THE BUSINESS
OF PARADIGMS

Discovering The Future Series

Leader's Guide

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THE BUSINESS OF PARADIGMS
DISCOVERING THE FUTURE SERIES
Joel Arthur Barker

Discussion Guide

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Please see page 32 of this guide for ordering information and new release updates. Or call TOLL FREE (800) 328-3789 for immediate service.
Section 1:

About the Author
Benefits of This Program
About This Discussion Guide
Suggestions for Leading Discussions
About the Author

In “Discovering the Future: The Business of Paradigms,” Joel Barker, eminent futurist, shows what paradigms are and explains their effects. As presented in the film, Mr. Barker’s paradigm concepts empower people to better anticipate and deal with revolutionary change.

Mr. Barker is an author and lecturer, and president of Infinity Limited Inc., an internationally-known consulting firm that invented the concept of Strategic Exploration. He has been studying the process of change since 1973.

Mr. Barker first brought the concept of paradigms to the business world in 1974. Since then, he has worked with thousands of companies in North America, Europe and the Pacific Rim, helping them understand the influence of paradigms in their organizations.
Benefits of This Program

“Discovering the Future: The Business of Paradigms” makes people aware that we view and understand the world through our paradigms. Understanding the power of paradigms can be a crucial step towards breaking through barriers to innovation and unlocking our resistance to change.

“Discovering the Future: The Business of Paradigms” has been used by thousands of groups around the world. Applications are as varied as the organizations using the program. Some common benefits defined by the users are as follows:

- Explains why change is seen as threatening to most people.
- Provides key insights on how to improve the process of innovation.
- Helps people understand why they may have been unsuccessful at dealing with change, and how to get better at it.
- Increases people’s abilities to become more exploratory.
- Shows organizations where to look for the kinds of revolutionary changes that fundamentally rewrite the rules of “the game”.

About This Discussion Guide

The Discussion Guide is separated into four sections.

SECTION 1
Section 1 provides an overview of the materials in the guide, in addition to general suggestions on leading discussion.

SECTION 2
Section 2 suggests discussion questions to help your group better understand the process of innovation. You can use the questions to help people become more aware of their own personal paradigms and those of the organization or department. The discussion topics can also be used to help participants gain a greater understanding of the barriers to innovation.

SECTION 3
Section 3 suggests discussion questions dealing with change. You could focus on the questions that will give them a better understanding of why we resist change. Or, select questions that will help introduce a specific organizational change that is about to occur.

SECTION 4
Section 4 contains a glossary listing of paradigm terms, a list of reference materials, new product release information, product order information, and a comment card welcoming your feedback.

The discussion questions provided in sections 2 and 3 of this guide are intended to help generate an in-depth discussion about paradigms. The questions are not in any particular order. Nor are they intended to address any one specific problem. Use them however you wish. You could build a library of your own organization's issues, and center the discussion questions around them. You may choose to have the discussion questions introduce a specific change that your department or organization is experiencing or about to experience. Or you may prefer to keep the discussions general, focusing on global changes.
For a more complete training tool, the Master Trainer's Manual is available. The Manual provides comprehensive, step-by-step exercises specifically designed to be an exploration tool of the most beneficial approaches to the discussion on the concepts of paradigms. In addition to the many exercises, the Master Trainer's Manual includes a complete transcript and a series of master visuals for use in training sessions, meetings and seminars.

We have received numerous “success stories” from trainers who have had excellent results using DISCOVERING THE FUTURE: THE BUSINESS OF PARADIGMS in a wide variety of situations. The Master Trainer's Manual is based in part on the suggestions from trainers who have been using the program, as well as Joel Barker's extensive experience in leading discussion on innovation and change. Please see page 32 of this guide for ordering information, or call TOLL FREE 1-800-328-3789.
Suggestions for Leading Discussions

Before going on to Sections 2 and 3, you might review the following general suggestions for facilitating a group discussion. Change can be a loaded issue. The future, for some, is especially threatening. Being sensitive to those feelings can greatly assist you in leading worthwhile discussions.

Reduce Tension
As soon as everyone is assembled go over what you will present to them so that everyone knows what is to come. Be informal and reassuring. Create a climate of trust. The atmosphere is important, because only if people feel comfortable will they venture into new territory. Phrase the problems you hope to deal with in the form of questions whenever possible.

Encourage Discussion
Address the group rather than individuals; in other words, avoid singling anyone out. Give everyone a chance to speak. Speak of “us” and “we” rather than “you” and “I.” Watch out for hidden agendas, yours or others. Control dominating speakers. Avoid criticizing anyone’s remarks. Bounce your own opinions off the group in the form of questions.

Listen Carefully
Concentrate on what the person is saying while they are speaking. Don’t get emotionally involved. Formulate your reply after someone has finished making a statement. Listen carefully when someone proposes something that is contrary to your opinions, because this behavior is the essence of dealing with new paradigms. Keep off tangents, but be receptive to off-beat solutions and dissenting opinion.

Ask “What If?” Questions
A good way to keep the discussion moving is to ask “What if...?” This question allows the imagination to come into play. Ask “How might...?” rather than “How should...?” Encourage alternative ideas. Listen for ideas that could lead to new topics.
Explore Alternatives
One of the principal benefits of “Discovering the Future: The Business of Paradigms” is the way it can open people up to new or unusual solutions. Listen for these kinds of ideas. Don’t dismiss anything. If the group gets “single solution” minded, suggest additional exploration.

Be Enthusiastic and Involved
Prior to leading this discussion, it may help if you take a few notes while reviewing the film – jot down what intrigues you most, and apply it to your organization.

Be Flexible
If a good discussion gets going you might choose not to hurry the group on to the next discussion topic. If you are using the program to focus on a specific issue in your organization, select the discussion topics that will best do this.

Group Discussion
If your group is large, it may be beneficial to break the group into smaller units for more in-depth discussion. Then reconvene and give each group a chance to share their ideas. Rotate until each group has contributed an answer. If more material is needed, keep rotating for the next round of comments.

Room Setup
Many different sizes of groups can use this program and obviously, the size of the group will determine the room size. Ideally, the room you select will accommodate your group sitting together and facilitate the group breaking down into smaller units. Provide a writing surface for everyone if possible. It may enhance discussions to have a blackboard or flip chart for notetaking.
Section 2:

Introduction to the Process of Innovation
Discussion Questions
Introduction to the Process of Innovation

What helps and what inhibits innovation? This series of discussion questions help focus your group on the process of innovation. The questions in this section help you to guide participants to a better understanding of paradigms and how paradigms influence innovation.

By focusing on the paradigms of your organization, you may facilitate a lively discussion leading toward innovative ideas. This can be very powerful for everyone involved, and can be used as an ongoing reference for change and improvement within the organization.
Discussion Questions
The Process of Innovation

You may want to remind the group about the example from the film in which the Swiss watchmakers were so blinded by the success of their old paradigms they rejected a profoundly new and different way to continue their success.

- How would you define paradigms? (Page 25, Glossary)

- What paradigms shifts from recent history have played an important role in the shaping of your organization or field of expertise?

- Ask your group for specific paradigms, or ‘rules’ of your department or organization. Are these paradigms routine, tradition, habit or custom? Is it possible that some tasks could be done differently, possibly better? What are the advantages and disadvantages of their suggestions in terms of time, money and efficiency?

- What organizational change was recently implemented? How did it effect various departments or divisions? Did the change challenge existing paradigms? Did the change create new paradigms?

- Ask the group the question Mr. Barker asks in the film: “What is impossible to do but if it could be done would fundamentally change your business?” Review their suggestions. Are they impossible? What could happen to make them possible? (To generate a more creative, exciting discussion, remind the participants that what seems impossible now could become possible with a change in technology or the passage of a law, for example.) What kind of paradigm shift could affect your organization’s success as dramatically as the quartz watch affected the Swiss?
• Remind the participants of Mr. Barker's Pig Story. What statements are frequently heard around your organization that may be perceived as either opportunities or threats? How could you better prepare yourself, your department or staff to perceive those statements as challenges and opportunities?
Section 3:

Introduction to Dealing with Change
Discussion Topics
Introduction to Dealing with Change

Why do we become ‘blinded’ to new ideas? How can we overcome being ‘paralyzed’ by our paradigms? With these discussion questions, dealing with change can be addressed in different ways:

- Facilitate a discussion about a specific change that needs to happen, or is about to happen in your organization.
- Get people thinking ahead to possible changes that your organization may face in the future.
- Help people to recognize their fear of change, and to see the opportunities that changes can present.
- Explore how change ‘feels’, starting with our natural resistance and fear. The discussion could then move toward the positive aspects and opportunities that are associated with change.
Discussion Topics
Dealing with Change

You may want to remind the group about the Xerox electrostatic photography example from the film in which a company missed one of the biggest business opportunities of the twentieth century because they were blinded to the potential of a new invention that didn't fit their 'rules', their 'paradigms', of how photography should be.

- What companies or individuals in the community can you think of who lost new opportunities because they were blinded by their own success? Were there 'clues' that could have helped them see what they were about to lose? Can you think of situations within your organization where new opportunities may have been lost?

- Think of an idea that was presented to your department, but was resisted. Was any part of the resistance based on old paradigms? What were those paradigms?

- What changes are anticipated in your field? Can you identify any paradigms that may threaten or block your organization's success once those changes occur? What can you do now to prepare?

- What possible or specific changes may occur in your company? (You may want to invent an imaginary or hypothetical change rather than using actual company information.) Ask the group to imagine the effect this change could have on: various departments; the company budget; efficiency; employee morale. How would people like to see the change implemented? What could the organization do to lessen the resistance to change?

- Ask group members to think about recent changes they recommended, and the resistance they received. Using the information they've learned here, how could they have better anticipated the resistance? What could they do to encourage openness to their new idea?
• Ask group members to think of a recent change that they first resisted, only to find that after it was implemented they actually agreed with and understood it. What paradigms prevented them from seeing the advantages early on? At what point did their paradigms shift?
Section 4:

Glossary
Reference Materials
New Product Release Information
Product Order Information
“Your Comments Are Welcome”
Glossary

Selected paradigm definitions from the film
"DISCOVERING THE FUTURE:
THE BUSINESS OF PARADIGMS"

**Paradigm:**
If you looked paradigm up in the Webster's dictionary, you'd find it means a pattern or a model.

A paradigm is any set of rules and regulations. Those rules and regulations (also known as procedures, standards, routines) do two things. First, they establish boundaries. In a sense, that's what a pattern does, it gives us the edges, the borders. Second, these rules and regulations then go on to tell us how to be successful by solving problems within these boundaries.

Paradigms dramatically affect our judgements and our decision making by influencing our perceptions. As Mr. Barker states, "It is our paradigms, our rules and regulations, that keep us from successfully anticipating the future. We try to discover the future by looking for it through our old paradigms."

**Paradigm Effect:**
Paradigms filter incoming experience. We are viewing the world through our paradigms all the time. We constantly select from the world that data that best fits our rules and regulations and try to ignore the rest.

As a result, what may be perfectly obvious to a person with one paradigm may be totally imperceptible to someone with a different paradigm. Mr. Barker calls this phenomenon the Paradigm Effect.

The paradigm effect can be positive. It focuses our attention. It concentrates our efforts on what we have deemed important. It helps us remove unimportant stimuli. The paradigm effect enhances our confidence in being able to solve problems. But, we must caution ourselves – the paradigm effect can block our vision to the future.
The paradigm effect can be negative. It can blind business people to new opportunities; cause sales people to overlook new markets; obscure effective strategies from management; blind each and every one of us to creative solutions to difficult problems; and it can distort incoming data to make it fit our paradigms.

Paradigm Flexibility:
Paradigm flexibility, also called paradigm pliancy, is the opposite of paradigm paralysis. It is an active behavior in which we challenge our paradigms on a regular basis. Paradigm flexibility helps us have the ability to recognize new ideas, potentially better ideas, that may exist outside our paradigms.

Paradigm Paradox: (not mentioned in the film)
The paradigm paradox is a consequence that comes from the paradigm effect. The paradigm paradox explains why it is so hard to change. It is a dilemma with all paradigms – they seduce us with success. Through that seduction we become trapped in the present paradigm so that it becomes very difficult to change, even though there is evidence that proves that change is beneficial.

Paradigm Paralysis:
Paradigm paralysis is the belief that there is and can only be one way to do things, and that there is no other or better way. We lock ourselves into one specific way of solving problems – by trying to solve the problems using our existing paradigms. We become blinded by the success of our old paradigm and our investments in it. When confronted with a profoundly new and different way to continue our success in the future, we may reject it – because it doesn’t fit the rules we are already so good at.

Paradigm Pioneers:
Paradigm pioneers are those practitioners of the old paradigm who choose to change to the new paradigm early in its development – even though the evidence provided by the new paradigm does not prove that they should be doing this.
Paradigm Shift:
A paradigm shift is a revolutionary new way of thinking about old problems – a dramatic, collective change in our perception. For example, from “the earth is flat” to “the earth is round,” from “room-sized computers” to “desktop computers,” or from “the Berlin Wall” to “Glasnost.”

A paradigm shift usually occurs when the established “rules of the game” fail to provide effective solutions to our problems. A new insight, an alternative explanation or a discovery provides perspective which revolutionizes our understanding. When the old framework gives way to the new, a paradigm shift has occurred.

Paradigm Shifter:
A paradigm shifter is generally an outsider – the person who doesn’t practice your paradigm. The shifter doesn’t know the ‘right’ way to do something. And because they don’t know your paradigm, they don’t understand the rules of your paradigm. They don’t know what can and can’t be done. As a result, they solve problems by coming up with a different set of rules and regulations. They are not invested in the old paradigm, so they have nothing to lose by creating the new. This opens a totally new domain of problem solving that may have been unavailable to you with your old paradigm.
Reference Materials

The reference materials listed here are books that are referenced in the “DISCOVERING THE FUTURE” materials. Please contact your local bookstore for more information.

The Structure of Scientific Revolutions
Thomas S. Kuhn
University of Chicago Press, 1962

Powers of the Mind
Adam Smith
Ballantine Books, 1975

An Incomplete Guide to the Future
Willis Harmon
Norton, 1970

The Aquarian Conspiracy
Marilyn Ferguson
Tarcher, 1980

Limits to Growth
Dennis Meadows et al
Signet, 1972

Small is Beautiful
E.F. Shumacher
Harper and Row, 1972

The Third Wave
Alvin Toffler
Morrow, 1980

The Eighth Day of Creation
H.F. Judson
Simon and Schuster, 1979
New Release Information

“DISCOVERING THE FUTURE: THE POWER OF VISION”
July, 1990 Release

What do successful individuals, organizations and nations have in common? According to Joel Barker, it is a positive, detailed and compelling vision of their future. Great accomplishments are always preceded by great vision.

From Ancient Greece to the sweeping changes taking place in Europe and the Pacific Rim, from grade school to the corporate boardroom, Joel Barker takes us on a far-reaching exploration of how positive visions of the future provide purpose and direction to the present.

“The Power of Vision” is the second in the popular “Discovering the Future” series. In it, Joel Barker shows us how a meaningful vision can empower us to solve problems and accomplish goals. Fortune 500 companies, entrepreneurial businesses, professional groups and institutions worldwide are using “Discovering the Future: The Power of Vision” for:

• Leadership and Values Training
• Team Building from manufacturing to sales and marketing
• Employee Motivation at all organizational levels
• Strategic Planning and Exploration
• Developing or Communicating an Organizational Vision

This 30 minute program filmed on location in Eastern and Western Europe and throughout the United States is designed to complement “Discovering the Future: The Business of Paradigms.” It will benefit any individual or organization facing change by helping them to actively shape their future.

To order your copy of “The Power of Vision” or any of our other “Discovering The Future” materials, please see page 32, or call TOLL FREE 1-800-328-3789.
Order Your Copy Of
“Discovering the Future:
The Business of Paradigms” Today!

Join the thousands of organizations that are using the powerful “DISCOVERING THE FUTURE” film series!

Additional copies of this guide, the new release programs as well as the following materials can be acquired from your distributor or Charthouse International Learning Corporation. In U.S. or Canada, our TOLL FREE number is (800) 328-3789. International or Minneapolis/St. Paul metro area clients can reach us at (612) 890-1800. Or detach and mail the order form.

MASTER TRAINERS MANUAL FOR THE VIDEO
DISCOVERING THE FUTURE:
THE BUSINESS OF PARADIGMS

The Master Trainer’s Manual contains over 100 pages of specific, comprehensive step-by-step exercises for intensive and thorough understanding of the paradigm concept. The Manual also contains a complete transcript of the program and a full set of master visuals that can be used in seminars, meetings and training sessions. $59.95

DISCUSSION GUIDE FOR THE VIDEO
DISCOVERING THE FUTURE:
THE BUSINESS OF PARADIGMS

This Discussion Guide is furnished FREE OF CHARGE with the videocassette tape. It is intended to help lead a general discussion based on the film. The many discussion topics about paradigms, change and innovation will assist your organization to maximize the benefits of this program.

Additional copies of this Discussion Guide are available for $10 each.
VIDEO
DISCOVERING THE FUTURE:
THE BUSINESS OF PARADIGMS

"Discovering The Future: The Business of Paradigms" helps people understand what paradigms are and how they can act as barriers to change and innovation. Understanding the power of paradigms can be a critical step toward breaking through barriers to innovation, and unlocking our resistance to change.

This film/video program has been used by thousands of groups around the world. Applications are as varied as the organization using the program.

This 38 minute videocassette is available in 1/2" VHS or 3/4" Umatic for $895. 16mm $1095. Many foreign languages are available.

AUDIOCASSETTE SERIES
PROFITING FROM PARADIGMS

The complete series of six audiocassette tapes presented by Joel Barker. Includes discussion on paradigm shifts, the paradigm paradox, creating new paradigms, paradigms and innovation, and more! 150 minutes of discussion about paradigms concepts for individual or small group study. Complete transcript included. $145.00

BOOK
DISCOVERING THE FUTURE:
THE BUSINESS OF PARADIGMS

Change is the key ingredient for shaping the future. Trends are the most common focus for the discussion of change. But, according to author Joel Barker, there is another kind of change that is equally important. This book is about the kind of change that causes revolutions, that stops trends in their tracks and creates whole new trends. This book is a discussion about a key change concept that you can put to work immediately. It will improve your ability to shape your own future. $17.50
Ordering Information

To order any of the DISCOVERING THE FUTURE materials, simply use one of our four convenient ordering methods:

1. Call TOLL FREE 1-800-328-3789. Our representatives can help you between 7:30 am and 5:00 pm Central Time. Our representatives are knowledgeable about our complete line of films and products, and can help you select the program most suited to your needs. They can answer questions about quantity discounts, warranty replacement and special edit customizing. We can ship your order within 24 hours!

2. Complete and mail the POSTAGE FREE order form attached. Be sure to indicate which film you're interested in. If you are renting or previewing the program(s), note the date(s) you wish to use them. Be sure to order the ancillary materials you want - see pages 30-31 for a complete description. All sale orders will be shipped within 24 hours, but please allow seven to ten days for delivery when using the Business Reply card.

3. FAX us your order! Our 24 hour FAX number is 1-612-890-0505. Include the following information: your name, company name, bill to and ship to addresses, phone number, products and prices. Be sure to indicate the date(s) you wish to use the program(s). One of our representatives will call you as soon as we receive your fax order, so you can be sure your order is being processed immediately! Again, we can have your order shipped in 24 hours!

4. Place your order through your training media distributor. (If your distributor is not licensed to distribute our programs, simply call us direct.)
We Appreciate Your Comments

We strive to continuously improve all our products and services. The comments and insights of colleagues who are using our materials are the best source of information to accomplish this goal. In fact, many of our materials (like this Guide) are the direct result of the contributions of people like you. Following is a list of questions we'd like to ask you, but whether your comments address these, or some other aspect of our products or services, please feel free to call us at any time or to use the attached business reply card. Here are some of our questions:

- How have you been using the paradigms film?

- Has your organization facilitated any specific change as the result of using this program?

- How can we at Charthouse improve our paradigms? What changes should we make in our products or services?

- Is there a new discussion topic or additional material that you feel should be included in this guide?

We very much appreciate your participation and contributions.

Sincerely,

Brad Neal
Producer