Paradigm-busting workbook



It is up to us to interpret the "facts"

Thought exercise: is a given megatrend an opportunity or threat? It could be either, depending on your mindset. Complete this exercise by filling in the blanks, challenging yourself to interpret the "facts", which many see as threats, as opportunities.

Threat		Opportunity
Aging demographics	Aging population	New "silver market"
Rising health-care costs	Health-care spending	New health-care services and settings
Urban congestion	Urbanization	Growth cluster of the future
Economic loss and human impact	Sustainability	Growing power and infrastructure needs
Near-term price and energy volatility	Energy price volatility	Movement towards energy alternatives and efficiency
High competition in rapidly evolving area	Smart devices	Multitude of new devices requiring power
Privacy concerns	Digital ubiquity	Increased access to information

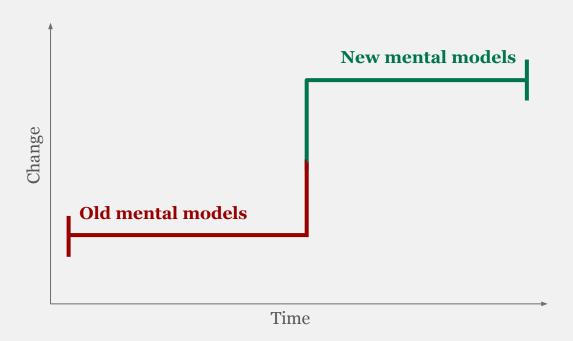


Shifts in our mental models enable us to solve problems and pursue opportunities

Mental models, paradigms, or the way that we think about things help us shortcut thinking to arrive at decisions quickly, but they can also inhibit positive change, keeping us stuck in old ways of thinking.

Small, incremental change in our mental models doesn't always yield the change we need; we need to actively challenge our assumptions to drive meaningful change.

Let's review some examples.





BIC opened the door to new lines of business (e.g., lighters, razors) by shifting mental models

Change

New mental models

"We are in the **cheap**, **disposable plastic objects** business."

• Pens, lighters, razors, etc.

Old mental models

"We are in the writing business."

• Cheap pens, cheaper pens, colored pens, black pens, etc.

Time



Change

Low-cost airlines shifted prevailing airline paradigms to disrupt the aviation industry

Fill in the blanks.

Old mental models

Airlines can operate:

- many types of aircraft
- convenient, major airports
- hub-and-spoke model
- all-inclusive pricing
- pre-assigned seating
- sold via travel agents

New mental models

Airlines can operate:

- single model of aircraft
- *cheaper, out-of-the-way airports*
- point-to-point model
- unbundled pricing (pay for what you need)
- open seating
- sold exclusively online





Describe another mental model shift that has resulted in a major change

Fill in the blanks.

Change

Old mental models

Video rental (e.g., Blockbuster)

- only carried most popular titles
- heavy fees for late returns
- physical stores
- refused to move into streaming

New mental models

Netflix

- carried widest selection of options (incl. very niche movies)
- no late fees for customers
- online ordering
- eventually moved into streaming

Time

