering real life insight from leading international event practitioners and individual and or team assignments to stimulate learners creativity visualisation and problem solving This is the first textbook in event design that integrates areas of anthropology social psychology management marketing graphic design and interactivity Focusing on bringing theory into practice this is essential reading for all Events Management students

**Harvard Business Review** ,2007 Spatialized Injustice in the Contemporary City S. Nombuso Dlamini, Angela Stienen, 2022-05-12 This volume documents research illustrating public dissents and interventions to injustice in modern day cities Authors present everyday occurrences of city life and place making still they show how the ordinary city grows from historical dimensions of injustice violence and fear Yet ordinary citizens continue to make the city their own to contribute to the creation of city structures and to contest those practices of spatial demarcation which limit rather than uplift their everyday social livelihood Chapters show how marginalized populations from racial to gendered to the working poor are part of the apparatus that makes the city function However their contributions to city arrangement and endurance are perpetually at the margins and city spaces continue to be designed in ways that ignore and negate the existence of those who protest inequity Novel to the volume are chapters that document and illustrate contestations of city spaces through artistic representation Public spaces like schools art galleries and museums are presented as central to projects of inhabiting remembering and reimagining in the just city Still ordinary city spaces like the public washroom illustrate issues of gender inequity spatial bias and other art based protests City dwellers interested in learning about the making of the city and those interested in the city as a space of possibilities and the good life will benefit from this volume Scholars of geography space art and social justice will marvel and simultaneously be appalled by the everyday minute yet shocking descriptions of the complexity and unfairly structured city spaces in which they dwell

Strategy & Business ,2008 *Influence in Action: How to Build Your Conversational Capacity, Do Meaningful Work, and Make a Powerful Difference* Craig Weber, 2019-08-23

The acclaimed author of *Conversational Capacity* shows you how to exercise more effective leadership and find deeper purpose and meaning by building your ability to engage in open constructive learning focused dialogue when it counts. With his breakout book *Conversational Capacity*, Craig Weber revolutionized the concept of business communication by teaching a veritable conversational martial art that allows teams to perform well and remain open, balanced, and nondefensive as they tackle their most troublesome issues. His proven methods have been used to bolster the performance of executive groups and flight crews as well as surgical units and CDC emergency response teams. Even more impressive, in over a dozen U.S. states it is even helping Democratic and Republican legislators work together more effectively as they craft public policy. In *Influence in Action*, Weber goes deeper, showing you how to put these principles into practice using a step-by-step program that includes case studies, sample dialogues, skill-building exercises, and powerful conversation techniques. This book will help you balance candor and curiosity under pressure by honing your awareness, shifting your mindset, and sharpening your skills. Better still, it will help you do this as you inspire constructive change all around you. Research shows that people yearn for more meaningful work. They want to feel like active participants in the workplace. They're eager to be more engaged. They're raring to make a difference. And what is leadership if not influence in action.

**The Director**, 2008-08      **Consulting Magazine**, 2008      **Alternatives Journal**, 2008      HBS Alumni Bulletin, 2007      FYI Michael M. Lombardo, Robert W. Eichinger, 2009 For learners, managers, mentors, and feedback givers      **Financial Executive**, 2008      *Delft Design Guide* Technische Universiteit Delft. Faculteit van het Industrieel Ontwerpen, 2014-04-15 an overview of product design approaches and methods used at the faculty of Industrial Design Engineering at the TU Delft

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