The Group Discussion Questions help participants discuss and process what they have learned from the program. They can also be used for independent learning.

The Activities + Games & Puzzles are a fun way to work together as a group and help participants apply what they have learned to their own experiences.
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Tips on Use

We believe learning is a process. We often do not require people to apply a concept before they have internalized the idea. If you create an opportunity where people can learn about a concept and internalize why it matters, you will greatly improve the probability that people will take ownership in the solutions.

The questions are divided into four sections:

» General Review Questions
» Story Specific Questions
» Comprehension Questions
» Application Questions/Activities

These questions are best used in a group setting to help participants discuss and process what they have learned from the program. They can also be used for independent learning.

The goal of utilizing these questions is to create dialog and discussion. They will make it easier for you to create progressive learning.

In order to develop a successful training session, we recommend that you select questions prior to the training and choose approximately the same number of questions from each section.

Remember that participants may be hesitant to commence discussion. Be willing to offer your own answers and thoughts to get the conversation started. Remind participants that there are no wrong answers.
General Review Questions

- What story from the program did you find most memorable? Why?
- What is the definition of a paradigm?
- What is a paradigm shift?
- How are paradigms helpful? List at least five reasons.
- How can a paradigm limit the opportunities you see? List at least five reasons. Why are new paradigms important?
- How do new paradigms typically come about?
- Who brings new paradigms to organizations?
- What keeps people from accepting change; why does this happen time and time again?
- What are some positive results from change, even in the face of discomfort or loss?
- Name some 20th and 21st century revolutions that have occurred and have affected many of the people on the planet?
- What examples does Joel Barker discuss in the program that demonstrate new paradigms and paradigm shifts?
- What does Joel Barker mean when he says, “When a paradigm shifts, everyone goes back to zero?”
- What is paradigm paralysis? Can it be avoided?
Comprehension Questions

• What are some paradigms you use in your daily professional lives?

• Identify the benefits of paradigms. Why do we need them? What would happen if we didn’t have or use paradigms?

• Can you recall an instance in which an organization's blind conviction in a paradigm caused it to overlook or dismiss important information outside of the paradigm? What happened?

• Can you identify any conflicting paradigms in your organization? How can these differences be resolved?

• Can you identify outsiders and people in your organization who have the potential to develop new paradigms?

• Does your organization make it easy for outsiders to offer their ideas, or are they usually dismissed?

• How has your company communicated major changes?

• Have you ever been the recipient of information about a major change? How did you respond? What impact did the quality of the communication have on the success of the change?

• Upon reflection, are most changes worthwhile, even considering the uncertainty or discomfort?

• How should managers and organizations deal with employees who are experiencing dramatic change in their personal lives?

• Do organizations bear any responsibility for helping employees get through difficult times at home? Should they try to help, or are some issues better left alone?

• Do organizations benefit by having people with different views on changing paradigms? Please discuss.

• What kind of skills do managers and leaders need to guide organizations through paradigm changes?
Application Questions

These questions will allow the group to apply all three principles: review, comprehend and apply. When using these questions, be prepared to let the conversation move in unpredictable ways.

• How do you distinguish between new, valid paradigms that shake established thinking, and those that lack merit?

• How will future paradigm shifts affect your organization? How can your firm adapt?

• How does your organization begin to work with new paradigms? Do they participate in the early stages, or join in once the paradigm is established? Is this helpful or detrimental? Please explain.

• Are there benefits to accepting new paradigms immediately? Are their benefits in waiting? Please discuss.
Story Specific Questions

The Galileo Story
- Why do you feel the Galileo story is important?
- What lessons did you take away? List at least three.
- As a group, how do we receive and process information we don’t agree with? How does that limit us?
- Create a list of common behaviors when people are introduced to an idea they do not understand or agree with.

Card Trick
- How does the card trick highlight how paradigms impact what we comprehend?
- Recall examples of when this has happened to you/others. What happened?
- What are ways to slow down judgment and explore your paradigm? List five.

The Running Story
- One cultural paradigm of the Tarajumaran Indians is that they routinely run long distances. Around the world, we see many cultures whose paradigms differ from ours.
- Create a list of political, social and cultural paradigms – consider your community/country, as well as other cultures and countries. How do our paradigms impact our impression of other countries?
- How do our paradigms impact how we interact with those countries?
- How do our paradigms hurt how we interact with other cultures?
- Create at least five ways we can become more open to the cultural paradigms of others.
Hydraulic Car

- New paradigms are often introduced by outsiders. The hydraulic car is a good example. What are other examples of how outsiders have introduced ideas that eventually change an industry (example iPhone)?

- Why is it difficult to identify new paradigms at work? Why is that good? How is that bad?

- Identify five ways your group can explore new ideas that may impact your industry.

Swiss Watch

- The Swiss watch is a great example of how easy it is to let your paradigm be THE paradigm, and to miss ideas that later seem obvious. Why couldn’t the Swiss see that they invented their industry’s next paradigm shift?

- Create a list of at least ten other paradigm shifts that brought an industry back to zero.

- Create a list of possibilities that could put your organization/industry back to zero. List at least five.
Application Activities

Activity #1:
Identify one prevailing paradigm in your industry. As a group, discuss how long it took for this way of thinking to move from the fringe to mainstream. What was the process? In your opinion, could this process have been shortened? Should it have been? (10 minutes)

Activity #2:
Break into small groups and make a list of positive aspects of change. In what ways can “going back to zero” be a positive experience? What qualities – such as resilience, fortitude, and courage; are needed, to make change a positive experience? (5-10 minutes)

Activity #3:
Can you identify accomplishments within your business that are currently considered impossible and outside prevailing paradigms? Come up with a list of about ten.

Once you have your list of these “impossible” goals, predict how your company would have to change in order to achieve them. What steps and resources would be needed?

What would happen if your organization could make the impossible possible? How would things differ if a competing organization achieved the impossible? In either case, how would your industry change? (15 minutes)
Games and Puzzles

Games and puzzles are a fun way for people to identify how their paradigms impact what they see as possible.

Below are five exercises that you can use to add a fun element to your training.

**The Dot Game**

This is a fun game. We have seen many variations, but this one is from another program we offer, *Free Radicals of Innovation*. If you want to add some great exercises and examples to your training that really compliment *The New Business of Paradigms; Second Edition*, take a look at this program.

Have everyone take out a sheet of paper and place nine dots on it (three dots in three rows).

The rules are simple: do not lift your pencil and connect the dots with no more than four straight lines without crossing or retracing.

Give the group five minutes.

*Hint:* Believe it or not, the solutions are infinite; it just requires us to get outside our normal solution paradigm. Here are a few possible solutions.

- Tear the paper, place dots in a straight line, draw a line
- Fold paper so all dots line up and poke the pencil through
- Use a giant pencil

After five minutes, ask participants to show their solutions. If no one has a solution, offer a tip to get them started and give them another couple of minutes.

After the exercise have people talk about why this was so difficult and what “rules” limited them for seeing possible solutions.

Explore what “rules” we use everyday that might limit our creativity. Create a list.
What Do You See?

This exercise is from a drawing by British cartoonist William Ely Hill and clearly demonstrates how we can be conditioned to see what we see.

Note: See pages 13-15 for larger images to use in this exercise.

- Have half the group look at Figure One (the young woman)
- Have the other half look at Figure Two (the old woman)
- Now show the entire group Figure Three (the original image)

Ask them what they see. Record their responses.

Explore why they saw what they saw.

Ask how this can impact us in our daily lifes.
Riddles

Riddles are a fun, quick way to explore how our paradigms impact our answers. There are many websites that offer riddles; the riddles below are from the website: http://riddlecheat.com/riddle-me-that.

Riddle #1
- A father’s child, a mother’s child, yet no one’s son. Who am I?
- Answer – Daughter

Riddle #2
- Sophie’s mother had two sons and one daughter. The sons’ names were George and John. What was the daughter’s name?
- Answer – Sophie

Riddle #3
- If two is company and three is a crowd, what are 4 and 5?
- Answer – 9

Riddle questions
- When you know the answer to a riddle, it seems obvious. Why are they so difficult to solve?
- Thinking back to the film, why do paradigms make it difficult to see things we do not expect?
- What are ten possible ways to better “see” possibilities?
Figure 1.
Figure 2.
Figure 3.

“My Wife and My Mother-in-Law”  William Ely Hill,