

Joel Barker's

THE NEW
**BUSINESS OF
PARADIGMS™**



• PREVIEW GUIDE •

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• GETTING THE MOST OUT OF YOUR PREVIEW •

Thank you for previewing Joel Barker's The New Business of Paradigms.

We know you're busy and don't often have the time to read through every leader's guide that is sent your way. That's why we've summarized the key information. This way, you can make the best purchasing decision for your organization.

In this preview guide, you'll find a quick overview of the program and a sample section from the Fieldbook.

If after viewing the program, you would like to see a copy of the actual Fieldbook, please call Star Thrower at 1-800-PARADIGM and we'll happily send one for your review. In the meantime, you're invited to keep this preview guide even after you return the preview video.

A New Business of Paradigms? That's Impossible!!

Before he began the daunting task of remaking the best-selling original, Joel spoke to many clients to learn about what would be valuable for the new program. He asked them what they would keep and what they would change. Most clients were emphatic about keeping the key concepts and the memorable stories. Everyone wanted an updated look. Still others asked for completely new examples and locations. Most requested a shorter program. Talk about impossible!

The program, rather programs, you are about to see are the result of this effort. You see Joel Barker's The New Business of Paradigms is actually two complete programs!

Joel Barker's The New Business of Paradigms: Classic Edition was created for those who love the original. In it, you will find many of the stories and examples that made it so popular but with a new, updated look. Joel also worked hard to reduce the running time from 38 minutes to less than 26 minutes.

Joel Barker's The New Business of Paradigms: 21st Century Edition is all new. In less than 20 minutes, it teaches the same important concepts as the original, but with exciting new examples and stories.

The best news is that when you purchase Joel Barker's The New Business of Paradigms, both videos are included! That's right, both programs, Classic Edition and 21st Century Edition, for the same price as the original!

• WELCOME TO JOEL BARKER'S • THE NEW BUSINESS OF PARADIGMS

Thank you for your interest in *Joel Barker's The New Business of Paradigms: Classic and 21st Century Editions*. By sharing the knowledge and insight I've gained during 25 years of studying paradigms, I hope to leave you with a thorough understanding of the roles they play in our lives.

Just what are paradigms? I describe them as problem-solving systems. They are the way we see the world.

Without a doubt, paradigms play a useful role in our everyday lives. They help us filter out data that has no relevance and they provide guidance in unfamiliar situations.

However, unquestioning adherence to a particular paradigm or set of paradigms limits our ability to recognize shifting paradigms. We forget that many problems have more than one right answer. Employees, managers and leaders who don't understand the role of paradigms are often blinded to other options.

Rigid devotion to a single paradigm also influences how we treat the outsiders – the mavericks, new employees and others – who come up with new ideas. It becomes easy to view these individuals and their ideas as troublesome, pesky or even wacky.

Organizations and the people in them need to be able to identify and work with changing paradigms. And equally as important, they need to be able to generate their own new paradigms. Unless that happens, the organization is bound to stagnate. Leaders and employees will forget about innovating. Instead, they will assume that successful strategies from the past will also lead to future success. That's an increasingly erroneous assumption.

Of course, this isn't to say that all new ideas or paradigms are going to be viable. Our task is to discern those new ideas that simply upset the prevailing paradigms but have merit, from those that do not warrant consideration.

By taking a thoughtful and levelheaded look at paradigms, the ways in which they shift, and our ability to generate and respond to new paradigms, we can look ahead without fear. That's because we will be helping to create our future.

I hope that these videos and support materials will help you embrace the future with openness, confidence, eagerness and discernment.

Sincerely,

A handwritten signature in black ink, appearing to read 'Joel Barker', with a long, sweeping underline.

Joel Barker

• GENERAL INFORMATION •

PRICING, VIDEO LENGTH & MATERIALS

| | |
|----------------------------|---|
| Length: | Classic Edition (26 minutes) 21st Century Edition (18 minutes) |
| Sale price: | \$895.00 (includes both programs) |
| Rental price: | \$200.00 (5 days) |
| Materials included w/sale: | The Business of Paradigms Fieldbook, customizable worksheets, ten pocket reminder cards & PowerPoint™ presentation on CD-ROM. |

ADDITIONAL MATERIAL PRICING

| Quantity | 1 – 100 | 101 – 250 | 250+ |
|-----------------------|----------|-----------|----------|
| Fieldbook | \$25.00 | \$20.00 | \$16.00 |
| Worksheets | Included | Included | Included |
| Pocket Reminder Card | \$.50 | \$.40 | \$.30 |
| PowerPoint™ on CD-ROM | \$ 8.00 | \$ 6.00 | \$ 4.00 |

DISCOUNTS & SPECIAL OFFERS

| | |
|---------------------|---|
| Industry discounts: | Education (25%), Non-profit (25%), Consultants (25%), Government (10%) |
| Quantity discounts: | Additional copies of <i>Joel Barker's The New Business of Paradigms</i> will be <u>50% off the regular (\$895.00) price.</u> <i>No other discounts will apply.</i> |
| Purchase: | Joel Barker's The New Business of Paradigms and Wealth, Innovation & Diversity: \$1,432.00 (20% discount). |



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• MATERIALS INCLUDED •

When we created the materials for Joel Barker's *The New Business of Paradigms*, we were forced to challenge our own paradigm regarding support materials. The result is materials that can be used with both the Classic Edition and the 21st Century Edition. They can also be customized for specific needs and different industries. Our goal was to create a comprehensive training system that will save you hours of preparation time.

Two Programs:

Joel Barker's The New Business of Paradigms: Classic Edition and 21st Century Edition

We believe that a training video should hold your attention and inform. First, the program must inspire you to see how important this topic is. Ultimately, the program must provide information and insight that causes you to take action. Both of these programs accomplish this. Having both allows you to use each program in a different way to reinforce the learning. The Classic Edition informs your viewers with a tried and true presentation of the importance of understanding paradigms. The second program, the 21st Century Edition, will be especially important for those who are looking to connect with new examples and different locations.

The Business of Paradigms Fieldbook

The Fieldbook was created to provide you with a single source of information, insight, discussion activities and facilitator questions.

CD-ROM

PowerPoint™ Presentation: Joel Barker's *The New Business of Paradigms* PowerPoint™ Presentation was created to make it easy for the trainer to make a presentation on paradigms. The information carefully follows the video.

Video Clips: The CD also contains clips of Joel Barker's *Paradigm Mastery Series*. The topics include: The Paradigm Curve, Outsiders, the Impossibility Question and the Forest of Paradigms. This will help the trainers develop questions and foster conversation.

Worksheets: The CD-ROM also contains worksheets for trainers to use with the participants. They work well in both individual and group environments, further reinforce Joel Barker's main points and provide participants with various situations to consider. These can be duplicated from the CD-ROM.

Transcripts: Transcripts of both programs: Joel Barker's *The New Business of Paradigms: Classic and 21st Century Editions* will be included on the CD-ROM. These are helpful for easy reference for direct quotes and examples from the program.

The Pocket Reminder Cards

The program comes with ten pocket reminder cards. These cards help reinforce the key concepts and give you a way to get quick responses from your viewers.

• JOEL BARKER'S •

THE NEW BUSINESS OF PARADIGMS FIELDBOOK

This Fieldbook provides information, insight and discussion questions to help participants in your organization gain a clear, comprehensive understanding of paradigms. It accompanies and expands upon the information presented in the videos: *Joel Barker's The New Business of Paradigms: Classic Edition and 21st Century Edition*. We have designed this Fieldbook so that both inexperienced and professional facilitators can use it effectively.

Section One: Paradigms and the Process of Innovation:

The goal of this section is to help participants examine the ways in which paradigms influence our thinking, attitudes and actions. It should also help you and your employees identify paradigms and paradigm shifts.

Section Two: Helping People Deal with Change:

Offering discussion points and questions, section two will help you and your employees more effectively handle changing paradigms. The purpose of this information is to help your group members survive – even thrive – in an environment of continuously changing paradigms.

Section Three: Industry Specific Group Discussions:

Section three focuses on the paradigms that prevail in various industry sectors, as well as within different functions of organizations. These include such industries as financial services, health care, education, government and manufacturing. The functional areas addressed here include sales and marketing, research and development and management.

Section Four: Facilitator Questions:

This section will give the participants an ample opportunity to practice and apply the concept or paradigms independently, as well as in a group environment. These questions focus on how individuals, consumers, employees and members of society view paradigms and paradigm shifts. Additionally, the worksheets will assist the trainers in providing them with starting questions.

• KEY POINTS •

1. Paradigms are common. We have paradigms in almost every aspect of our lives.

“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.”

2. Paradigms are useful. They help us identify what's important and what's not.
They focus our attention.

“The rules give you guidance on how to be successful by solving problems that exist inside the boundaries—in a sense, they offer you a model for problem solving.”

3. Sometimes your paradigm can become the paradigm – the only way to do something. That can lead to “Paradigm Paralysis.”

“When you're confronted with an alternative idea, you reject it out of hand. That can lead to a nasty disorder I call 'Paradigm Paralysis.' Paradigm paralysis is a terminal disease of certainty. It's easy to get and more than a few institutions have been destroyed by it.”

4. The people who create new paradigms are usually outsiders. They are not part of the established paradigm community.

“They have nothing to lose by creating the new paradigm. This means something very special for you. If you want to find the new paradigms that are developing in your field, you must look beyond the center, way out to the fringes.”

5. Those practitioners of the old paradigm who choose to change to the new paradigm have to be very courageous.

“The person who embraces a new paradigm at an early stage must often do so in defiance of the evidence provided by the problem solving. A decision of that kind can only be made on faith.”

6. You can choose to change your paradigms. You can choose to shrug off your old paradigm and adopt a new paradigm.

“Perhaps the most powerful advantage human beings have is that we are not genetically encoded for only one way of looking at the world. You can choose to shrug off your old paradigm and adopt a new paradigm. And that's why I'm such an optimist about the future.”

• SECTION ONE – SAMPLE PAGE •

PARADIGMS AND THE PROCESS OF INNOVATION

1. Defining Paradigms

It makes sense for participants to start these exercises by developing common paradigm definitions. In his book, *Paradigms: The Business of Discovering the Future*, Barker notes that the word “paradigm” comes from the Greek word “paradeigma,” which means model, pattern or example. In the video, Barker describes paradigms as problem-solving systems.

Other experts have offered their own definitions. Adam Smith, author of *Powers of the Mind*, refers to paradigms as “... a shared set of assumptions. The paradigm is the way we perceive the world; water to the fish.” Willis Harmon, a leader at the Stanford Research Institute, writes that a paradigm is “... the basic way of perceiving, thinking, valuing, and doing associated with a particular vision of reality.”

Paradigms are common. Without them, even navigating our day-to-day tasks would be difficult.

On the other hand, paradigms aren’t all universal. For instance, Americans are known for their belief in the benefits of independent thinking and achievement, even at the risk of upsetting others. Other cultures place greater emphasis on group harmony.

What’s more, paradigms can vary between organizations and even between departments within a single company. For instance, sales people may feel that offering discounts to get orders is a regular part of doing business, while the financial staff may frown on any deals.

Ask participants to give their definition or description of a paradigm. What are some paradigms they use or accept in their daily professional lives? List their responses on a whiteboard or sheet of paper.

As the responses will most likely show, paradigm definitions or synonyms will include words that convey a belief system that is fairly open and flexible, such as “theory” or “model.” At the other end of the spectrum are words that imply a rigid, authoritarian view, such as “dogma” or “orthodoxy.” The wide range of terms shows that paradigms, in and of themselves, are neither inherently good nor bad. It is how we use them that matters.

★ From *Paradigms: The Business of Discovering the Future*

Key Characteristics of Paradigms:

- 1) Paradigms are common.
- 2) Paradigms are functional. They help us distinguish data that is important from that which is not.
- 3) The paradigm effect reverses the common sense relationship between seeing and believing. Remember the cliché: “I’ll believe it when I see it!” The reverse is more accurate: “I’ll see it when I believe it.” In other words, an understanding of the rules precedes subtle vision. To see well, we need paradigms.
- 4) There is almost always more than one right answer.
- 5) Paradigms, too strongly held, can lead to paradigm paralysis, a terminal disease of certainty.
- 6) Paradigm pliancy is the best strategy in turbulent times.
- 7) Human beings can choose to change their paradigms.

• SECTION ONE – SAMPLE PAGE •

PARADIGMS AND THE PROCESS OF INNOVATION

2. The Positive Side of Paradigms

As the video shows, paradigms can be useful tools. They help us navigate our day-to-day lives and make sense of the barrage of information that comes our way each day. For instance, most of us know how to get to a certain destination, like a neighborhood restaurant. However, we might be hard pressed to explain our route in a way that would be understandable to someone unfamiliar with the area; we just know when to make a left or right and when to go straight. Being able to navigate almost instinctively allows us to get where we're going without a lot of time and effort. That's why Barker calls paradigms "problem-solving systems."

In his book, Barker observes that paradigms perform a critical function within the scientific community. Once a scientist has completed a successful experiment, he or she should be able to demonstrate the process to others, who should then be able to duplicate it and achieve the same results. In other words, the scientists follow a paradigm in order to confirm that the results were not a fluke.

Ask participants to identify the benefits of paradigms. Why do we need them? What would happen if we didn't have or use paradigms? Possible responses include these:

- 1) They help us filter out useless information. For instance, many of us can throw away junk mail without worrying that we discarded important information. According to our paradigm, the pieces are unlikely to be anything more than unwanted sales pitches.
- 2) We can make some assumptions about how to act in different situations. For instance, most of us know that we need to act differently at the company holiday dinner than we do at the company picnic.
- 3) Paradigms help us verify the results of scientific experiments.
- 4) They provide people with a sense that they share a common bond. We see this at holidays and religious services – people feel an innate connection with others participating in the same celebration or service.

★ From *Paradigms: The Business of Discovering the Future*

I don't know how human beings would get along without paradigms. They are necessary. We need rules to help us live in this highly complex world. Without rules for direction, we would be constantly confused because the world is too rich with data.

Paradigms are functional because they help us distinguish data that is important from that which is not. The rules tell us how to look at the data and then how to deal with it.

• SECTION ONE – SAMPLE PAGE •

PARADIGMS AND THE PROCESS OF INNOVATION

3. *The Harmful Side of Paradigms*

While paradigms play a useful role in our lives, rigidly holding onto them can limit our thinking. We overlook or dismiss ideas and facts that fall outside the paradigms to which we've become accustomed.

Admittedly, this isn't surprising. If we've been successful under an existing paradigm, we will resist challenges to it, no matter how valid.

However, if we blindly adhere to a particular paradigm or set of paradigms, we end up in a state of inaction or paralysis. Barker includes several quotations in his book that illustrate just how ingrained and inaccurate our paradigms can be. It's worth noting that the quotes all are from experts in their fields. A sampling:

From Harry Warner, with Warner Brothers Pictures, in 1927: "Who the hell wants to hear actors talk?"

From Robert Millikan, a Nobel Prize winner in physics, in 1920: "There is no likelihood man can ever tap the power of the atom."

From Thomas J. Watson, chairman of IBM, in 1943: "I think there is a world market for about five computers."

Ask participants to discuss instances in which an organization's blind conviction in a paradigm caused it to overlook or dismiss data that fell outside the paradigm. What happened to the organization? Were they blindsided? Were they able to recover? If so, how? Did new people have to come into the organization for the recovery to occur?

Here are possible responses:

- 1) Many men's clothing retailers underestimated the move to casual wear on the job.
- 2) Some investors in Internet companies were convinced that their stocks would go up indefinitely -- despite the history of the stock market, which inevitably moves up and down.
- 3) The American auto industry belatedly realized that the quality movement was here to stay. By the time they got into the game, Japanese manufacturers had captured sizable chunks of the market.

★ From *Paradigms: The Business of Discovering the Future*

Paradigms act as psychological filters – we quite literally see the world through our paradigms. Any data that exists in the real world that does not fit your paradigm will have a difficult time getting through your filters. You are quite literally unable to perceive data right before your eyes.

• SECTION ONE – SAMPLE PAGE •

PARADIGMS AND THE PROCESS OF INNOVATION

4. *Forests of Paradigms*

Different groups have different paradigms. That's why it is important for participants to gain a thorough understanding of how paradigms work (or sometimes don't work) with each other.

Within companies, paradigms can vary from one department to another -- from accounting to sales, to human resources, to research and development and so on.

Ask participants to comment on Barker's observation that organizations are forests of paradigms. What groups within the organization have their own paradigms? What are they?

For instance, the folks in the sales department may believe that they need to be able to match competitors' promises to ship all products within 24 hours. The executive team might be convinced that a certain percent of sales must come from new products in order for the company to remain competitive. The marketing department may believe that it should only place ads in glossy, higher-end print publications in order to maintain the company's image.

Break the participants into groups and ask them to identify the three or four most significant paradigms within their departments. Display these so that the entire group can see them. Do any of the paradigms impact other departments? If so, in what ways?

Are there any paradigms that the group members would like to change? How would changing them impact each department and its employees? How would it improve the performance of the company?

Some examples:

- Let's do more advertising, rather than believing that word-of-mouth marketing is enough.
Possible results: We'll need to beef up the marketing department, but sales should go up.
- Let's scrap the notion that says employees need "face time," and allow everyone to tele-commute at least 20 percent of the time. Possible results: It becomes more difficult to schedule meetings but employees are happier and more productive.

★ *From Paradigms: The Business of Discovering the Future*

Cultures, worldviews organizations and businesses are forests of paradigms. IBM is not one paradigm; it is a collection of many. That is true for any business.

• SECTION TWO – SAMPLE PAGE •

HELPING PEOPLE DEAL WITH CHANGE

1. Examples of Change Resisted

Anyone looking for evidence that most people resist change won't have to go very far. One example: Most studies show that less than 50 percent of mergers between companies actually end up making money for shareholders. In almost every case, the problems revolve around personal relationships: Many employees cannot work effectively with their new colleagues or accept a changed company's new paradigm.

Consumers also tend to resist change. One example: it took about twenty years for the ATM (automatic teller machines) to really catch on.

Stories of people resisting change abound in other areas of our lives, as well. A horrific example of humans' inability to identify a changed paradigm comes from Barker's book. He writes that in the aftermath of the nuclear accident in the northern Ukraine city of Chernobyl, several engineers were certain that, whatever had happened, the reactor itself still had to be intact. They were convinced that the reactor's design would have kept it together, and another flaw must have caused the accident. They held on to this belief even as they looked at the glowing, molten chunks of the reactor scattered across the floor.

Ask participants to offer examples of industry changes that companies (perhaps including their own) resisted. What happened to the people and organizations that initiated the change? What about the ones that followed soon after? How about the ones who resisted the change? Which are doing better now?

For instance, as an industry begins to consolidate, how does that affect the firms that decide to remain independent? Can they continue independently? If one firm adopts a promising, but unproven new technology, how is the overall industry likely to change?

★ From *Paradigms: The Business of Discovering the Future*

New paradigms put everyone practicing the old paradigm at great risk. The higher one's position, the greater the risk. The better you are at your paradigm, the more you have invested in it, and the more you have to lose by changing paradigms

• SECTION TWO – SAMPLE PAGE •

HELPING PEOPLE DEAL WITH CHANGE

2. Reasons to Resist Change

By now, it should be plain that many people, as well as the organizations that employ them, would benefit from doing a better job at anticipating and understanding changing paradigms. Still, it is not surprising that people resist change. After all, even the most benign shift entails some disruption and loss, and raises the question of “what’s next?”

In addition, not all new ideas merit acceptance. Sometimes individuals advance new ideas just to serve their own interests. At times, the effort we would have to expend to make the change is not worth it. That’s why many of us head to the same grocery store week after week.

The challenge, of course, is to determine when we’ve discarded an idea based on its lack of merit and when we’ve discarded it because it falls outside our established paradigms.

Ask participants to think about times they’ve resisted changes. As they think back, how did they arrive at their decision to resist? If they take an honest look, were some changes rejected because they fell outside the boundaries of their paradigm? Are there some changes that they wish they might have embraced more easily or quickly?

For example, many people grumble about having to learn new expense reporting systems. Once they’ve begun the task, however, they often find that it is easier than they thought, and that the program simplifies their job.

On the other hand, there are probably changes that participants are glad they resisted. For instance, a new paradigm may go against an individual’s morals or conscience. They may decide early on to sit out or even protest the change. Where should you draw the line between being receptive to new ideas and being true to your convictions?

At times, people may feel that many others are rushing to make a change that simply won’t hold up, and they decide to take a wait-and-see approach. In the late 1990s, investors who decided to limit their exposure to Internet companies, many of which later went belly-up, found that their caution was ultimately rewarded.

★ From *Paradigms: The Business of Discovering the Future*

We live in a time of paradigm shifts. Not everyone can formulate successful new paradigms. Only a few can do that. But all of us can be more open to looking for the changes, exploring them for their implications, and creating a supporting climate for the attempts.

In ever increasing frequency, the call for innovation goes out across the United States, and around the globe. Paradigm shifts are one of the key innovative behaviors.

• SECTION TWO – SAMPLE PAGE •
HELPING PEOPLE DEAL WITH CHANGE:

3. Emotional Responses to Change

As the video illustrates, our tendency to resist change often has little to do with the merits of the new idea itself, but springs from emotions like fear or envy. When a new paradigm takes on the status quo, we can feel threatened, scared, resentful or worried. The scene that opens *Joel Barker's The New Business of Paradigms: Classic Edition*, which shows the thoughts of several employees responding to a proposal, captures the feelings many of us have when presented with ideas that challenge our thinking.

People facing change respond with a variety of emotions, including apprehension, excitement, sadness, happiness, grief, anticipation, stress, joy – the list goes on. In fact, managing through change is similar to the process of surviving grief – which, of course, often results from some horrendous change. The degree to which they feel an emotional response varies with the nature of the change and the level of control they have over it.

Getting a reasonable perspective on change often means we have to work through the emotions that initially overtake us. That may require talking with someone else (especially a neutral outsider); finding someplace to scream and cry; or squeezing in a break from the situation, if possible. We may take up an activity, like running or biking, which gives us an outlet for our energies. Sometimes, we may decide we have no options other than to soldier on.

How do participants handle the emotions that can accompany change? Which tactics work best? Which are not as effective? Can any of the tactics be harmful?

★ *From Paradigms: The Business of Discovering the Future*

If we can learn to anticipate the future better, we need not fear it. In fact, we can welcome it, embrace it, prepare for its coming, because more of it will be the direct outgrowth of our own efforts.

• SECTION TWO – SAMPLE PAGE •
HELPING PEOPLE DEAL WITH CHANGE

4. Handling “Good” Changes and Changes we Initiate

Even though we resist change, few of us would really want a complete return to the “good old days.” We’ve grown accustomed to innovations like CDs, the microwave oven and cell phones. On a more substantive level, many of us can appreciate changes like improved medical technology and the ease with which we can communicate via the Internet.

Still, navigating through even “good” changes can take an emotional toll. They inevitably entail some loss. We may face criticism or jealousy from others who aren’t involved in a positive change of their own and feel left behind. Employees who are promoted and now supervise their former co-workers often find themselves in this situation.

Even changes we initiate -- such as deciding to start a family, switch careers, or go back to school -- can generate some apprehension or tension. Again, we’re still faced with uncertainty. Friends and family members, some of whom may not be in a position to make a change, might react with envy. We might feel guilty about putting time and effort into a change that benefits us. That’s one reason some parents (especially Moms) put off starting an exercise regimen; they worry about taking the time away from their children.

Have participants found that positive change also generates some challenges of its own? What do they do to work through them?

How do participants deal with the reactions and emotions that can accompany changes they initiate themselves? What tactics do they use to make sure that their emotions don’t tempt them to forego changes they know they need to make? That is, how do they distinguish between valid reasons for postponing change (i.e., if a spouse is seriously ill, it might not be the best time to head back to night school) and emotional baggage that they need to work through? How do they handle any negative reactions others may have?

★ From *Paradigms: The Business of Discovering the Future*

You can and should shape your own future. Because, if you don't, someone else surely will.

• SECTION THREE – SAMPLE PAGE •
INDUSTRY SPECIFIC GROUP DISCUSSIONS

1. Sales and Marketing:

✂ What are the prevailing rules, or paradigms, within your department? Try to identify at least three or four. For instance:

- Discounts are necessary to get customers to sign on the dotted line.
- Frequent face-to-face contact, rather than phone calls or e-mails, is necessary to maintain strong relationships.

✂ Which of these paradigms are likely to conflict with others' paradigms within your organization? Some examples:

- We believe that speedy delivery is key to getting the order, but the finance folks say the company can not recoup the costs.
- We think the company should focus on particular customer segments because they're most likely to need our products. But marketing's paradigm says the company should broaden its focus.

✂ How can you and your colleagues best resolve the conflicts?

✂ How have the following influenced paradigms in your organization, if at all?

- The rise of e-commerce
- The upcoming retirement of the first of the baby boomers
- CRM software
- E-mail marketing software
- Generation X and Y
- The popularity of casual days

✂ Where can you look for new ideas and paradigm shifts? Some possible sources:

- Customer comments
- Conversations with employees, colleagues
- Trade and consumer media

• SECTION FOUR – SAMPLE PAGE •

FACILITATOR QUESTIONS

1. What paradigms are important in your life? Some examples:

- Most people are good and decent.
- Only people that I know well are trustworthy.
- We all need to contribute to the society around us.
- Our obligation is to take care of our loved ones and ourselves. If we all do that, we could pretty much wipe out poverty and homelessness.

2. How have the paradigms that you hold changed over the past ten or so years? Have you had any sort of experience that seriously challenged a paradigm that you held dear?

Possible responses:

- I thought that I would never buy anything but an American-made car, as I thought they were best. Then I found myself riding in a friend's foreign car, and changed my opinion. It was much better than I expected.
- I thought that I would stay forever with the employer I started with out of college. Then I was laid off and forced to change employers and jobs.

3. How do you think paradigms in society have changed over the past ten or twenty years?

Possible responses:

- We've become more accepting of people from different ethnic backgrounds and faiths.
- We've gotten used to communicating with people via e-mail.
- Recycling has become an everyday part of life for many of us, as we've become more aware of the impact of our lives on the environment.

4. How have consumers' paradigms changed between the early 1990s and today?

Some examples:

- Our view of what's considered standard and optional on automobiles has changed. Ten years ago, things like automatic windows and locks were luxuries for all but a few car-buyers. Today, most people consider them standard.
- Many consumers now view cell phones as a necessary device for safety and convenience. Ten years ago, cell phones still were fairly rare.
- Since the Internet has made medical information readily available, more people are taking a proactive, informed approach to obtaining health care, rather than assuming doctors have all the answers.

5. How do you tend to view new ideas that challenge prevailing paradigms?

Some possible responses:

- I'm pretty open-minded and interested in new ideas.
- I like to take a wait-and-see approach. I'm interested in hearing about new ideas, but want to have time to think about them.
- I prefer the traditional; a new idea really has to prove itself before I want to take a chance on it.



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