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	
Economic loss and human impact	Sustainability	Growing power and infrastructure needs
Near-term price and energy volatility	Energy price volatility	
High competition in rapidly evolving area	Smart devices	

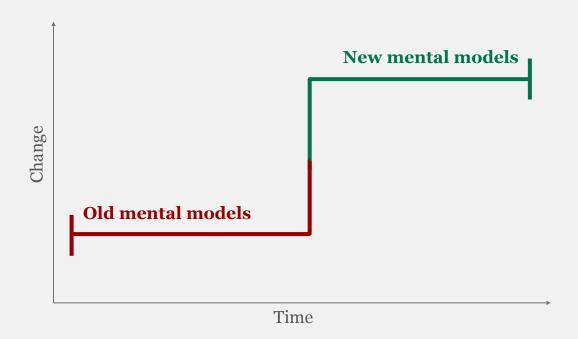


Shifts in our mental models enable us to solve problems and pursue opportunities

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

Old mental models "We are in the writing business."

pens, black pens, etc.

Cheap pens, cheaper pens, colored

New mental models

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

• Pens, lighters, razors, etc.

Time



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

Fill in the blanks.

Change

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
- Secondary airports
- Point-to-point mode
- Unbundled pricing
- Open seating
- Direct sales





Change

Describe another mental model shift that has resulted in a major change Fill in the blanks.

Old mental models

Chosen topic

- Describe the current/initial assumptions
- Viewing competitors strictly within the same industry or segment.
- Operating under assumptions about market demand, consumer behavior, or technology limitations.

New mental models

Chosen topic

- Describe future/challenged assumptions
- Challenge the idea of direct competitors and consider indirect or future disruptors who might change the landscape in unexpected ways.
 - Challenge assumptions about market needs, technological possibilities, or operational efficiencies. For example, question why certain processes are done the way they are and explore innovative alternatives.

Time

