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.

Aging demographics	Aging population	New "silver market"
Rising health-care costs	Health-care spending	New health-care services and settings
Urban congestion	Urbanization	Affordable Housing, Sustainable Infrastructure & Smart Mobility
Economic loss and human impact	Sustainability	Growing power and infrastructure needs
Near-term price and energy volatility	Energy price volatility	New market for energy efficient & renewal energy, Energy Storage & Distribution Technologies
High competition in rapidly evolving area	Smart devices	New market for smart devices & related technologies in healthcare, transport & retail

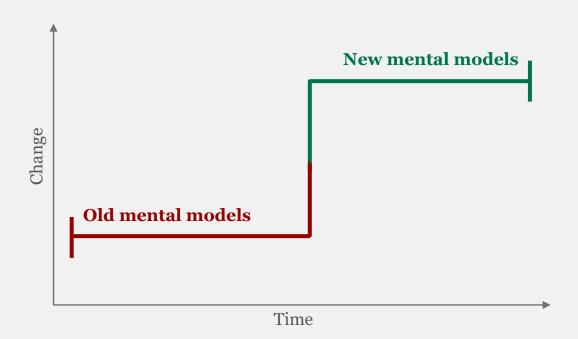


Oppostunity

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.





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

Change Old mental models "We are in the writing business." Cheap pens, cheaper pens, colored

pens, black pens, etc.

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

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
- Small & regional airports
- point to point model
- Tiered Pricing
- Open Seating
- Sold directly to Consumers via online platforms





Personal Computers: From Business Machines to Personal Tools

Cliang

Old mental models

PC for Businesses

- Large & Expensive Machines
- Used only by Professionals & Businesses
- Primarily used for word processing, spreadsheets and other business related tasks

New mental models

PC for Everyone

- Affordable & Accessible to Everyone
- User friendly, Intuitive & requires little technical knowledge to use
- Used for wide variety of tasks such communication, entertainment & creativity



