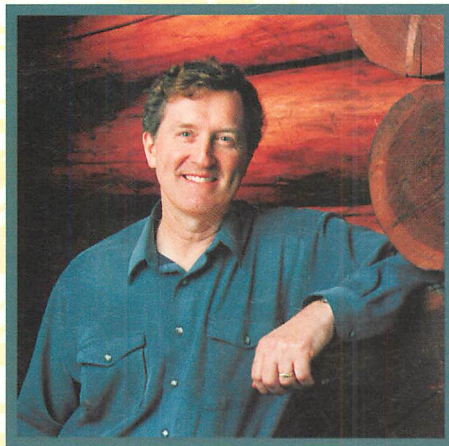


PARADIGM MASTERY SERIES™

with Joel Barker



Insight and Application Guide



WELCOME TO THE PARADIGM MASTERY SERIES

I want to invite you to take part in this five-part video retreat called the Paradigm Mastery Series.

In my extensive study of paradigms I've discovered some amazingly simple truths as well as some far-reaching implications about how we think about the future.

The challenge was how to capture this body of knowledge in a unified and dynamic way. So I invited a cross section of people on a retreat where, together, we explored the relationship between paradigms, change and leadership.

During our time together we explored the true meaning behind the paradigm concept. Our conversation was energizing, challenging and a lot of fun. As a result, the Paradigm Mastery Series is filled with powerful insights on change and practical instruction on how to apply those insights.

In my work with hundreds of organizations around the world, I've been deeply moved by the power paradigms can have when people begin to master the concept. I hope it makes a difference in your organization.

Wishing you the best for your future,

— Joel Barker



Introduction

Paradigm Mastery Series
A five-part video retreat with Joel Barker

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HOW TO USE THE INSIGHT AND APPLICATION GUIDE

The goal of the *Paradigm Mastery Series* is to help people understand and apply key paradigm concepts so they can better anticipate and manage change in every day work situations. Participants should have a general awareness of paradigms and how they work before viewing the programs.

What is Mastery?

Mastering key paradigm concepts is a journey that begins with this guide. Real mastery occurs when people apply their insights to every day work place situations. Their understanding of the concepts is deepened when they get feedback by sharing their ideas and progress with each other. It is a challenging undertaking that promises great dividends. For the first time, people in your organization will have the tools they need to anticipate and manage change. They will begin to see the future as something they can shape.

The Guide

This guide is based on three general stages of mastery—insight, application and long-term learning.

Insight. After viewing the programs and discussing the insights, participants will have gained an understanding of key paradigm concepts. Only when participants can express the insights in their own words, will the concepts begin to have real meaning.

Application. To move toward mastering the concepts, participants must take their insights and apply them to their own work situations. In other words, they must practice the insights in a meaningful situation. This can begin to take place in the workshop setting, but the activities must relate to actual work place situations and problems.

In each application section there is an example from the work place to get people started in identifying their own situation.

Long-term learning. The final step toward gaining mastery is to get feedback when first applying the concepts to situations in the work place. When participants share their plans and progress with others, they get feedback that can help them refine and deepen their understanding of paradigms. This cycle of feedback and practice is at the heart of coaching.



Introduction

A Word on Coaching

One powerful method for helping people integrate new skills and capabilities is to provide feedback through coaching. This might involve regular interaction sessions with a group of colleagues and a designated facilitator who will act as the coach. It may involve observing people and giving feedback as they practice using new techniques.

To be an effective coach, you must create an environment that allows people to try new techniques without being judged harshly. Coaching isn't about evaluating or keeping score. It's about providing feedback that can help people move closer to mastering key paradigm concepts and helping them celebrate their successes.

Customize Your Workshop

You can control the length of your workshop by choosing how many insights to discuss after each program. You may discuss all the insights or choose the ones that most directly apply to your organization. Each individual video program is about 30 minutes long. Each insight and application discussion should be timed to last about 30 minutes.

Viewing one video program and discussing four insights takes about 2.5 hours.

Group Discussion

To discuss the application section of the guide, divide the group into teams of four or five people. You can structure the discussion in two ways:

1. Each team can identify a problem or situation, apply the insight and share what they learned with the group.
2. Each team can work on the same problem or situation, apply the insight and share what they learned with the group.

Transcripts of each program, presentation slides from each program, worksheets and overheads are available on computer disk. Call 888-773-9600 toll-free.



Introduction

Facilitation Tips

This guide is designed to be used by inexperienced facilitators as well as professionals. You will get the most from the *Paradigm Mastery Series* if you spend time thoroughly preparing by carefully reviewing the programs and working through this guide.

- Welcome people as they arrive for the program.
- Even if you have seen the video program, sit with the group and watch the video with them. They will feel that you are involved and interested in the subject.
- When the video program is over, sit quietly for a few seconds before turning on the lights. Give the participants a minute or two to think about what they saw and jot down some of their thoughts.
- When you ask the group a question, they may not respond immediately. Be patient and give them some time to think of an answer.
- If the discussion gets sidetracked, guide it back to the topic being discussed.
- Discourage arguments that involve only a few people. Guide the argument back to the topic being discussed.



Introduction

ABOUT JOEL A. BARKER

Joel Barker is one of the world's most influential speakers and authors on the subject of change and how to manage it. He has worked with the world's top corporations and addressed more than 800,000 people since he began popularizing the concept of paradigm shifts and vision in 1975.

Industry Week has called Joel Barker's best-selling video series, "Discovering the Future," one of the most influential series of programs in the business world. Joel Barker's book, "Paradigms, The Business of Discovering the Future," was listed as the most influential business book of 1992 by the *Library Journal*.

In 1993, Joel Barker received the Excellence in Education award from the international education association, Pi Lambda Theta.

Video programs:

The Business of Paradigms

The Power of Vision

Paradigm Pioneers

Paradigm Principles

Implications Wheel

The Paradigm Prism

Books:

Future Edge, Discovering the New Paradigms of Success, William Morrow and Company, Inc.

Paradigms, The Business of Discovering the Future, Harper Collins



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Paradigm Mastery Series
A five-part video retreat with Joel Barker

THE PARADIGM EFFECT

The Paradigm Effect

Video program length: 28 minutes



PROGRAM INTRODUCTION

Once you give yourself permission to think about things that are obviously impossible, you are on your way to shaping your future.

OVERHEAD 1: Once you give yourself permission to think about things that are obviously impossible, you are on your way to shaping your future.

“If the only tool you have is a hammer, you tend to see every problem as a nail.” What does this saying mean to our organization?

If we are convinced that our way of doing things is the only valid way, then we are doomed to hammer away at our problems with the same old tool, says Joel Barker.

Our goals in this program are to gain new insights into the way we see our organization and then apply what we learned to our work place.

Program Insights

- *You can live by the rules and die by the rules.*
- *“That’s impossible,” is a statement not about truth, but about paradigms.*
- *Organizations are a forest of paradigms.*
- *When an old paradigm is replaced by a new paradigm, the race starts over.*

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INSIGHT

You can live by the rules and die by the rules.

OVERHEAD 2: You can live by the rules and die by the rules.

Paradigms is a very useful concept that applies to all of us, because paradigms explain how we see the world, our organization and ourselves.

There are other words that also describe the special ways we see and do things. Some other similar terms are routines, standards, protocol, dogma and common sense.

Ask the group:

Can you think of any other words or even specific terms or phrases that describe the way we do things in this organization?

Possible responses:

- *Standard operating procedure*
- *Safety regulations*
- *Robert's Rules of Order*
- *Accounting procedure*
- *It's the rules*
- *The marketing way*
- *The accepted practice*
- *Customer service policy*

Ask the group:

What good do these rules do? Why do we have them?

Possible responses:

- *Rules give order to the work place.*
- *We don't have to spend time re-inventing the way we do things every day.*
- *Rules give us common expectations.*
- *Rules smooth the way for us to be more productive.*



The Paradigm Effect

So paradigms are not always a bad thing. They can help us avoid chaos in the work place.

Ask the group:

Let's consider the other side of the coin. Does anyone think rules and regulations can do their jobs too well?

Possible responses:

- *Rules can be too confining, too limiting.*
- *Rules don't cover all situations.*
- *They "rule out" new ideas.*

Now we have a general idea of how paradigms work.

OVERHEAD 3: A paradigm is any set of rules or regulations that defines boundaries and tells you how to behave.

Let's explore Joel Barker's definition. He says a paradigm is any set of rules or regulations that does two things:

1. Part of the rules define the boundaries or establish new ones. Like cutting around the edge of a pattern — you find the edges, the boundaries.
2. The other rules tell you how to behave inside the boundaries to achieve some measure of success. It's a model of successful behavior.

Let's look at an example.

Ask the group:

Let's use the first rule to test if we have a dress-code paradigm in our organization. Does our dress code have boundaries? What are they?

Possible responses:

- *Professional dress Monday through Thursday. Casual dress on Fridays.*
- *Casual dress every day.*
- *Company uniforms are required every day.*



Ask the group:

Let's test the dress code for rule No. 2. Do some rules tell you how to behave within the dress code boundaries to achieve a measure of success?

Possible responses:

- *Suits, dresses, slacks are appropriate. No jeans, no sweatshirts from Monday through Thursday. No clothes with rips. No tank tops.*
- *If you are meeting with customers, you must dress professionally.*
- *Company uniforms must be clean and pressed.*

APPLICATION

You can live by the rules and die by the rules.

OVERHEAD 4: You can live by the rules and die by the rules.

To gain the benefits of paradigm mastery, we must begin to apply the insight we have learned to situations in our department, organization or industry. What specific problems are we faced with today, and how can we use this insight to solve a problem?

Example: In our accounting department we seem to have specific rules for order-entry that people just can't seem to follow, which results in a lot of finger pointing. How can we make sure we don't die by these rules? Should we challenge them?



LONG-TERM LEARNING

The long-term benefits of paradigm mastery really begin when we make a commitment to apply the insights on a daily basis and get regular feedback from people who understand what we are trying to do.

Getting feedback will help us refine and deepen our mastery of paradigms, which in turn will help us do an even better job anticipating and managing the future.

1. Make a commitment to apply the insight: *You can live by the rules and die by the rules*. How can we begin to apply this insight to a problem at work? There are many ways to begin. You can define a problem, propose a solution, plan a scenario, find out implications, keep a journal, prepare a case study.

2. Get feedback. Meet with other people in your paradigm mastery session and give each other feedback. Meet with your paradigm mastery coach on a regular basis. Develop an e-mail network to share your ideas.

Before we leave this session, I want each of you to commit to a plan to apply this insight and make arrangements to share your plan with someone here to get feedback.



INSIGHT

*“That’s impossible,” is a statement not about truth,
but about paradigms.*

OVERHEAD 5: “That’s impossible,” is a statement not about truth, but about paradigms.

Our paradigms help us see the world a certain way. Our paradigms even tell us what is possible and what is impossible. So if anyone says, “we can’t do that around here,” it’s probably their paradigm talking, not the truth.

Ask the group:

What other statements have you heard or used at work that signal your paradigm is talking?

Possible responses:

- *That will never work.*
- *That’s not how we do things around here.*
- *You must be new around here.*
- *It’s against the rules.*
- *No way!*
- *You don’t know what you’re talking about.*
- *That’s not our policy.*

Ask the group:

Has anyone been in a discussion or disagreement where you or the other person used some of these statements? When you saw the world one way and the other person saw the world a completely different way? What happened? What did it feel like?

Possible responses:

- *It felt like the other person wasn’t even listening.*
- *I thought they must not be very smart.*
- *It was so obvious, why couldn’t they see it?*
- *It seemed like they were arguing just for the sake of arguing.*
- *I figured they were playing devil’s advocate.*



The Paradigm Effect

The other person was probably looking at the problem through their paradigm—their specific set of filters. Filters keep us from seeing the world straight on by screening out everything that doesn't fit our paradigm. It's like filtering water to keep out bacteria.

Ask the group:

Let's use our customer service paradigm as an example. How does it act as a filter?

Possible response:

- *It filters out behavior and attitudes that keeps us from serving the customer the way we think is appropriate.*

Ask the group:

What passes through the customer service filter?

Possible responses:

- *We know exactly how to treat our customers.*
- *We treat customers very consistently.*
- *Customers know how to expect to be treated.*

The stronger our filters, the stronger our boundaries, the stronger our convictions, says Joel Barker. If I have strong convictions, then it will take me longer to see what you're seeing. Fanatics actually have the strongest filters and unbending boundaries don't they? They will never see what we're seeing.

Now, this is where paradigms can make such a difference in our lives. When someone says to you, "That's impossible," here's the new response: "That's your paradigm talking."



The Paradigm Effect

OVERHEAD 6: Based on the paradigms we're practicing today, we don't know how to do that.

When we say, "That's impossible," what we're really saying is "based on the paradigms we're practicing today, we don't know how to do that."

Our paradigms have nothing to do with our education or how smart we are. Any of us can look at the same thing and have substantially different interpretations of what is going on. That's the paradigm effect.

OVERHEAD 7: Paradigms help us get through the day, but they also can work against us.

1. Paradigms work against us when we deny we have them. When we are blind to the fact that they put limits on the way we think.
2. Paradigms work against us when we are not willing to accept that others have different paradigms that may be just as valid as ours.



APPLICATION

*“That’s impossible,” is a statement not about truth,
but about paradigms.*

OVERHEAD 8: “That’s impossible.” is a statement not about truth, but about paradigms.

To gain the benefits of paradigm mastery, we must begin to apply the insight we have learned to situations in our department, organization or industry. What specific problems are we faced with today, and how can we use this insight to solve a problem?

Example: In the benefits department people come to us with requests for broader benefits. Our stock response is “That’s impossible, we just can’t do that.” How can we learn to put our own paradigms aside, while giving full attention to someone else’s paradigm, which could be just as valid?

Divide into pairs. Each pair should identify a department or organizational paradigm that is seemingly “impossible” to challenge. Take turns defining the rules of the paradigm and listening to each other challenge the paradigm.



LONG-TERM LEARNING

The long-term benefits of paradigm mastery really begin when we make a commitment to apply the insights on a daily basis and get regular feedback from people who understand what we are trying to do.

Getting feedback will help us refine and deepen our mastery of paradigms, which in turn will help us do an even better job anticipating and managing the future.

1. Make a commitment to apply the insight: *“That’s impossible,” is a statement not about truth, but about paradigms.* There are many ways to begin. You can define a problem, propose a solution, plan a scenario, determine implications, keep a journal, prepare a case study.

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INSIGHT

Organizations are forests of paradigms.

OVERHEAD 9: Organizations are forests of paradigms.

We've explored many paradigms in our work place. It's another way of describing our corporate culture, because our paradigms define who we are, how we do things, how we treat each other.

Organizations are made up of so many paradigms that you could call an organization a forest of paradigms, suggests Joel Barker.

Ask the group:

What are some of the trees in our organization's forest of paradigms?

Possible responses:

- *Sales*
- *Operations*
- *Research*
- *Administration*
- *Accounting*
- *Logistics*
- *Manufacturing*

Now let's test to see if these trees really are paradigms.

Ask the group:

Let's choose a department. What are its boundaries and rules?

Possible responses:

- *The accounting department deals with cash flow.*
- *The accounting department has rules for expense reports.*
- *Accountants have procedures for how to pay corporate taxes.*
- *There are balance sheets and profit and loss statements.*



The Paradigm Effect

So the accounting department has clear boundaries and lots of rules that tell people in accounting how to behave to achieve a measure of success.

Ask the group:

So if this organization is a forest of paradigms, what happens if part of the organization changes its paradigm?

Possible responses:

- *The change can ripple throughout the whole organization.*
- *The total system is affected.*

Ask the group:

Let's explore a paradigm in one of our departments. How would a change in its paradigm affect other departments in the organization?

Possible responses:

- *In manufacturing our paradigm is continuous improvement. Changing the paradigm would affect marketing.*
- *In marketing our paradigm is direct mail. A change from direct mail would affect the mail department.*
- *In the mail department our paradigm is overnight delivery. A change from overnight delivery would affect accounting.*



APPLICATION

Organizations are forests of paradigms

OVERHEAD 10: Organizations are forests of paradigms

To gain the benefits of paradigm mastery, we must begin to apply the insight we have learned to situations in our department, organization or industry. What specific problems are we faced with today, and how can we use this insight to solve a problem?

Example: Our division is going through a comprehensive change in our hiring practices to reflect our commitment to diversity. Describe the affects this change could have on other parts of the organization.

LONG-TERM LEARNING

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INSIGHT

*When an old paradigm is replaced by a new paradigm,
the race starts over.*

OVERHEAD 11: When an old paradigm is replaced by a new paradigm, the race starts over.

It doesn't matter what our market share is. It doesn't matter what our reputation is in the industry. It doesn't matter what the business magazines just wrote about us. When a paradigm shifts, it's like a race starting all over. Everyone goes back to zero.

In fact, Joel Barker says that if an organization is dominant in the old paradigm, it might have a tougher time changing to the new paradigm. It's heavily invested in the old paradigm, its technology, processes, marketing, even its facility is configured to support the old paradigm.

Another organization, however, may have no real investment in the old paradigm. When the old paradigm is replaced by the new paradigm and the gun goes off, can you imagine who might have the advantage?

Ask the group:

Share with the group some old paradigms in our industry that have been replaced by new paradigms.

Possible responses:

- *Typewriters replaced by computers.*
- *Quality standards replaced by continuous improvement.*
- *Trash replaced by recycling.*
- *White male culture replaced by diversity.*
- *Warehousing replaced by just-in-time manufacturing.*



The Paradigm Effect

Ask the group:

Has anyone here had a paradigm that was replaced? Where you had to go back to zero and start all over again? What did it feel like?

Possible responses:

- *I was good at typing, then I had to relearn everything when computer word processing was introduced. I felt like it was a chance to really learn something new.*
- *I was the best operator on the assembly line, then the assembly line became computer driven. I was depressed because I had to start over.*
- *I was a great sales representative, then we were decentralized and I had to learn new rules. I felt like just another sales representative.*
- *I knew all the ropes as a manager before we were bought out. It was a humbling experience.*

APPLICATION

*When an old paradigm is replaced by a
new paradigm, the race starts over.*

OVERHEAD 12: When an old paradigm is replaced by a new paradigm, the race starts over.

To gain the benefits of paradigm mastery, we must begin to apply the insight we have learned to situations in our department, organization or industry. What specific problems are we faced with today, and how can we use this insight to solve a problem?

Example: Our buildings and grounds department has to conform to new and stricter environmental regulations. It's going to require new training for each person. What are some of the consequences for everyone involved?



LONG-TERM LEARNING

The long-term benefits of paradigm mastery really begin when we make a commitment to apply the insights on a daily basis and get regular feedback from people who understand what we are trying to do.

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Get feedback. Meet with your paradigm mastery coach on a regular basis. Meet with other people in your paradigm mastery session and give each other feedback. Develop an e-mail network to share your ideas.



The Paradigm Effect

THE PARADIGM EFFECT WORKSHEET

Transcripts of each program, presentation slides from each program, worksheets and overheads are available on computer disk. Call 888-773-9600 toll-free.

Insight:

You can live by the rules and die by the rules.

Insight:

“That’s impossible,” is a statement not about truth, but about paradigms.

Insight:

Organizations are forests of paradigms.

Insight:

When an old paradigm is replaced by a new paradigm, the race starts over.



THE PARADIGM EFFECT OVERHEADS

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Overhead 1: Once you give yourself permission to think about things that are obviously impossible, you are on your way to shaping your future. — Joel Barker

Overhead 2: You can live by the rules and die by the rules.

Overhead 3: A paradigm is any set of rules or regulations that defines boundaries and tells you how to behave.

Overhead 4: You can live by the rules and die by the rules.

Overhead 5: "That's impossible," is a statement not about truth, but about paradigms.

Overhead 6: Based on the paradigms we're practicing today, we don't know how to do that.



The Paradigm Effect

Overhead 7: Paradigms help us get through the day, but they also can work against us.

Overhead 8: "That's impossible," is a statement not about truth, but about paradigms.

Overhead 9: Organizations are forests of paradigms.

Overhead 10: Organizations are forests of paradigms

Overhead 11: When an old paradigm is replaced by a new paradigm, the race starts over.

Overhead 12: When an old paradigm is replaced by a new paradigm, the race starts over.