

# 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





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

# THE PARADIGM CURVE

The Paradigm Curve

Video program length: 28 minutes



# PROGRAM INTRODUCTION

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*Start planning for how and when you will lead change  
instead of wondering when it will strike.*

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OVERHEAD1: Start planning for how and when you will lead change instead of wondering when it will strike.

How many of you have wondered? "How long will these good times last?" Or, "How long will this crisis continue? Will it ever end?" This program is about a tool that can help us start planning how and when we will lead change, instead of wondering and waiting in fear for change to strike.

We'll also discuss how different personalities play different roles in the development of a paradigm.

## Program Insights

- *Good times, perplexing times and crisis are all part of the paradigm life cycle.*
- *Launch the next paradigm and skip crisis.*
- *We all have different talents that work best during different phases of the paradigm life cycle.*
- *Your toughest problems can be your springboard to the new paradigm.*

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



# INSIGHT

*Good times, perplexing times and crisis are all  
part of the paradigm life cycle.*

OVERHEAD 2: Good times, perplexing times and crisis are all part of the paradigm life cycle.

The paradigm curve describes the life cycle of a paradigm. By locating our paradigm on the paradigm curve, we'll be able to start planning when and how we will cause change.

Let's review the phases of the paradigm life cycle:

- Your paradigm is somewhere in the A phase if you are just figuring out a new way to solve problems.
- Your paradigm is in the B phase if things are going gangbusters. You know the rules of the game very well and you are solving a lot of problems.
- Your paradigm is in the C phase if it's costing you a lot of money and time to solve few problems. You're in a crisis and are wide open to suggestions.

Knowing your location on the paradigm curve helps you think about your future and gives you important indicators for anticipating the future.



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## The Paradigm Curve

Ask the group:

What is our industry's prevailing paradigm? Let's use the worksheet to plot the location of our paradigm on the paradigm curve.

Who thinks we're in the A phase and why? Who thinks we're in part of the B phase and why? Who thinks we're in the C phase and why?

Possible responses:

- *We're in the late A phase, because our intuition tells us we think "we've got something here." We've made a lot of mistakes, but we're beginning to figure out the rules.*
- *In the early B phase, because we're moving into new territory that's wide open. We can hardly keep up with our success.*
- *In the late B phase, because we've been doing well for a while. We're wondering how long we can keep this up. We're comfortable with how we do things, and we seem to know what we're doing.*
- *In the C phase, because it feels like we're in a crisis and going nowhere. Our competition has moved past us. We must be looking for something new.*

Ask the group:

Now that we know the location of our paradigm on the curve, what can we expect will happen next? How can we start planning?

Possible responses:

- *We're in the A phase. We can expect to begin solving more problems as we enter the B phase. We need to start thinking about developing systems and procedures as we begin to learn the rules.*
- *We're in the B phase. We can look forward to great success solving problems, but we need to begin looking for the next paradigm.*
- *We're in the C phase. We're in crisis, so everyone is wide open to a solution. But we can't spend a lot of time looking for data or hard proof of the next paradigm.*



## APPLICATION

*Good times, perplexing times and crisis are all part of the paradigm life cycle.*

OVERHEAD 3: Good times, perplexing times and crisis are all part of the paradigm life cycle.

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 don't have a good handle on just how we should be using the Internet to communicate about our business. It's a perplexing time for us. We think we can use the Internet to do marketing and interact with customers, but it's slow going. Where are we in the paradigm life cycle? How should we be planning for what's next?

## 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: *Good times, perplexing times and crisis are all part of the paradigm curve.* 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.



## The Paradigm Curve

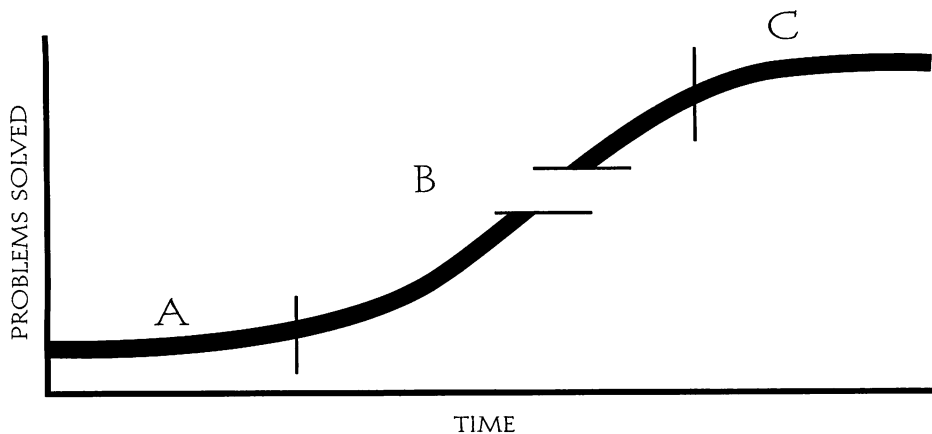
# INSIGHT

### *Launch the next paradigm and skip crisis*

OVERHEAD 4: Launch the next paradigm and skip crisis

Where in the life cycle of a paradigm is the most likely place for the next paradigm shift?

OVERHEAD 5: Paradigm Curve



Most people think the most likely place for the next paradigm is in the C phase. That's logical because the crisis is in the C phase, the need is clear and the fear of not being able to solve any more problems is a motivating force.

But the answer is in the middle-to-late B phase. New paradigms show up sooner than they are wanted or needed.



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## The Paradigm Curve

OVERHEAD 6: New paradigms show up sooner than they are wanted or needed.

And because they show up sooner than they are wanted or needed, people practicing the prevailing paradigm reject the new paradigm.

Ask the group:

Why do people naturally resist the change?

Possible responses:

- *Because things are doing great!*
- *They don't see any reason to give up something that's successful.*
- *They are afraid of the unknown.*
- *They don't have any guarantee that the new paradigm will work.*
- *People don't want to learn something new.*
- *Their position or authority may be threatened.*
- *People are good at what they are currently doing.*

Ask the group:

What are the benefits of overcoming the resistance to change and launching the new paradigm and avoiding crisis?

Possible responses:

- *We can maintain our dominance in the market place.*
- *We can become and remain the industry leader.*
- *We can achieve a monopoly advantage.*
- *Avoid layoffs and downsizing.*





## APPLICATION

*Launch the new paradigm and skip crisis.*

OVERHEAD 7: Launch the new paradigm and skip crisis.

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're very successful getting out new products. Nothing seems to be blocking our path. And as a result we also are very profitable. No one is sensing that we need to make a change. Where is our paradigm in its life cycle? How can we start planning for what's next?

## 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: *Launch the new paradigm and skip crisis*. 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.

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## INSIGHT

*We all have different talents that work best during different phases of the paradigm life cycle.*

OVERHEAD 8: We all have different talents that work best during different phases of the paradigm life cycle.

Our organization is a diverse place with many different kinds of people. That's critical to our future because it takes different kinds of talent for different phases of a paradigm life cycle.

Some people are happiest discovering the new rules. Some are happiest taking the rules and making them work. And some people want the hardest problems to solve.

Ask the group:

What are the characteristics of people who are the happiest in each phase? A phase? B phase? C phase?

Possible responses:

- *A-phase people are risk-takers.*
- *A-phase people are good brainstormers.*
- *B-phase people are good at applying the rules.*
- *B-phase people like a consistent, predictable environment.*
- *C-phase people thrive in a crisis.*
- *C-phase people like to take on the toughest challenges.*

Ask the group:

In what part of the curve are you most happy working? Why?

Possible responses:

- *The A phase. I like getting in on the ground floor of an idea.*
- *The B phase. I like solving problems quickly.*
- *The B phase. I like working with rules.*
- *The C phase. I like the problems no one has solved.*



## APPLICATION

*We all have different talents that work best in different phases of a paradigm life cycle.*

OVERHEAD 9: We all have different talents that work best in different phases of a paradigm life cycle.

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:* In our engineering team, some people seem to like to have the regulations, rules and procedures spelled out for them. Some would prefer creating new rules and procedures. How can we best take advantage of our different talents during the different phases of a paradigm's life cycle?

## 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: *We all have different talents that work best in different phases of a paradigm life cycle.* 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.

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# INSIGHT

*Your toughest problems can be your springboard  
to the new paradigm.*

OVERHEAD 10: Your toughest problems can be your springboard to the new paradigm.

As we work within our own paradigm, we solve many problems that make us successful. Some are easy. We have to work a little harder on other problems, but our prevailing paradigm still helps us solve them.

Some problems we can't seem to solve at all. Joel Barker says these are the special problems we put on the shelf.

Ask the group:

What do we usually say or do when we come across a problem that we can't seem to solve?

Possible responses:

- *It's too expensive to solve right now.*
- *Let's work around the problem.*
- *This problem is impossible to solve.*
- *There isn't enough time.*
- *Hey, it's not my problem.*

It's easy to say these things when we're stumped. But what should we be doing? Joel Barker says we should be looking very closely at these problems. These unsolved problems are the critical elements that will trigger the next paradigm shift.

In the B phase, when we're beginning to see problems that we can't solve, we have a unique opportunity. These problems become the problems everyone in the field wants to solve, but they don't have a clue how to do it.



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## The Paradigm Curve

Ask the group:

Can you think of examples of where a new paradigm solved the problems the old paradigm couldn't?

Possible responses:

- *Cellular phones*
- *Faxes*
- *Compact disks*
- *Overnight delivery*

Ask the group:

Can you think of unsolved problems in our industry, organization or department—problems that we think we're going to solve or problems we've put on the shelf for now?

Possible responses:

- *We're trying to figure out...*
- *We want to...*
- *We don't know how to...*
- *If only we could...*

Unsolved problems are hidden information, says Joel Barker. Identify them, write them down and circulate them. It's critical because throughout its life cycle, every paradigm uncovers the problems it couldn't solve, thus setting the stage for the next paradigm.



## APPLICATION

*Your toughest problems can be your springboard  
to the new paradigm.*

OVERHEAD 11: Your toughest problems can be your springboard to the new 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 information management department developed and is currently using software that has been very successful. Once in a while we come across a problem that the new program can't solve. So we work on the problems for awhile, then put them aside. How can we highlight these unsolved problems, which could be the springboard to our new 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: *Your toughest problems can be your springboard to the new paradigm.* 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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The Paradigm Curve

# THE PARADIGM CURVE WORKSHEETS

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

Insight:

Good times, perplexing times and crisis are all part of the paradigm life cycle.

Insight:

Launch the next paradigm and skip crisis.

Insight:

We all have different talents that work best during different phases of the paradigm life cycle.

Insight:

Your toughest problems can be your springboard to the new paradigm.



# THE PARADIGM CURVE 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: Start planning for how and when you will lead change instead of wondering when it will strike. —Joel Barker

Overhead 2: Good times, perplexing times and crisis are all part of the paradigm life cycle.

Overhead 3: Good times, perplexing times and crisis are all part of the paradigm life cycle.

Overhead 4: Launch the next paradigm and skip crisis.

Overhead 5: Paradigm Curve

Overhead 6: New paradigms show up sooner than they are wanted or needed.

Overhead 7: Launch the new paradigm and skip crisis.

Overhead 8: We all have different talents that work best during different phases of the paradigm life cycle.





## The Paradigm Curve

Overhead 9: We all have different talents that work best in different phases of a paradigm life cycle.

Overhead 10: Your toughest problems can be your springboard to the new paradigm.

Overhead: 11: Your toughest problems can be your springboard to the new paradigm.