Worksheet One

Back To Zero

Please keep in mind that this story (on Swiss watches) is not just about the Swiss. It’s about you. It’s about me. It’s about any organization, any culture, any nation that assumes that the strategies that have been successful in the past will be successful in the future.

Let me remind you once again: when a paradigm shifts, everyone goes back to zero.

What event or occurrence could set your organization back to zero? Read each of the events listed below. Describe the potential consequences and show how they could set your organization back to zero.

A new law is passed that:

__________________________________________________________

Your competition invents a new:

__________________________________________________________

Scientists report that:

__________________________________________________________

Your suppliers can no longer:

__________________________________________________________

Describe your own hypothetical event. Explain how it could set your organization back to zero.

__________________________________________________________
Worksheet Two

**Identifying Paradigms**

If we want to make good judgments about change and help create a successful future, we must be aware of our present paradigms, and then be courageous in replacing them.

Our automobile buying paradigm has certainly changed over the years. Many of the products and services that we have come to view as “standard” were once only available as “optional equipment.” Read through the list below and check whether each product or service is part of the “old” paradigm or “new” paradigm.

<table>
<thead>
<tr>
<th>Automobile Buying Paradigm</th>
<th>Old</th>
<th>New</th>
</tr>
</thead>
<tbody>
<tr>
<td>24 Hour Roadside Assistance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Free Oil Changes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Air bags</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Navigation System</td>
<td></td>
<td></td>
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<tr>
<td>Heated Seats</td>
<td></td>
<td></td>
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<tr>
<td>Back-Up Camera</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Automatic Transmission</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

List three more examples of “optional equipment” that are now considered “standard equipment” in most cars.

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*
What is impossible to do in your business today, but, if it could be done, would fundamentally change it for the better?

You need to ask this question often, and at every level of your organization, because the answers automatically describe a paradigm shift. So listen carefully. Those answers will help you focus your attention on what could be your future.

How do you think the following people answered the impossibility question before launching their companies?

Michael Dell (Dell Computers)

Jeff Bezos (Amazon.com)

Fred Smith (FedEx)

Howard Schultz (Starbucks)

Steve Jobs (Apple Computer)

Anita Roddick (The Body Shop)

Mark Zuckerberg (Facebook)

What about you? What is impossible to do in your organization but if it could be done, would fundamentally change it for the better?
Worksheet Four

It’s All About Change

When you think about the last two decades of the 20th century, it is clear that they have been filled with a series of revolutionary changes.

For example: the widespread application of total quality management.

The global commercialization of cell phones and tablets, giving everyone a level of access to communication tools that had previously been unimaginable.

The birth of the internet, the worldwide web and e-commerce.

Fill in the blanks for the first column (‘Where We’ve Been’) and the third column (‘Where Are We Going?’).

<table>
<thead>
<tr>
<th>Where We’ve Been:</th>
<th>Where We Are:</th>
<th>Where Are We Going?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eye glasses</td>
<td>Contacts</td>
<td>Permanent Contacts</td>
</tr>
<tr>
<td>Satellite TV</td>
<td></td>
<td></td>
</tr>
<tr>
<td>On-line Shopping</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ATM</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debit Cards</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cell Phones</td>
<td></td>
<td></td>
</tr>
<tr>
<td>School Lunch</td>
<td></td>
<td></td>
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<tr>
<td>Caller ID</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stock Options</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20 oz (soft drink)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Frequent Flyer Miles</td>
<td></td>
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</tr>
</tbody>
</table>
It’s so easy to say no to a new idea. After all, new ideas cause change. They create uncertainty. And it’s much less bother to do it the way we’ve always done it before. New ideas are resisted from boardrooms to shop floors all across the globe. Too often, good ideas are shot down by people who assume that the ideas from yesterday, that brought us to where we are today, are the same ideas that are going to take us to tomorrow.

Here are some different ways (subtle or otherwise) that people say no when someone (anyone) comes up with a new idea. Put a check mark next to the ones you have heard in your organization:

- We tried that, and it doesn’t work.
- Somebody else tried it, and it didn’t work.
- We don’t have the time.
- We aren’t going in that direction.
- We are too small to that.
- We are too big to that.
- That’s not our business.
- We’ll have to look into that at another time.
- We won’t make money.
- Great idea (that is never brought up again).
- We can’t teach old dogs new tricks.
- It would be too much work.
- That’s not the way we do things around here.

Write four other objections you have heard of that were not listed:

- __________________________________________
- __________________________________________
- __________________________________________
- __________________________________________
Worksheet Six

Outsiders

The people who create new paradigms are usually outsiders. They are not part of the established paradigm community so they are not invested in the old paradigm. Therefore, they have nothing to lose by creating the new paradigm. If you want to find the new paradigms developing in your field, you must look beyond the center, way out to the fringes.

Who is the voice of opportunity in your organization? How are these “outsiders” treated? Are they welcomed? Shunned? Do people listen to their “fringe” ideas?

Look at the list of words below. Check the descriptors that best describe how the members of your organization view outsiders.

- Speculators
- Rule-busters
- Gamblers
- Scenario-planners
- Precedent-breakers
- Heretics
- Visionaries
- Crazy
- Forecasters
- Dreamers
- Troublemakers

Add your own:
Worksheet Seven

It’s The Rule

A paradigm is a system of rules and regulations that does two things: for starters, some of the rules set limits or establish boundaries—just like a pattern sets the edges. The remaining rules show you how to be successful by solving the problems that exist inside the boundaries. Thus, paradigms offer you a model for problem solving.

Sometimes the rules simply are called “the way we do things around here.” Or sometimes, they are known as “the unwritten rules.” One thing is for sure: everyone knows these rules, and when they change, everyone scrambles to figure out what the new rules are. This worksheet should help you learn more about this idea.

What are the dress code rules where you work?

What are the parking rules?

What are the lunch break rules?

What are the rules for calling a meeting?

What are the rules for taking a break?

Are there rules about coming into the office on weekends?

What are the rules for surfing the internet?
Worksheet Eight

It Takes Courage

Those practitioners of the old paradigm, like Galileo, who choose to change to the new paradigm early in its development, have to be very courageous.

Read the statements below and write down the current paradigm. If you could challenge it, what issues would you raise?

Compensation Paradigm – “This is the way we've always paid people around here.”

Marketing Paradigm – “This has been our market for years.”

Funding Paradigm – “This is how a project gets funded in this department.”

Management Paradigm – “The management team has always believed we should do it this way.”

Customer Paradigm – “Our customers have always been like this.”

Size Paradigm – “That is not for us because we are much too small/big.”
Worksheet Nine

Start Your Own Shift

We can choose to change our paradigms. Perhaps the most powerful advantage human beings have is that we are not genetically programmed to look at the world in just one way. We can choose to shrug off our old paradigm and adopt a new paradigm.

What is changing in your world/business/organization/market?

What problem is being created because of this change?

Describe an idea to address this problem.

Give It the Tactics Of Innovation Test: (taken from Joel Barker's Tactics Of Innovation).

Is there an upside or advantage to the idea? Yes \ No
Explain the advantage of your idea.

Is there a downside? Yes \ No
Explain the potential consequences if your idea doesn’t work as planned.

Is your idea seemingly simple? Yes \ No
Explain why your idea is simple.

Does your idea fit with what is already being used? Yes \ No
Explain how it is compatible.