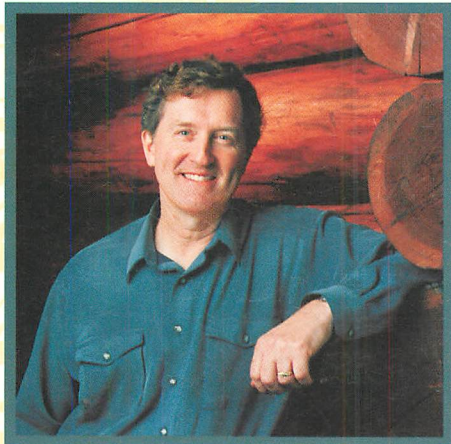


# PARADIGM MASTERY SERIES™

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

**T**he 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.



## ABOUT JOEL A. BARKER

**J**oel 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





Introduction

# PARADIGM MASTERY SERIES VIDEO RETREAT PARTICIPANTS

Keven Davis  
Garvey, Schubert & Barer

Chuck Hatten  
CH Distribution

George Dotson  
Primerica Co.

Joseph Bowman  
Seattle Community College

Dr. Jay Gould  
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May Gould  
Naval Intelligence Office

Duane Stowers  
Electrician/Inventor

Larry Damman  
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Gretchen Huizinga  
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Rob Gill  
Key Bank of Washington

Yvonne Tate  
Group Health

Lynn Murphy  
Finders Keepers

Neal Campbell  
Microsoft

Carlene Haas  
US Air

Steve Scriver  
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Ivan Loughlen  
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Jeff Martin  
Creative Media

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Lewis Tuttle  
Weyerhaeuser

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Salsa/Wall Data

Peter Lohnes  
Performing Arts

Jim Soules  
Environmentalist

Susan Lasalle  
Millennium Arts

Sherry Anders  
Theater Arts

Ali Connelly  
Connelly Productions



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

# PARADIGM HUNTING

Video program length: 20 minutes



# PROGRAM INTRODUCTION

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*The single most important thing you  
can do to hunt for your next paradigm  
is begin to take action.*

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OVERHEAD 1: The single most important thing you can do to hunt for your next paradigm is begin to take action.

Joel Barker says, "You can and should shape your future, because if you don't, someone else surely will."

In this program we're going to discover two things we can do right now to begin our search for the future. They are very powerful because they can engage each one of us, every day. And that's how the future happens, says Joel Barker—one day at a time.

## Program Insights

- *You can and should shape your future, because if you don't, someone else surely will.*
- *By asking what is impossible, you can find your future.*

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



## INSIGHT

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

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OVERHEAD 2: You can and should shape your future, because if you don't, someone else surely will.

Joel Barker says we can shape our own future. We can all be more open to looking for changes, exploring them for implications and creating a supportive environment.

How many times have we had the chance to take charge of our future and passed, saying “I’m too busy to do that right now?”

Ask the group:

What are some other reasons why we don’t try to take charge of our future?

Possible responses:

- *We’re too caught up in day-to-day work.*
- *No one thinks it’s important.*
- *There doesn’t seem to be an immediate payoff.*
- *It’s someone else’s job.*

It’s all too easy to stay in the present. But Joel Barker says we should take advantage of our gift to shape our own futures. We can choose to change the way we see the world. It’s part of who we are.

Ask the group:

What are the consequences to this organization if we don’t shape our future?

Possible responses:

- *We’re at the mercy of our competition.*
- *We’ll always be playing by someone else’s rules.*
- *Our organization will never be an industry leader.*
- *We’ll be playing catch-up forever.*
- *We’ll become a company that’s always reacting instead of being proactive.*



## APPLICATION

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

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OVERHEAD 3: You can and should shape your future, because if you don't, someone else surely will.

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 apply this insight to solve a problem?

*Example:* We've been working at the same advertising agency for three years. We are starting to see the results of effective team work and collaboration. It is apparent that some people can work together to drive out ego and greed. Our concern is how to maintain this important part of our culture as the agency gets bigger. Why should we be concerned about shaping our future?

## 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 and should shape your future, because if you don't, someone else surely will.* 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, determine 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

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*By asking what is impossible, you can find your future.*

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OVERHEAD 4: By asking what is impossible, you can find your future.

It only takes a minute. Once you've asked it, you've directly engaged the person in a search for their future.

OVERHEAD 5: What is impossible to do, but if it could be done, would fundamentally change your business for the better?

The question is, "What is impossible to do, but if it could be done, would fundamentally change your business for the better?"

This question elicits some important answers, because it focuses your attention on two important attributes: First, what is "impossible to do" takes you way outside your boundaries—your paradigm. It gives people permission to step outside their paradigm, and that creates the potential for a paradigm shift.

Ask the group:

Do we usually give ourselves permission to get outside of our paradigms in this organization? What usually happens when someone goes too far?

Possible responses:

- *We laugh at them.*
- *Tell them to get real.*
- *We certainly don't take them seriously.*



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## Paradigm Hunting

Ask the group:

How can we give people permission to step outside their paradigms?

Possible responses:

- *Be flexible.*
- *Encourage brainstorming.*
- *Don't be critical or judgmental.*
- *Loosen up.*

Now let's explore the second attribute in the "impossibility" question. The answer we give must "fundamentally change" your business. It can't be trivial. It must be big.

Ask the group:

What would be a fundamental change in our business? A very big change in the way we do things?

Possible responses:

- *Add retail stores to our mail-order business.*
- *Sell merchandise in addition to publishing magazines.*
- *Change our manufacturing process to robotics.*
- *Convert from video technology to digital video disks.*

When you put these two attributes together — "impossible to do" and "fundamentally change"—you are talking about the next big change in your future—your next paradigm shift.

If we ask the "impossibility question" at all levels of our organization, everyone will have an answer that works at their level, says Joel Barker. And we'll have a list of potential paradigm shifts to explore.



## APPLICATION

*By asking what is impossible,  
you can find your future.*

OVERHEAD 6: By asking what is impossible, you can find your future.

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 apply this insight to solve a problem?

*Example:* When we ship plate glass to a building site to install, it breaks. What is impossible to do in our business, but if it could be done, would fundamentally change our business for the better? Perhaps we could produce and pour glass on site.

## 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: *By asking what is impossible, you can find your future.* 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.





# FORM A PARADIGM HUNTING TEAM

Joel Barker has developed an easy, effective and cost efficient way of getting people engaged and working together to discover the future. He calls it a Paradigm Hunting Team.

Everyone can participate at a very simple level. Paradigm hunting will get us to actively explore and seek out potential paradigms shifts. By combing through publications inside and outside our industry, we can discover and share the latest ideas and trends that could bring us our future. It's an easy system that is based on the reading we do now.

Let's form one now with everyone here.

1. List all the publications—magazines, journals, trade newsletters, newspapers—you read now. They don't have to relate to your career.
2. Narrow the list to the top five you feel you couldn't do without.
3. Prioritize them in order. What's the one publication you would read if you could only read one?
4. Will everyone here commit to read what they're already reading? It's fine to have more than one person reading the same publication, because two people will tear out different things.
5. Let's talk about what to look for in your reading. Joel Barker says to look for anything that snaps your head—that says strange or weird. It could be a paradigm shift. Tear it out.
6. Let's set some targets. What are some things that would fundamentally change our business for the better? Let's look for them in what we read because they have high leverage.
7. We also should read for what is really important in our own work or our department's work—things we want more information about.
8. What are ten topics we should be looking for in our organization? When we identify them, we'll be much more likely to spot them in our reading.
9. As you accumulate pieces of information, they may not look like much. You're really collecting information that can suggest a trend, a pattern, a paradigm shift.
10. Let's meet once a quarter to discuss and share what we've found.



Paradigm Hunting

# PARADIGM HUNTING 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 and should shape your future, because if you don't, someone else surely will.

Insight:

By asking what is impossible, you can find your future.



# PARADIGM HUNTING OVERHEADS

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

Overhead 1: The single most important thing you can do to hunt for your next paradigm is begin to take action —Joel Barker

Overhead 2: You can and should shape your future, because if you don't, someone else surely will.

Overhead 3: You can and should shape your future, because if you don't, someone else surely will.

Overhead 4: By asking what is impossible, you can find your future.

Overhead 5: What is impossible to do, but if it could be done, would fundamentally change your business for the better?

Overhead 6: By asking what is impossible, you can find your future.