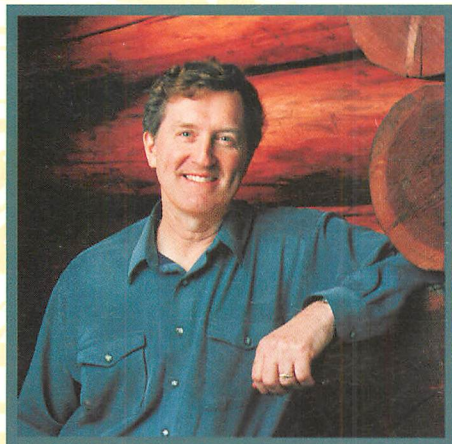


# PARADIGM MASTERY SERIES™

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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Sherry Anders  
Theater Arts

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Connelly Productions



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

# CHANGE AND LEADERSHIP

Video program length: 33 minutes



# PROGRAM INTRODUCTION

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*Leadership is not about titles, it's about purpose.*

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OVERHEAD 1: Leadership is not about titles, it's about purpose.

How many people here consider themselves leaders inside or outside of this organization? How many people here see themselves as having to take a leadership position sometime in the next five years?

Whether we lead a team, a committee or a corporation, isn't it true that we're all in a position to lead people?

Leading can be a tough job in the best of times, but it can be especially challenging in times of change or crisis. During this program we'll discover some insights into how we can become more effective leaders by anticipating fundamental changes in our business.

Program Insights:

- *Neglect the future and no one will thank you for taking care of the present.*
- *It's the role of the leader to listen to people and honor what can't be done.*
- *You lead between paradigms; you manage within a paradigm.*
- *You have a choice during a paradigm shift: Keep your paradigm, change your customer.*  
*Change your paradigm, keep your customer. Change your paradigm, change your customer.*

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## INSIGHT

*Neglect the future and no one will thank you for  
taking care of the present.*

OVERHEAD 2: Neglect the future and no one will thank you for taking care of the present.

Joel Barker says if we neglect the future, no one will thank us for taking care of the present.

Ask the group:  
What does that mean?

Possible responses:

- *If no one is looking ahead, we could be moving in the wrong direction today.*
- *If we don't have any idea what tomorrow will bring, it doesn't matter how well we're doing today.*
- *We could be in great shape right now, but what if we're on the wrong path for the future?*

We seem to agree that the present is important, but not at the expense of paying attention to the future.

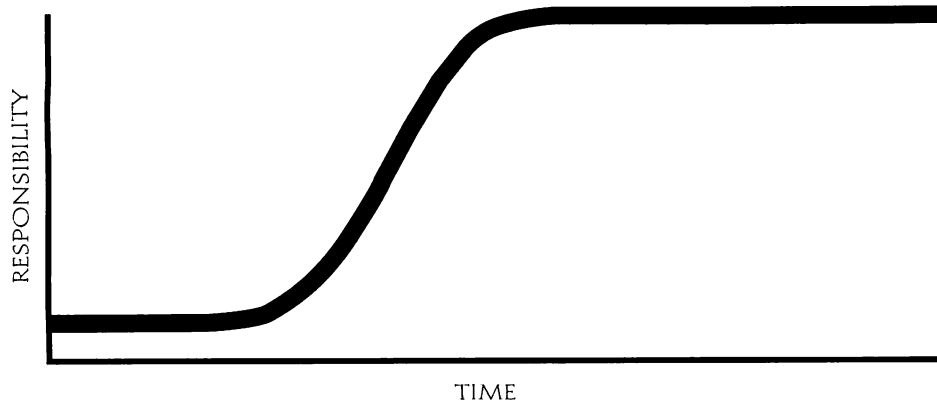
Ask the group:  
Where do most of you spend your time at work—in the present or the future? Doing what?

Possible responses:

- *In the present putting out fires.*
- *In the present supervising people.*
- *In the present doing work that should have been done yesterday.*



OVERHEAD 3: Graph of breath of responsibility.



It seems like it's easy to live in the present. We can always find something to do. But if leaders lead people to the future, isn't our responsibility for the present lower than our responsibility for the future?

Joel Barker lists three keys to the 21st Century that leaders should be paying attention to. Together they will help guarantee our success.

The first key is excellence, which Joel Barker says is the basis for all organizations in the 21st Century. How do we rate?

Possible responses:

- *We have a commitment to total quality.*
- *We have an industry-wide reputation for excellence.*
- *We're not consistently excellent throughout the organization.*

Ask the group:

The second key is innovation. That's critical because our service can be excellent, but eventually no one will want it if we can't be innovative. How innovative are we?

Possible responses:

- *We have a reputation for innovative service.*
- *We used to be innovative, but we're slipping.*
- *Our products are solid, not innovative.*



Ask the group:

The third key to the future is anticipation. This is really where leaders can gain the greatest leverage. What is the right time and place for what we do? Do we do a good job at anticipation?

Possible responses:

- *It seems like we've been guessing right lately.*
- *I think we struggle to see the future.*
- *We seem surprised at what comes around the corner.*
- *We don't have time to anticipate.*

Joel Barker stresses that we need not one, but all three keys — excellence, innovation and anticipation — to build a strong foundation for the future of this organization.

## APPLICATION

*Neglect the future and no one will thank you for  
taking care of the present.*

OVERHEAD 4: Neglect the future and no one will thank you for taking care of the present.

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 organization seems to only be focused on meeting the next deadline. Few of us are concerned about the future. Let's have everyone draw a graph of their breath of responsibility and explain their situation. Let's re-examine our responsibilities for the present and the future. What can we do to improve our ability to anticipate?



## 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: *Neglect the future and no one will thank you for taking care of the present.* 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 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

*It's the role of the leader to listen to people and honor what can't be done.*

OVERHEAD 5: It's the role of the leader to listen to people and honor what can't be done.

It makes sense to celebrate our successes and accomplishments. Leaders usually do a good job at this. But what about our unsolved problems — the things that can't be done? They are critical to finding the future, says Joel Barker.

Ask the group:

What do we usually do with our unsolved problems? Do we show them to leaders? Why?

Possible responses:

- *We hide them from leaders, because we don't want them to think we're dumb.*
- *We ignore our unsolved problems. We don't show them to leaders because we think the problems are impossible to solve anyway.*
- *We go around the problems and move on to easier problems, so we can continue to show our leaders how productive we are.*

By asking one question, however, a leader can bring into the open a set of special, unspoken problems that contain the triggers for the next great change in your organization.

The question is: "What are the problems you wish you could solve, but you don't have a clue of how to do it?"

Chances are we still wouldn't get a good response unless we can honor the right to have and share unsolved problems.





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## Change and Leadership

Ask the group:

How can we as leaders show we are honoring the right to have and share unsolved problems?

Possible responses:

- *Be flexible.*
- *Take notes.*
- *Don't be critical.*
- *Listen to what people are saying.*
- *Let them try out new ideas.*

Ask the group:

Who are people inside and outside the organization we as leaders need to listen to and share our problems with? To cross-talk with?

Possible responses:

- *Vendors*
- *A friend from another industry*
- *Long-time customers*
- *Someone in another department*

By taking time to listen to people and honor what can't be done, Joel Barker says we can create an environment that can surface our unsolved problems — the problems that can trigger the next paradigm shift.



## APPLICATION

*It's the role of the leader to listen to people and honor what can't be done.*

OVERHEAD 6: It's the role of the leader to listen to people and honor what can't be done.

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 department people tend to gloss over or work around some tough problems in meeting sales goals, because we tend to celebrate only meeting quotas. How can we do a better job of honoring what can't be done and sharing our unsolved problems so we can trigger insights to the next change?

## 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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1. Make a commitment to apply the insight: *It's the role of the leader to listen to people and honor what can't be done.* 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

*You lead between paradigms; you  
manage within a paradigm.*

OVERHEAD 7: You lead between paradigms; you manage within a paradigm.

Joel Barker says a leader is someone you would follow to a place you would not go by yourself. We can define that place as the new paradigm. So if leaders lead us between paradigms, Joel Barker stresses that the manager's role is to work within the paradigm.

Ask the group:

What are characteristics of leaders compared to managers?

Possible responses:

- *The leader has a long-range view. The manager has a short-range view.*
- *The leader challenges the status quo. The manager accepts the status quo.*
- *The leader asks what and why. The manager asks how and when.*
- *The leader looks toward the horizon. The manager looks toward the bottom line.*
- *The leader innovates, the manager administers.*

(These comparisons are from Warren Bennis in the May 1990 issue of Training magazine.)

What do managers do within a paradigm that is so valuable?

Managers can manage within a paradigm using rules, systems, standards and procedures. It's a **manager's job** to enhance the paradigm by taking the rules and making them better.

We spend most of our lives doing this. It's really the natural route to continuous improvement and total quality.

So we need leaders and managers, says Joel Barker. If leaders help us shift our paradigm without following it up with the paradigm enhancement that managers are so good at, we would fall behind our competitors who are practicing continuous improvement.

If we only enhance our paradigm without ever shifting it, our products and services eventually will become obsolete.



## APPLICATION

*You lead between paradigms; you manage  
within paradigms.*

OVERHEAD 8: You lead between paradigms; you manage within 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 our division, we seem to be focused on improving our delivery systems and maintaining our market share. We're doing a good job managing within our paradigm. What can we be doing to be as effective in our search for the next 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: *You lead between paradigms; you manage within 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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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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*You have a choice during a paradigm shift:  
Keep your paradigm, change your customer.  
Change your paradigm, keep your customer. Change your  
paradigm, change your customer.*

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OVERHEAD 9: You have a choice during a paradigm shift: Keep your paradigm, change your customer. Change your paradigm, keep your customer. Change your paradigm, change your customer.

Leaders often ask how paradigm shifts affect their organization's relationship with its customers. Joel Barker has observed an interesting pattern of choices that occurs during a paradigm shift. Each has its advantages and disadvantages that we all need to understand.

If we want to keep our paradigm, we'll probably have to change our customer just to stay in business. We have to find new customers like the check printing company Joel Barker described in the program. They were good at printing checks quickly. So when the check printing business declined they asked themselves, "Who else needs things printed quickly?"

Ask the group:

Has this organization ever decided to keep its paradigm and change its customer? If we choose to do this now, how would we go about it?

Possible responses:

- *Identify what we're really good at, then look at a totally different industry to see if we can find new customers.*
- *Broaden our definition of a customer.*



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## Change and Leadership

Let's examine the second choice: You can change your paradigm and keep your customer. For example, IBM wanted to prevent its corporate clients from deserting them and going to Apple or Radio Shack for desktop computers, so they changed from a mainframe computer paradigm to a desktop computer paradigm.

Ask the group:

Has this organization ever had to make this kind of choice? If we choose to do this now, how would we go about it?

Possible responses:

- *Find out what our customers really need.*
- *Look for the next paradigm in our industry.*
- *Don't be complacent.*

Finally, the toughest challenge: You can change your paradigm and change your customer. Motorola is a great example. In the 1964 CEO Bob Galvin resolved to get out of the consumer appliance business and become a world leader in semiconductors. It took ten years to make the transition and create a new customer base, and it worked.

Ask the group:

How would we go about changing our paradigm and changing our customer?

Possible response:

- *First look for a new paradigm.*



## APPLICATION

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*You have a choice during a paradigm shift:  
Keep your paradigm, change your customer.  
Change your paradigm, keep your customer. Change your  
paradigm, change your customer.*

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OVERHEAD 10: You have a choice during a paradigm shift: Keep your paradigm, change your customer. Change your paradigm, keep your customer. Change your paradigm, change your customer.

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 is a specific problem are we faced with today, and how can we use this insight to solve the problem?

*Example:* Things are changing in the printing industry. We may have to develop new services and broaden our customer base. What are the possibilities if we decide to keep our paradigm and change our customer? Change our paradigm and keep our customer? Change our paradigm and change our customer?



## 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 have a choice during a paradigm shift: Keep your paradigm, change your customer. Change your paradigm, keep your customer. Change your paradigm, change your customer.* 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 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.





# CHANGE AND LEADERSHIP 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:

Neglect the future and no one will thank you for taking care of the present.

Insight:

It's the role of the leader to listen to people and honor what can't be done.

Insight:

You manage within a paradigm; you lead between paradigms.

Insight:

You have a choice during a paradigm shift: Keep your paradigm, change your customer. Change your paradigm, keep your customer. Change your paradigm, change your customer.



# CHANGE AND LEADERSHIP OVERHEADS

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Overhead 1: Leadership is not about titles, it's about purpose.  
— Joel Barker

Overhead 2: Neglect the future and no one will thank you for taking care of the present.

Overhead 3: Graph of breath of responsibility.

Overhead 4: Neglect the future and no one will thank you for taking care of the present.

Overhead 5: It's the role of the leader to listen to people and honor what can't be done.

Overhead 6: It's the role of the leader to listen to people and honor what can't be done.

Overhead 7: You lead between paradigms; you manage within paradigms.



## Change and Leadership

Overhead 8: You lead between paradigms; you manage within paradigms.

Overhead 9: You have a choice during a paradigm shift: Keep your paradigm, change your customer. Change your paradigm, keep your customer. Change your paradigm, change your customer.

Overhead 10: You have a choice during a paradigm shift: Keep your paradigm, change your customer. Change your paradigm, keep your customer. Change your paradigm, change your customer.