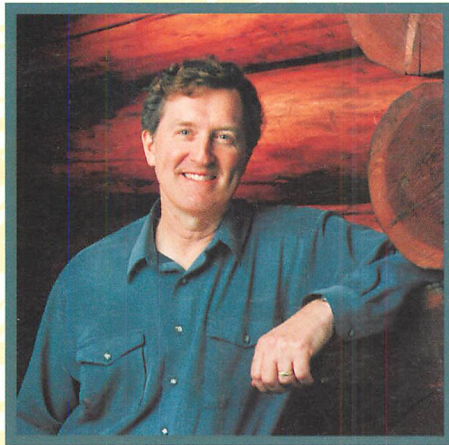


PARADIGM MASTERY SERIES™

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



Introduction

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Ali Connelly
Connelly Productions



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

PARADIGM PARTNERS

Video program length: 30 minutes



PROGRAM INTRODUCTION

Whether it's finding the new path, marking the boundaries or building the communities, each paradigm partner plays a vital role in shaping your organization's future.

OVERHEAD 1: Whether it's finding the new path, marking the boundaries or building the communities, each paradigm partner plays a vital role in shaping your organization's future.

Each person here views the world through different eyes. Although what we see may be different, those differences are a strength for this organization. We all have vital roles to play in anticipating and managing our organization's future.

In this program we'll learn how we can join together as partners to solve our problems by understanding how we react to change.

Program Insights:

- *Someone you least expect will bring you the new paradigm.*
- *Early entry in a paradigm shift gives you the greatest leverage.*
- *Settlers have a place in your organization, but you don't want to become a settler organization.*

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



INSIGHT

*Someone you least expect will bring you
the new paradigm.*

OVERHEAD 2: Someone you least expect will bring you the new paradigm.

Who is the most likely person to discover the new paradigm? Most likely it is someone from outside our current paradigm. Joel Barker calls them outsiders. Their advantage is simple—they don't know what can't be done. So they just do it.

Let's talk about the four different kinds of outsiders:

OVERHEAD 3: The young person, newly trained, but with no practical experience. Perhaps just hired.

Ask the group:

In this organization how do we treat young people with no experience?

Possible responses:

- *We send them to a four-week training program.*
- *We teach them the rules immediately.*
- *We discount their ideas.*



Ask the group:

So what advantages do young people with little experience have?

Possible responses:

- *Young people see things from a different perspective.*
- *Because they are new, they see things we don't see.*
- *They aren't invested in the old paradigm.*

OVERHEAD 4: An older person shifting fields.

Ask the group:

How do we treat older people who have just changed fields?

Possible responses:

- *We listen politely, then ignore their ideas.*
- *Tell them they'll catch on quickly.*
- *We show them the ropes.*

Ask the group:

What advantages do older people shifting fields have?

Possible responses:

- *They don't know what can't be done.*
- *They see things from a different point of view.*
- *They may question things everyone else takes for granted.*



OVERHEAD 5: Maverick insider — otherwise known as the disgruntled employee.

Ask the group:

How do we treat the maverick insider in this organization? Remember, it's the person Joel Barker says we try not to invite to meetings when we need to reach a consensus. Who are they in the organization? Does anyone have a personal experience they can share?

Possible responses:

- *We try not to hire them in the first place.*
- *We tolerate them at best.*
- *We try to avoid them.*
- *We discount their ideas as crazy.*

Ask the group:

What advantages do mavericks have?

Possible responses:

- *They always ask challenging questions.*
- *They know the current paradigm but are not captured by it.*
- *They are not afraid to break the rules.*



OVERHEAD 6: Tinkerers — outsiders from outside the organization.

Ask the group:

How do we treat tinkerers in this organization? Tinkerers are those people from outside our organization and industry that seem to have nothing in common with us except one thing. They have run into one of our special unsolvable problems. But they don't know it's special.

Possible responses:

- *We wonder how they got our phone number.*
- *We transfer them to public relations.*
- *We think of them as eccentric.*
- *We blow them off.*

Ask the group:

How can we encourage outsiders' ideas?

Possible responses:

- *Create a week-long celebration honoring ideas from outsiders.*
- *Make it a habit to listen when a person with little credibility comes calling and thank them for their idea.*
- *Give outsiders the unsolved problems before you train them.*
- *Invite outsiders to observe what is going on and make suggestions.*
- *Set a time and day when your door is open to anyone and their ideas.*

You can't know who is going to bring you your future, says Joel Barker. You cannot qualify them in advance by looking at education or experience, or gender or race. You can only listen.



APPLICATION

*Someone you least expect will bring you
the next paradigm.*

OVERHEAD 7: Someone you least expect will bring you the next paradigm.

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: Our product development division is made up of people who have moved through the ranks and even helped develop the current product line we sell. Who can we invite to get other answers and solutions?

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: *Someone you least expect will bring you the new paradigm.* 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 plans and progress.

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

*Early entry in a paradigm shift gives you
the greatest leverage.*

OVERHEAD 8: Early entry in a paradigm shift gives you the greatest leverage.

Let's face it. Our organization may not discover all the paradigm shifts it needs to take us into the future. But if you can be the first person to follow the rough path that the paradigm shifter has uncovered, you can get all the benefits. It's the most accessible role for any organization. In fact, Joel Barker suggests that the 21st Century is for pioneering organizations.

Ask the group:

What is the advantage of pioneering a paradigm shift in our organization?

Possible responses:

- *We can get a head start on the competition.*
- *We can be recognized as the leader.*
- *We don't have to go through a crisis phase.*

Ask the group:

Can anyone describe a situation when they pioneered a new idea that someone else introduced?

Possible responses:

- *Someone suggested a theme for a meeting. I just took off with it and made it happen.*
- *Someone thought of an idea for a new product. I defined the market for it and helped bring it to life.*
- *Someone thought of a new way to serve customers, so I drew up a working policy that could be field tested.*



Joel Barker says that pioneers have three critical attributes that help them follow the paradigm shifter:

- Pioneers have good intuition, because the paradigm shifter has almost no data, proof or guarantee of success.
- Pioneers have courage, because they are the first into the new territory discovered by the paradigm shifter.
- Pioneers are committed to the long-term.

Ask the group:

What do you think it feels like to be a pioneer?

Possible responses:

- *Like you're all alone.*
- *Like you're a high-risk taker.*
- *It feels like you're a trouble-maker.*
- *You can't prove anything.*

The message is clear, says Joel Barker. If you want to be one of the first into the new territory, you cannot wait for large amounts of evidence. In fact, you must do the opposite. Trust your intuition and take the plunge. Make the leap of faith to the new paradigm.

APPLICATION

*Early entry in a paradigm shift gives you
the greatest leverage.*

OVERHEAD 9: Early entry in a paradigm shift gives you the greatest leverage.

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: Our marketing department is always conducting surveys and doing market research. But they never seem to have enough data to make a decision on anything new. As a result we're losing our edge in the industry. How can we learn to get the greatest leverage through early entry?



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: *Early entry in a paradigm shift can give you the greatest leverage.* 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 plans and progress.

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INSIGHT

Settlers have a place in your organization, but you don't want to become a settler organization.

OVERHEAD 10: Settlers have a place in your organization, but you don't want to become a settler organization.

Settlers have a special relationship with pioneers. Settlers move in after the pioneers build the roads. Settlers put down roots. They put on the finishing touches. They add richness to the organization by paying attention to the details, says Joel Barker. They really work the paradigm once they've been given the rules.

Ask the group:

So who are the settlers in this organization and what do they do that's valuable?

Possible responses:

- *The front-line workers who get the job done every day.*
- *Administrators who are making sure the rules are working.*
- *The sales clerks who ring up the sales.*
- *The architects who work with our clients.*

Ask the group:

What are the differences between pioneers and settlers in this organization?

Possible responses:

- *Pioneers lead. Settlers follow.*
- *Pioneers open the territory. Settlers defend the territory.*
- *Pioneers take risks. Settlers want security.*
- *Pioneers look at the future. Settlers care more about the present.*
- *Pioneers love change. Settlers are reluctant to change.*
- *Pioneers get projects going. Settlers complete the projects.*



Ask the group:

If settlers have a place in an organization, why shouldn't we become an organization with only settlers?

Possible responses:

- *We would soon lose our competitive edge.*
- *Our organization would be excellent but not innovative.*
- *Where would our new ideas come from?*

Settlers in our organization might drag their feet when faced with change, but if our organization drags its feet and waits until the facts are irrefutable, we will be in danger of becoming a settler organization. Then it will probably be too late to gain any special advantage, says Joel Barker.

APPLICATION

Settlers have a place in your organization, but you don't want to become a settler organization.

OVERHEAD 11: Settlers have a place in your organization, but you don't want to become a settler organization.

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

Example: Our administration department seems to spend a lot of time defending its territory and covering its tracks. We seem to be stuck in a rut. How can we create an environment that honors settlers, but challenges people to always look ahead?



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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Paradigm Partners

PARADIGM PARTNERS WORKSHEET

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Insight:

Someone you least expect will bring you the new paradigm.

Insight:

Early entry in a paradigm shift gives you the greatest leverage.

Insight:

Settlers have a place in your organization, but you don't want to become a settler organization.



PARADIGM PARTNERS OVERHEADS

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Overhead 1: Whether it's finding the new path, marking the boundaries or building the communities, each paradigm partner plays a vital role in shaping your organization's future.
—Joel Barker

Overhead 2: Someone you least expect will bring you the new paradigm.

Overhead 3: The young person, newly trained, but with no practical experience. Perhaps just hired.

Overhead 4: An older person shifting fields.

Overhead 5: Maverick insider—otherwise known as the disgruntled employee.

Overhead 6: Tinkerers—outsiders from outside the organization.

Overhead 7: Someone you least expect will bring you the next paradigm.

Overhead 8: Early entry in a paradigm shift gives you the greatest leverage.



Paradigm Partners

Overhead 9: Early entry in a paradigm shift can give you the greatest leverage.

Overhead 10: Settlers have a place in your organization, but you don't want to become a settler organization.

Overhead 11: Settlers have a place in your organization, but you don't want to become a settler organization.