



The New Business of Paradigms | Second Edition by Joel Barker

Training Guide

This guide provides trainers with information about the program and how to conduct a successful training session.

In it, you will find detailed information about organizing and planning a session, options for different session lengths, and in-depth information about the program's key concepts.



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About Star Thrower Distribution Training Programs

Star Thrower Distribution develops meaningful training programs intended to make an impact and enhance learning at all levels. Our programs teach new ideas, and inspire viewers to take action and embrace change.

Because the fundamental purpose of training is learning, Star Thrower materials are designed to make learning more effective. Our programs help viewers recall the information, understand the topic, and apply the lessons to their lives. Successful training means participants can use what they have learned and take action because of the experience. Through effective storytelling, our programs quickly captivate the viewer and appeal to a wide spectrum of organizations.

Using a Star Thrower Title

Star Thrower titles can be used as independent learning experiences, or as part of other initiatives. In both circumstances, the programs help engage the participant and encourage creativity and a willingness to change.

Additionally, because the content presented in the program is fundamental and offers simple, solid learning points, viewers can apply what they learn to their own situation.

Star Thrower programs are developed to help the trainer thrive. They include a variety of support materials to make teaching easier for the trainer, and learning easier for the viewer. The trainer has multiple options to make the training successful; trainers are encouraged to review the included support materials, determine which sections are relevant to their needs, and consider how the information applies to their organization.



About the Support Materials

Training Guide

This guide provides trainers with information about the program and how to conduct a successful training session. In it, you will find detailed information about organizing and planning a session, options for different session lengths, and in-depth information about the program.

Group Discussion Questions/Activities/Games and Puzzles

These questions are best used in a group setting to help participants discuss and process what they have learned from the program. They can also be used for independent learning.

The questions are divided into three sections:

- » Review Questions
- » Comprehension Questions
- » Application Questions/Activities

This will make it easier to create a progressive learning session and enhance retention.

Also included in this section are a few fun games and puzzles for you to share with your group to further demonstrate how paradigms effect our view of the world.

Helping People Deal With Change

This supplement focuses specifically on how people react to change, and offers information and tips on successfully navigating this difficult topic.

Bonus Stories

As an added feature, we have included five additional videos for you to share with your participants. These short stories can be used in a variety of ways, including but not limited to follow up training sessions, lunch and learn meetings, and individual learning.

Worksheets

A resource for trainers to use with participants. They work well in both individual and group environments, further reinforce the content, and provide participants with various situations to consider.

PowerPoint™ Presentation

The PowerPoint™ Presentation highlights the key concepts used in the program and can be used before or after the session to reinforce learning.

Film Transcript

For your reference, a complete transcript of the program & bonus stories are included.



About the Program

Change. Why are so many people afraid of it? And how can we help people be more open to it?

Joel Barker's best-selling title, **The New Business of Paradigms** has been shortened and re-formatted in high definition for today's audiences. This timeless message explains how our paradigms, the rules we live by, can limit our ability to innovate and create; a critical element to competing and surviving in today's market. In example after example, Joel demonstrates how thinking differently is necessary for us to grow as organizations and individuals.

The New Business of Paradigms; Second Edition is critical viewing for every organization.

Program Information

Length:

- » 21 Minutes

Key Concepts

- » Paradigms are Common
- » Paradigms are Useful
- » Don't Let Your Paradigm Become the Paradigm
- » Outsiders Bring New Paradigms
- » Shifting Paradigms Take Courage
- » You Can Choose to Change Your Paradigm

Support Materials (included on the program DVD)

- » Training Guide
- » Group Discussion Questions/Activities/Games & Puzzles
- » Helping People Deal With Change
- » Bonus Stories
- » Worksheets
- » PowerPoint™ Presentation
- » Film Transcript

About Joel Barker



Joel Barker was the first person to popularize the concept of paradigm shifts for the corporate world. He began his work in 1975 after spending a year on fellowship, meeting and working with visionary thinkers in both North America and Europe.

He discovered that the concept of paradigms could explain revolutionary change in all areas of human endeavor.

In 1980, in addition to his work on paradigms, he began to focus on a second crucial component for organizations and individuals: the importance of vision.

In 1986, he released his first program, *Discovering the Future: The Business of Paradigms*. By 1988, it was the best selling business film in history. It has been translated into 16 languages and continues to influence people all over the world.

In 1990, he released his second program, *The Power of Vision*. This became his second best seller and has also been translated into more than a dozen languages.

His book on paradigms, *Future Edge*, published in 1992, was listed as one of the most influential business books of that year by the prestigious *Library Journal*. It has been in circulation for more than a decade.

In 2005, *Five Regions of the Future*, written with fellow futurist Scott Erickson offered a bold new way of looking at today's rapidly evolving technologies: as five distinct "ecosystems" that each operates with a distinct set of values, advantages, and disadvantages.

His honors include an honorary Doctorate in Visionary Leadership from St. Mary's University and the Excellence in Education Award given to him by the international education association, Pi Lambda Theta for his part in supporting educational innovation.

Formerly director of the Futures Studies Department of the Science Museum of Minnesota from 1974 to 1978, he has spoken to more than 1 million people around the world and his films have been seen by more than 250 million people.

To learn more about Joel, please visit:
www.joelbarker.com



Training Tips and Ideas

Before the Session

- » From experienced professionals to individuals new to training, anyone will be able to successfully lead a group through this program. You have the option of following the training materials closely, or simply using them for additional support.
- » The support materials are not intended to be a script. Instead, they give you the freedom to utilize the concepts that will work best for your organization.
- » To help your participants gain as much as possible from **The New Business of Paradigms; Second Edition**, review the program and the materials before the session. Consider how the concepts apply to your organization and determine how you want to lead the session.

Session Preparation

- » Take notes on how the content is relevant to your organization. Determine at least three outcomes you would like to see achieved in the session. Select the questions and exercises you plan to use with these goals in mind, and reference them throughout the session.
- » Arrange the room so all participants can clearly see the screen, you, and each other.

During the Session

- » Welcome participants as they arrive and introduce yourself. Invite group members to introduce themselves too. Take a moment to outline the purpose and plan for your gathering.
- » Watch the program with the group to encourage involvement.
- » At the end of the program, give viewers a moment to reflect quietly on what they saw.



Creating a Memorable Experience

Organizations hold learning and development sessions for a number of reasons, but generally, the goal is to create some sort of change, or impart information that is valuable to participants and to the organization. In order for this to happen, participants need to remember, comprehend, and apply what they have learned.

Therefore, it is important to develop a training session that:

- » Reviews the lessons
- » Enhances comprehension
- » Applies the information

Using the three above steps to guide and develop a training session will help organizations get the most out of the time they spend training. Therefore, whenever possible, we recommend you not only show the program, but generate some sort of discussion and recommendations for next steps, whether formal or informal.

Suggestions on how to do this can be found on page 9; 'Training Suggestions'!



Training Suggestions

Short Session/Brown-Bag Lunch Session

- » Introduce yourself, and take a moment to discuss the purpose of the gathering and intended goals.
- » Show the program.
- » Read a pre-selected segment from the 'Helping People Deal With Change' supplement or the Training Guide.
- » Select five group questions or one exercise to complete with your group.
- » Follow up with a future session to review the lessons learned and discuss applications. Utilize the included PowerPoint™ or a bonus story. Recommended within 3 weeks

Two Hour Session*

- » Introduce yourself, and take a moment to discuss the purpose of the gathering and intended goals.
- » Show the program.
- » Ask participants to take a moment to internalize what they saw, and then discuss what they remember most clearly.
- » Ask the group 10 pre-selected questions.
- » Complete one pre-selected exercise with the group.
- » Share two or three selected sections from Helping People Deal With Change or the Training Guide.
- » Complete three worksheets.
- » Follow up with a future session to review the lessons learned and discuss applications. Utilize the included PowerPoint™ or a bonus story. Recommended within six weeks.

*Be sure to give participants two 5-10 minute breaks throughout the session.



TRAINING SUGGESTIONS CONTINUED...

Half-Day Session*

- » Introduce yourself, and take a moment to discuss the purpose of the gathering and intended goals.
- » Show the program.
- » Ask participants to take a moment to internalize what they saw, and then discuss what they remember most clearly.
- » Personally review the Training Guide and ask the group 10–15 pre-selected questions.
- » Complete all group exercises.
- » Review the 'Helping People Deal With Change' supplement.
- » Complete five worksheets.
- » Follow up with a future session to review the lessons learned and discuss applications. Utilize the included PowerPoint™ or a bonus story. Recommended within six weeks.

*Be sure to give participants two 5-10 minute breaks throughout the session



Key Concepts

Paradigms are Common

Paradigms are Useful

Don't Let Your Paradigm Become the Paradigm

Outsiders Bring New Paradigms

Shifting Paradigms Take Courage

You Can Choose to Change Your Paradigm

For Evaluation Only
NOT TO BE USED FOR TRAINING



What Are Paradigms?

The word paradigm comes from the Greek “paradeigma,” which means model, pattern, or example. In **The New Business of Paradigms; Second Edition**, Joel Barker describes paradigms as problem-solving systems.

A paradigm is a shared set of assumptions, or the way we perceive the world.

Paradigms are common, but not necessarily universal. Paradigms vary between nations, organizations, departments, and even families. For example, sales people may feel that offering discounts to get orders is a regular part of doing business, while the financial staff may frown on any deals.

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Paradigms are Useful

Paradigms can be useful tools. They help us navigate our day-to-day lives and make sense of the barrage of information that comes our way. For instance, most of us know how to get to a certain destination, like a neighborhood restaurant.

However, we might be hard pressed to explain our route in an understandable way to someone unfamiliar with the area; we simply know how to get there – not how to describe it. Being able to navigate almost instinctively allows us to get where we’re going without a lot of time and effort. That’s why Joel Barker calls paradigms “problem-solving systems.”

In the scientific community, paradigms perform a critical function. Once a scientist has completed a successful experiment, he or she should be able to demonstrate the process to others, who should then be able to duplicate it and achieve the same results. In other words, the scientists follow a paradigm in order to confirm that the results were not a fluke.



The Harmful Side of Paradigms

While paradigms play a useful role in our lives, rigidly holding onto them can limit our thinking. We overlook or dismiss ideas and facts that fall outside the paradigms to which we've become accustomed.

This isn't surprising. If we've been successful under an existing paradigm, we will resist challenges to it, no matter how valid. We see the world through our paradigms, and often, any data or information that does not fit our paradigm has a difficult time getting through our filters. However, if we blindly adhere to a particular paradigm or set of paradigms, we end up in a state of inaction or paralysis.

Forests of Paradigms

Different groups have different paradigms. That's why it is important to gain a thorough understanding of how paradigms work.

Within companies, paradigms can vary from one department to another – from accounting to sales, to human resources to research, etc. Groups within organizations even have their own paradigms – the Sales department may believe price is most important; whereas those in Marketing favor product placement.



Conflicting Paradigms

If different groups have different paradigms, the paradigms will conflict at some point. We continually see this on a larger scale: when leaders of countries don't see eye to eye on issues like human rights, immigration and emigration, the environment and trade, etc.

Within organizations, this often occurs as different departments discuss which initiatives are most deserving of funding. For instance, online sales lobby for more advanced technology and innovative employees to better serve their function. However, the accounting department may contend that it is more important to automate the financial systems, which their paradigm says will help the company better manage its resources.

Another example: The head of sales wants to spend money to develop a line of lower cost products in order to adhere to his/her belief in the need for continuous sales growth. On the other hand, the head of brand management argues that doing so would cheapen the company's reputation, thus undermining the conviction that the firm's image must be protected.



Challenging Accepted Paradigms

We get so accustomed to our own perception of the world, that it can be hard to realize how much we let our paradigms limit our thinking. Challenging accepted paradigms requires someone who can detach from prevailing wisdom; someone who has the courage to challenge conventional thinking, and the wisdom and skills to effectively follow through with out-of-the-box thinking.

Two examples of those who have challenged accepted paradigms are Michael Dell of Dell Computer and Sam Walton of Wal-Mart. Michael Dell, for instance, started as a college kid selling computers from his dorm room. He took on a powerful industry with no experience, no money, and no brand name. However, his model of building computers to order and managing inventory with extraordinary efficiency changed the way the computer industry operated.



The Role of Outsiders in Paradigm Shifts

Joel Barker observed that it's those at the fringes, rather than those in the mainstream, who generate and adopt new paradigms.

History is filled with examples of outsiders who successfully existing paradigms and established new ones. These include scientists, such as Albert Einstein, and entrepreneurs, such as Jeff Bezos, founder of Amazon.com.

Ordinary citizens can also establish new paradigms. For instance, the number of people who home-school their children now measures into the millions. However, the trend started with a few parents who challenged the paradigm that children can only learn in classrooms.

In Joel Barker's book, *Paradigms: The Business of Discovering the Future*, he identifies four categories of outsiders who change paradigms. First, there are young people, fresh out of school or training without any preconceived notions of possible and impossible. Next come older people who decide to change careers or industries. Like their younger colleagues, they are naive about the fields their entering.

Another category is the maverick. While not technically an "outsider," the maverick can distance themselves from the prevailing paradigms. They search for new ways to solve existing problems and ask questions others don't. And lastly, there are the "tinkers." These people see a particular problem and chip away at it until it is solved.



Moving from Fringe to Mainstream

While new paradigms start on the fringes, the valid ones eventually secure a place in mainstream thinking. Examples include the environmental movement and the stigma attached to drinking and driving.

New paradigms begin with a problem that needs to be addressed. One or more people solve it, perhaps inadvertently, using new methods. Finding that their solution works, they try to determine whether the new methods apply in a wider range of situations. If they do, the problem-solvers need to establish the boundaries and nuances of the new paradigms and engage in a fact-finding mission.

Assuming the new paradigm can apply broadly, a period of rapid problem solving occurs. Companies and employees make money, and new industries appear. The rise of Internet commerce in the late 1990s shows how this phase can play out. While many of the "dot-coms" subsequently failed, the rise of e-commerce permanently altered the way consumers map and purchase retail goods.

Eventually, even as the new paradigm solves many problems, it is clear that it can't solve all of them. Then the process begins again.



Choosing New Paradigms

When we're faced with deciding which new paradigms to accept and which to reject, we have to distinguish between those that have merit but challenge the status quo, and those that are groundless. Our emotions and standing paradigms can make it difficult to judge which is which.

However, it is critical that we make a determined effort. While Barker points out how paradigms can blind us to the value of new ideas, he also rejects the notion that all ideas are equally good. Sometimes, people propose ideas that only further their own interests or ideas they haven't fully thought through.

Future Paradigms

Signs of paradigm shifts can be anywhere. Changes in society, social mores, politics, sports, and social media can have profound effects on different industries and companies.

For instance, snowboarding has influenced the fashion industry. Snowboarders need clothes they can layer; this helped to the popularity of extremely loose "fat" pants that became popular with teenagers.

To succeed in our work, we need to try to anticipate future paradigms.