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## ***Designing the Future Creating Breakthroughs & Shifting Paradigms***

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### **Purpose**

Leadership Development has not fulfilled its promise to produce great leaders.

Its failure to evolve has resulted in more and more business executives being dissatisfied with the results of Executive Education.

The problem is compounded by the rapid change in the structure of commerce – a genuine paradigm shift. A new kind of leader, and a new framework for Leadership Development is needed now more now than ever to respond to changes, often adversarial, in a world that needs more collaborative excellence.

**DRAFT ONLY**

# What's Wrong & How to Fix It

## *Creating Breakthroughs & Shifting Paradigms*

### Executive Summary

Senior Executives and Chief Learning Officers (CLOs) are not satisfied with the results being produced by Leadership Development Programs, which have failed to live up to the expectation it will *produce leaders who can transform organizations*.



Businesses are being challenged to find concrete justification for their training expenses. Only a third of line managers believe “they have become much more effective after taking part in development programs.” Other critics claim that only little more than 10% of the \$200 billion training and development expenditures produce results of any real value because people soon revert to their old ways of doing things.

It's time to reexamine Leadership Development process from top to bottom, from inside to outside, and bottoms up.

In this White Papers we address a central issue in *transformational design architecture* that is generally *missing in action* in Leadership Development, but a fundamental component of Synergistic Breakthrough Leadership: Turning Breakdowns into Breakthroughs



Synergistic Breakthrough Leadership is both a paradigm shift and multi-dimensional systems shift.

Our approach is to treat leadership and organizational transformation in a powerful, systematic way that causes such a shift to be sustainable.

In this White Paper, we lay out architecture of *Creating Breakthroughs and Shifting Paradigms*, because these are essential capabilities every transformational leader must have.

And it follows that these must be built into any transformational learning process for Executive, Organizational, and Leadership Development.

“Paradigm” (from the Greek *Paradeigma*: “pattern, model; precedent, example”) today means a “logical or conceptual structure or framework of perceiving reality.”

*What you believe is what you will conceive, perceive, achieve, and receive.*



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## Architecture

*is the design that holds a system together, aligning, and uniting the system’s diverse components, while integrating human and physical functionality into a synergistic whole.*

*The Design is a series of frameworks, principles, methodologies, and interconnectivities to which best practices can be attached to different elements of the architecture as one begins to master the system.*

*A good systems design architecture is easy to understand, apply, and teach to others.*

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**Great Synergistic Breakthrough Leaders know the Power of Architecture because it holds the unfolding essence of generating abundance.**

# What's Wrong & How to Fix It

## *Creating Breakthroughs & Shifting Paradigms*

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### Part 1: From Breakdowns to Breakthroughs

Creating a New Paradigm is perhaps one of the most important, revitalizing things any Synergistic Breakthrough Leader can accomplish in his or her lifetime; perhaps it is the hallmark of “prosillience” – the ability to bounce forward and higher when faced with adversity.



New Paradigm generation is the most noble of intellectual quests for it is so impactful on what the world believes, perceives, conceives, achieves, and receives in return. Yet this is also a thoroughly difficult and daunting task; one can work in intense intellectual and creative thought for a lifetime, never shifting a paradigms.



Over my career I have studied breakthrough thinkers such as the great Greek innovators, , scientific thought changers, prolific inventors, religious divinity prophets business game shifters, and political leaders, all of whom have left a massive impact on the world today.<sup>1</sup> This paper summarizes a portion of that learning.

### Starting with Breakdowns & Faulty Explanations

#### *Dissatisfaction is the Mother of Invention*

For many of the great thinkers, they start their breakthrough quest by examining breakdowns – something that just doesn't work well enough to satisfy some need or yearning. Many times, there's an “intuitive sense” that something is just not right or there must be another way. In other words:

- there is a “pain” that triggers a search for a “solution”
- “dissatisfaction,” not necessity, is the “mother of invention”

#### *High Performance Teams*

In examining how high performance teams handle breakdowns in sports and science operate, what surprises many who have not attained performance excellence is that high performance teams actually have *more* breakdowns than low performance teams. Yes, that's right. Why?

Because high performance teams *experiment* more on the edge. When a breakdown occurs, instead of engaging in the “blame game,” they focus on *learning* from their mistakes and generating solutions.

On the other hand, low performance teams blame others: the coach, their boss, their team mates, the referees, Wall Street, or whomever; they never take responsibility for a failure, thus no one trusts them to own up to their reality and learn together. From there, things get worse, not better; as insecurity, defensiveness, fear, and distrust corrodes the foundations of revival.

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<sup>1</sup> One category surprisingly missing from this list is University Professors. One of the reasons is because the system of *Publish or Perish* and *Peer Review* forces professors to circumscribe their thinking according to principles of *Group Think* (see Janis, Irving; *Victims of Group Think*; Houghton Mifflin, 1972). The “Constructs of Breakthrough Thinking” require so much that is unorthodox, which is simply not supported by the culture of the university system. The objective of university (and the PhD process) is aimed at the *gathering, transmission, and disbursement of knowledge*; not the *generation of creative thought* (except perhaps in creative writing classes) and generally not the *proliferation of wisdom*. Breakthroughs typically occur on the edges of eco-spheres and out of headquarters: in the field, not in the mainstream where the university system likes to operate.

# A New Paradigm for Leadership Development



## *Power of a Positive Adversity Response*

Adversity is a test of honour, commitment, duty, and integrity; blamers fail this crucial test.

Faced with adversity, high performance teams excel under pressure, using competition to improve their collaboration, synchronization, and synergy. They love stress because they channel the energy into learning, improvement, innovation, and performance. They build trust in their teammates under pressure. With their coach's aid, they squarely face the truth, good or bad.

The role of the leader of breakthrough teams is to:

- inspire with strategy and vision,
- give clear goals and directions to achieve that vision,
- train people in the competencies needed to win,
- insist on character-based decisions,
- build respectful, trusting team relationships,
- bring out the best in people, especially under pressure,
- ensure best practices are in place to maximize the chance of winning,
- align metrics and rewards to support the vision, goals, and values of the effort.

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*Failure is not a reality  
– it's an illusion that exists  
only in the ego.  
Resilience is the ability to  
bounce back, or better:  
bounce forward and  
higher than before!*

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The typical breakthrough team will have a very clear Value Proposition and Value Metrics (measures of what success looks like). They will relentlessly pursue their objective.

***Excellence exists in the “heart of the mind”  
– it's a soulful journey, certainly not a place to rest.***

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*A very high percentage of Breakdowns will occur at the interface of two different things.*

*For example, the most common sports injury is to the knee: the interface  
between the upper and lower leg.*

*This interface will be exacerbated if an adversarial relationship exists at the interface.*

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## **Einstein's Five Principles for Creating Breakthroughs**

Einstein was clearly one of the world's foremost breakthrough thinkers. He had several principles (guidelines) for Breakthrough Thinking that we should embrace:

1. From Clutter Find Simplicity
2. From Discord Make Harmony
3. From Problems Seek Opportunity
4. Creativity is More Important than Knowledge
5. We cannot solve the problems of today with the same level of thinking that created the problem

I might add corollaries to:

- #2 – Seek Unity in the Diversity
- #4 – Wisdom & Trust are also More Important than Knowledge
  - Co-Creativity can create a Sustainable Stream of Innovation



# What's Wrong & How to Fix It

## *Creating Breakthroughs & Shifting Paradigms*

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### Part 2- Breakthrough Thinking & Paradigm Shifting

A Paradigm is a pattern of perceiving and interpreting our world. We learn this framework quickly, especially if a group reinforces that belief. For example, for thousands of years people believed that thunder was the voice of the God of Thunder (such as Zeus or Thor). We all know that such a paradigm was an illusion based on beliefs now proven false.

Examining the “triggers” for Paradigm Shifting, the highest likelihood of having success comes from “Breakthrough Thinking.”

While most breakthroughs create an increase in performance, these usually occurs *within* the same realm of experience – no Paradigm Shift is involved.

For example, in sports, an athlete might break a record. This happens every year while engaging in competitive championships. These are “incremental” in nature.



But every once in a while, someone changes the *nature of the game itself*, generating a “quantum” change. For example, when football coach Knute Rockne introduced the forward pass in football at Notre Dame nearly a hundred years ago, the game was forever changed.



In high jumping, Dick Fosberry broke the Olympic record in 1968 by going over the bar “backwards.” At the time, the technique was known as the “Fosberry Flop.” Prior to



Fosberry, all high jumpers “dove” over the bar the “normal” way: face down. Fosberry created a paradigm shift that changed the entire method of the sport of high jumping.

Breakthroughs often start gradually because the “normal” world must become accustomed to the nature of the change. When the shift starts, it looks “unique” or even “freaky.” Yet once the breakthrough gathers headway, it morphs into a Paradigm Shift.

For example, the shifts from the Agricultural Age to the Industrial Age to the Information Age are paradigm shifts that changed the entire set of “rules of engagement” in socio-economic structure. Similarly the paradigm shifts from telegraph to telephone to radio to television to cell phones to smart phones changed our means of communications.

In 2007 Apple’s introduction of the smart phone was a revolution. Within several years the idea of a smart phone became the norm, primarily because it surpassed the “hurdle level” of resistance to change. With the introduction of tens of thousands of “apps” the smart phone provided a quantum jump in value to the user over the competitors who were soon marginalized in the market.

## A New Paradigm for Leadership Development

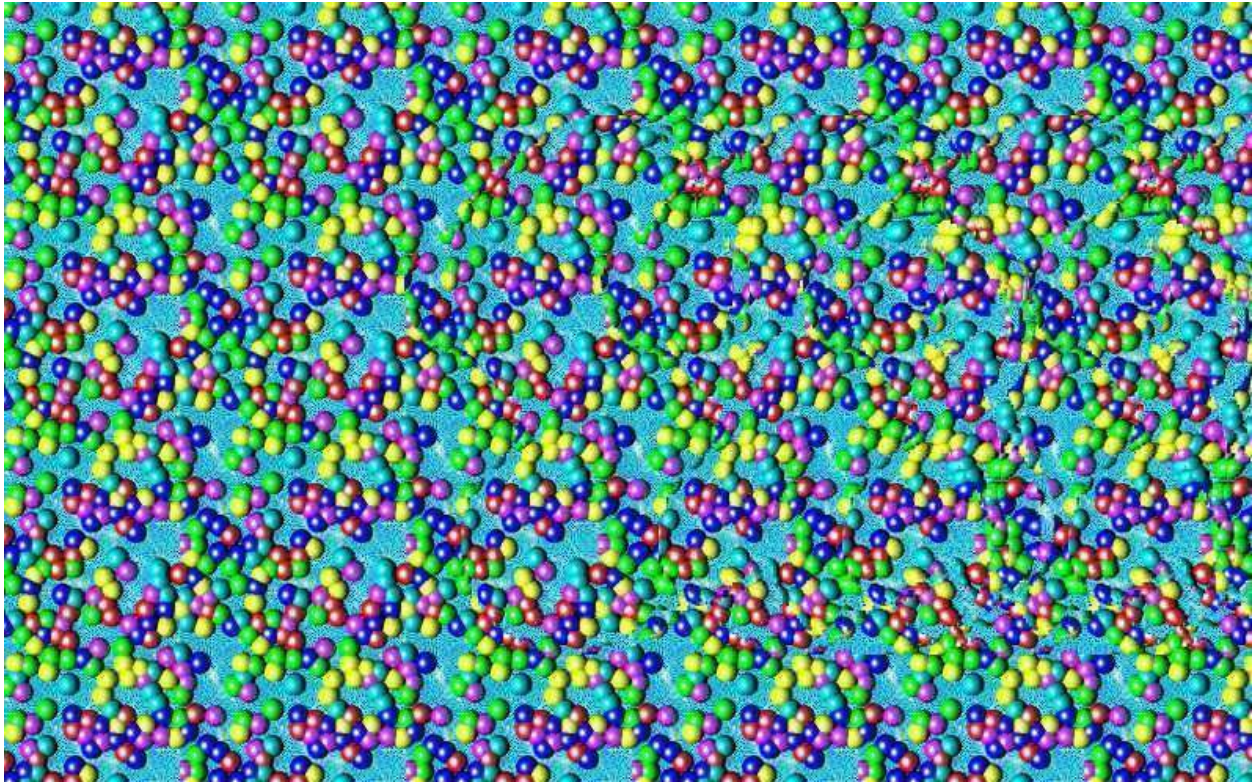
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people

Paradigm shifts are the hardest to design and even after they are designed, many can't even see the structure of the new paradigm until it's too late, because they are so invested in the old paradigm. That's why often it takes the younger generation to engage in the shift.

For example, in the "spots & dots" picture below, there is actually a picture of a 3-dimensional puppy doll in the middle of the picture. However, you can only see the picture if you focus your eyes at *twice the focal distance beyond the surface of the picture*. However, our eyes are so trained to experience a picture on the surface of the page, most people cannot train (force) their eyes to see the image "beyond" the surface. Try it .....



No matter how hard you try, you cannot see the picture "on the page" because the image is actually "beyond the page." Some people will try this multiple times and never see the image.

Others, following the instructions, *and suspending disbelief*, can bring the image into focus in less than 10 seconds. That's a paradigm shift.

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*Creating a Paradigm Shift means seeing today's world through a different lens.*

*What you believe is what you will perceive, conceive, achieve, and receive.*

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# What's Wrong & How to Fix It

## *Creating Breakthroughs & Shifting Paradigms*

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### *Principles of Breakthrough Thinking in the Quest for Paradigm Shifting<sup>2</sup>*

There are several principles I've applied to break out of the old paradigm paralysis:

- Thinking "outside the box" of convention
- "Connecting boxes" to understand the interactions
- Seeing holistically as a system
- Seeking to understand the inner design architecture
- Thinking nonlinearly
- Thinking the unthinkable
- Suggesting the unreasonable
- Challenging one's own assumptions and prejudices
- Creating a new audacious possibility
- Being Alert not to be boxed in by Barriers
- Hearing the Big Idea in what others dismiss

### *Biggest Barrier to Breakthrough Thinking*

It's "What You Already Know" that so often gets in the way, such as:

- You know it won't work (after all, it didn't work 15 years ago, why should it work now?)
- You know what they're going to say next (I've heard this all before)
- You know how it's supposed to be done (if it ain't broke, don't fix it)
- You know you're right (I have more experience with what really works)
- What you already know what's safer, less of a risk (let's not open a hornet's nest)
- What you already know is comfortable (don't complexify my life with new ideas)
- What you already know is easier than starting anew (don't reinvent the wheel)

### *How to Access Breakthrough Thinking*

#### **1. Getting geared up, be sure you are:**

- 100% open to new ideas (and listen for the hidden gem in a half-baked idea)
- Not going to be defensive if your present paradigm is challenged or attacked
- Prepared to Listen and Inquire Deeply
- Depositing your Ego into a deep freeze refrigerator
- Willing to ask uncomfortable or even "stupid" questions
- Willing to Tackle the Truth behind Big Breakdowns
- Can Create Conversations for Possibility
- Willing to avoid the Blame Game (seeing the future in a rear-view mirror)
- Open to learning how the "system" really works
- Are truly committed to a breakthrough

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<sup>2</sup> These have come from multiple sources over the years. There have been a number of books written on Creative Thinking, Designing Breakthroughs, Paradigms, etc. This paper has summarized many of these guidelines and added quite a few others derived from experience.



# A New Paradigm for Leadership Development



2. **Set a Big (Difficult, Important) Goal and Don't Quit until you Reach It**
  - Be sure the Goal has Value to others and is concrete (tangible not feel good)
  - Make sure there are achievable “milestones” along the path
  - Set key Metrics of Success before you start
  - Generate a small scale pilot to verify success, then scale up from there.
3. **Get a tough coach** who will push when you think you are out of gas.
4. **Employ "upside-down thinking,"** (or “inside-out,” or non-traditional, or “backwards”)
5. **Use imagination,** dreams, myths, poetry, and analogies from other fields.
6. **Become more Co-Creative** (be sure you see address the issue of Trust before heading in this direction)
  - Explore other cultures for new ways of seeing things.
  - Work with a diverse or cross-functional team with creative thinkers in their field.
  - Use a different language to express the problem and gain insights from a new perspective.
  - Use a combination of genesis, analysis, and synthesis to address the problem.
  - Ask people who are wise (but may not have college degrees with all the old paradigms baggage stuck in their heads).
  - Ask people who have been in the field of down to earth experience what they found and learned.
  - Ask experts from other fields or professions how they would see or tackle or define the problem and what avenue they would take to derive a better answer, understanding or solution.
  - Ask older champions of the same basic idea what went wrong in the past and how they would overcome resistance today.
  - Study the nature of interactions between components of the system and how the system interacts with other systems.

## ***Collaborative Innovation Generates New Paradigms through the Synergy of Compatible Differences***

***Locked Inside Trustworthy Team or Network of Diverse Thinkers  
Aligned on a Common Goal, Purpose, or Problem lies the  
Enormous, but Hidden, Potential for Co-Creative Breakthroughs***



***Ultimately, leaders create the force field that draws forth or  
suppresses either good or bad, wanted or unwanted behavior,  
thus designing their “culture” – which will result in their  
destiny being achieved or denied.***

# What's Wrong & How to Fix It

## *Creating Breakthroughs & Shifting Paradigms*

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### *Where to Look for Breakthroughs*

1. Examine What's Happening at Interfaces and Interconnections
2. Examine Where, Why, and How Trust is Created or Destroyed
3. Look for Anomalies that prove the Exception (this is how Copernicus discovered the earth and planets revolved around the sun)
4. Look to Where Some have Succeeded where Others Failed,  
then Ask: "What Belief System Was Different?"
5. Who handled Breakdowns the Best? What did they do?
6. Use Pattern Recognition (your brain's capacity to see patterns) without interjecting judgement or traditional interpretation.
7. Learn to see patterns in what looks like chaos, uncertainty, and ambiguity.
8. Use your "sixth sense intuition" when something tells you the traditional interpretation "just isn't right."
9. Challenge every assumption about every situation.
10. See a "hidden dimension" in "tried and true" explanations.
  - See the situation through an "adversarial" dimension,
  - Then shift the insight to a "transactional" dimension,
  - Then shift the insight to a "collaborative" dimension
11. Listen to Contrarians, but don't necessarily buy into their explanation/solution, but use their insight into the problem.
12. Seek to find the inner design architecture that enables synergy to be created or to manifest.
13. Never get caught in a "dialectic" (an either/or situation, or two supposed truths in opposition, such as *management versus labour*). Look for third alternatives, third dimension explanations, multiple forces, etc.
14. Determine where Value was Destroyed or Created, then move to the next section.....



# A New Paradigm for Leadership Development



## *The Importance of Creating & Adding Value*

One often unheralded methods of creating breakthroughs is to engage in the daily practice of Adding/Creating Value. (see [Appendix Two: 35 Ways to Add Value](#)) If you do this as a habit with everything you touch or see, you will be amazed how it will enable Breakthrough Thinking.

### *Culture of Collaboration*

Studies have shown that the most important element in innovation is to create a *culture* that nurtures collaboration to solve problems:

- First, seek to build Trusting Relationships
- Second, engage in Co-Creative Inquiry (not just Appreciative Inquiry) with questions such as:
  - WHY? (five levels down)
  - WHO?
  - WHAT?
  - WHEN?
  - WHERE?
  - HOW?
    - How Many?
    - How Often?
    - How Soon?
    - How Much?
    - How Good?
    - How Fast?

- Ask a Diverse Group of People in a Culture of Trust a Lot of Insightful Questions → Creates “Positive Frictional Energy”
- Start Conversations with a question
- Answer questions with more insightful questions
- Ask fundamental (dumb) questions at least once every meeting
- Begin a recommendation or suggestion with a question
- Create a high-order question that seeks meaning and purpose to your work

### *Becoming a “Person of Value”*

When Albert Einstein said:

*Try not to become a person of success, but rather ... become a person of value...*

What did he really mean? Over the years, I have developed a number of techniques to “create value” when faced with a problem or adversity. The basic principle is always to:

- *Add Value to whatever it is that you are thinking, doing, experiencing, or feeling.*

Adding Value is the first step to excellence.

- *If you are not Adding Value, you are either in mediocrity mode or destructive mode.*

### **Types of Questions:**

- ◆ **Creative Possibility**  
what’s the possibility of ....?  
Is there an analogy that.....?
- ◆ **Root Cause**  
why, why, why?
- ◆ **Interrogatory**  
who, what, where, when, why, how?
- ◆ **Action**  
Will you do .....?  
Can you get .....?  
How can we make it happen?



# What's Wrong & How to Fix It

## *Creating Breakthroughs & Shifting Paradigms*

### *Eliminate Non-Value Added "Junk" in the System*

Adding Value implies its polar opposite: eliminate Non-Value Added (NVA) activities and thinking that clogs up the flow of value and innovation. (don't assume that Value Added Work is the Opposite of NVA)

Start examining the causes of Non-Value Added and Waste, such as:

- Thinking Too Small/Narrow
- No Systems Design Architecture
- Lack of Key Factors for Success
- Inadequate Processes, Practices, or Tools or Information
- Lack of Training in Competence, Character, & Collaboration
- Lack of Standards of Excellence
- Misaligned Goals, Poor Decisions or Poor Communications
- Culture of Distrust
- Division of Labour in Siloes (poor cross-functional integration)
- Unsynchronized Scheduling

These sources of NVA can be recognized by typical symptoms:

- Excess Paperwork
- Unneeded Data Collection
- Too many Steps, Signoffs, Delays
- Inflexible Policies
- Gatekeepers
- Inaccessible or Late Information
- Excessive Reporting & Auditing
- Duplication of Effort
- Slow Processes
- Overproduction
- Excessive Specialization & Division of Labor
- Too much/little/inadequate Data
- Idle time
- Delivery Waste
- Inventory Waste



**Collaborative Innovation**  
**Transforms Diversity of Thinking into Massive Strategic Asset**





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## ***Paradigm Shifts require a powerful new Design Systems Architecture to underpin it.***

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We are priming for a Paradigm Shift -- a sea change in beliefs, perceptions, thinking, actions, and reactions

Paradigm Shifts are never easy, because of the massive "installed base" of legacy thinking and vested interests that have money, pathway dependency, and career commitments lodged deeply into the status quo of today's institutional fabric.

New Paradigms are always a combination of "Revolution" (highly disruptive with deep resistance to change) while at the same time being "Revelation" (highly alluring while carrying its own basic logic and passion).

What's more, the New Paradigm seldom has the sophisticated "architecture" attributed to the legacy paradigm. That's why it's so important that that when we propose such shifts, we need clear architecture, language, metrics, strategies, value propositions, problem solutions, evidence, and broad based alliances to move the needle and create the movement/momentum.

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***Paradigm Shifts are not just about "doing things differently"***

*it's thinking differently,  
envisioning differently,  
discerning differently,  
measuring differently,  
designing differently,  
speaking differently,  
acting differently,  
valuing differently,  
treating people differently,  
asking questions differently,  
experiencing your world differently.*

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**A bold new approach is essential.**

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*These profound differences require a fundamentally different "Systems Design Architecture", not merely tweaking old stuff designed for a legacy paradigm.*

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# What's Wrong & How to Fix It

## *Creating Breakthroughs & Shifting Paradigms*

### Part 3 -- Resistance to Change

Dealing with Resistance to Change is an art in and of itself (worthy of a chapter in a forthcoming book.)

We have asked thousands of participants in our workshops about what they feel when some leader declares they “are going to change things.”

More than 50% recoil: “Oh no! Not this again!” More often than not, the word “change” carries negative connotations – things will go from mediocre to worse, it’s going to be disruptive without any value added, some heads are going to roll, it probably won’t be fair, and so forth.



We frequently suggest leaders consider using the words “shift” or “innovation” instead of “change.”

Let’s address the things most leaders overlook that cause major difficulties:

#### Resistance to Change versus Innovation

Orchestrating Breakthrough Thinking and Paradigm Shifting requires that leaders understand how shifts actually take hold.

In the graph below, a leader must find innovation champions who will lead the charge. Often they are called upon to initiate low risk, high visibility pilot projects to demonstrate viability and have the latitude to work bugs out of the system. In software development this is referred to as “alpha” and “beta” testing.



# A New Paradigm for Leadership Development



means

Then other leaders that are lesser risk takers can be brought on board. Usually this starting with the “healthy skeptics” who doubt but can be convinced if they see the evidence.

At the back of the curve are those who are less apt to buy into the change, especially those who are stubbornly resistant, chronic complainers, and cynics. Often it’s best to let these last three categories find work elsewhere.



## The Ten Deadly Sins

(this list is intentionally concise for the purpose of this White Paper):

### 1. Simplistic Understanding of How People Change

- People only change when there is a completion of the Learning Cycle.
- Leaders must be willing to expend the resources to ensure the Learning Cycle is completed fully.



### 2. Insufficient Value Proposition & Planning

- The Value Proposition must be Clear with a Measurable Impact that exceeds a “hurdle level” that makes the effort and disruption worthwhile.
- A Plan with Stretch Goals Must be Developed by those affected by the change.

### 3. Myopic Messaging

- Messages are not delivered in a form that connects with all Four Drives of Human Behavior



### 4. Too Much Uncertainty & Fear

- Uncertainty & Fear too High,
- Distrust of the Messenger or Leader.
- Too Little Safety, Security, Recognition or Compassion.

# What's Wrong & How to Fix It

## *Creating Breakthroughs & Shifting Paradigms*

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### 5. Too much Ambiguity & Complexity

- Brain's Pattern Recognition & Prediction Capability. is Confounded by Complexity or says "No Way!"
- Insufficient Training/Knowledge/Education/Understanding.

### 6. Rewards & Measures Reinforce Old Behavior

- Must realign Rewards & Metrics to the new desired behavior

### 7. Too Little Engagement

- Those who must Support Change feel Left out, Isolated, Castigated.
- Remember: "People Support What They Help Create"



### 8. Too Little Leadership

- Neither Senior Leaders nor Peers are Strong Advocates
- No Personal Relationship with those who are affected
- Remember: Innovation Needs Champions

### 9. Too Little Evidence

- Need a Pilot Program to demonstrate value & concrete evidence

### 10. Poor Mind MAAPSS

- Insufficient Clarity or Emphasis on:
  - Metrics
  - Architecture
  - Actions
  - Pictures
  - Stories
  - Symbols







## — **Secret Code of Greek Innovation** —

### Quest for Synergy -- **Dynamic Differential Energy**

#### **Harmonies & Flows**

- *All life derives from the harmonious interaction of forces*

– Pythagoras  
c. 500 BC



#### **Polarities & Tensions**

- *All life derives from opposing forces of creation & destruction*

– Heraclitus  
c. 500 BC


#### **Synergy**

***The whole is greater than the sum of the parts when the Dynamic Differential Energies of Harmonies and Polarities become aligned.***

– Aristotle


Indeed, the ultimate quest is the holistic melding of diversity into an innovative system of synergy -- where the diverse component parts/elements of the system function more effectively, efficiently, and synergistically than what preceded.

It should be quite clear by this point, that breakthrough thinking and paradigm shifting is not just *Thought Leadership*, it is also *Strategic Leadership*, *Cultural Leadership*, and *Operational Leadership* – what we call "Collaborative Leadership."




### **Key Factors for Success** **Collaborative Innovation**


## **Polarities Versus Paradox**



One of the great breakthroughs in Aristotelian thinking was to see the world (especially human values) as **PARADOX**, not **POLARITY**. This is how Aristotle started to unscramble the dilemma of seemingly opposite thinking: Pythagorean *harmonies* versus the Hericlitean *tensions*.



The result was the concept of Synergy -- aligning diverse and opposing energies which can be transformed into insights and innovation. James Clerk Maxwell used this approach to design the electric motor.



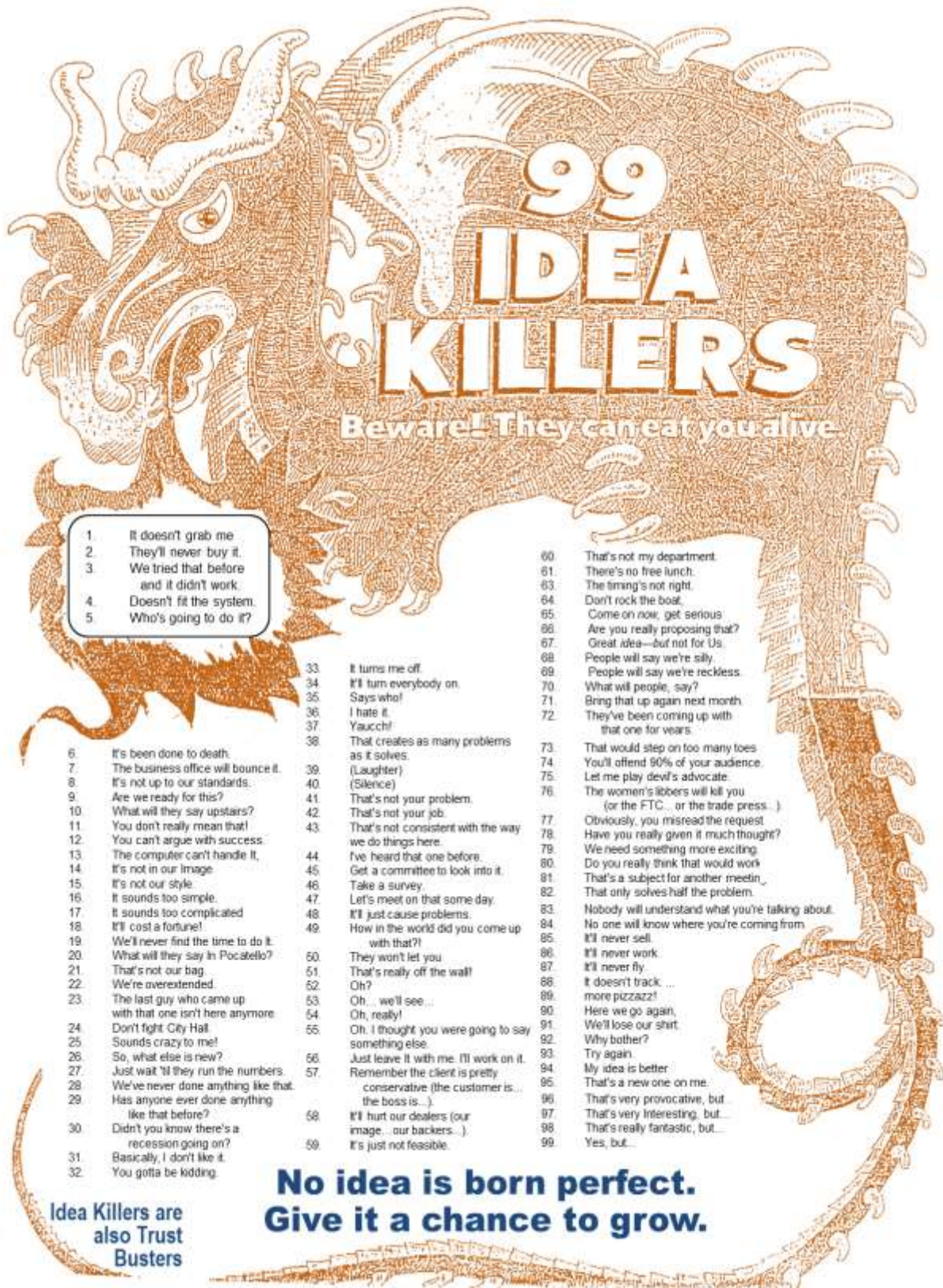
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# What's Wrong & How to Fix It

## Creating Breakthroughs & Shifting Paradigms

### Appendix One: 99 Idea Killers



- 1. It doesn't grab me
- 2. They'll never buy it.
- 3. We tried that before and it didn't work.
- 4. Doesn't fit the system.
- 5. Who's going to do it?

- 6. It's been done to death.
- 7. The business office will bounce it.
- 8. It's not up to our standards.
- 9. Are we ready for this?
- 10. What will they say upstairs?
- 11. You don't really mean that!
- 12. You can't argue with success.
- 13. The computer can't handle it.
- 14. It's not in our image.
- 15. It's not our style.
- 16. It sounds too simple.
- 17. It sounds too complicated.
- 18. It'll cost a fortune!
- 19. We'll never find the time to do it.
- 20. What will they say in Pocatello?
- 21. That's not our bag.
- 22. We're overextended.
- 23. The last guy who came up with that one isn't here anymore.
- 24. Don't fight City Hall.
- 25. Sounds crazy to me!
- 26. So, what else is new?
- 27. Just wait 'til they run the numbers.
- 28. We've never done anything like that.
- 29. Has anyone ever done anything like that before?
- 30. Didn't you know there's a recession going on?
- 31. Basically, I don't like it.
- 32. You gotta be kidding.

- 33. It turns me off.
- 34. It'll turn everybody on.
- 35. Says who?
- 36. I hate it.
- 37. Yauuch!
- 38. That creates as many problems as it solves.
- 39. (Laughter)
- 40. (Silence)
- 41. That's not your problem.
- 42. That's not your job.
- 43. That's not consistent with the way we do things here.
- 44. I've heard that one before.
- 45. Get a committee to look into it.
- 46. Take a survey.
- 47. Let's meet on that some day.
- 48. It'll just cause problems.
- 49. How in the world did you come up with that?!
- 50. They won't let you.
- 51. That's really off the wall!
- 52. Oh?
- 53. Oh... we'll see...
- 54. Oh, really!
- 55. Oh, I thought you were going to say something else.
- 56. Just leave it with me. I'll work on it.
- 57. Remember the client is pretty conservative (the customer is... the boss is...).
- 58. It'll hurt our dealers (our image... our backers...).
- 59. It's just not feasible.

- 60. That's not my department.
- 61. There's no free lunch.
- 63. The timing's not right.
- 64. Don't rock the boat.
- 65. Come on now, get serious.
- 66. Are you really proposing that?
- 67. Great idea—but not for Us.
- 68. People will say we're silly.
- 69. People will say we're reckless.
- 70. What will people say?
- 71. Bring that up again next month.
- 72. They've been coming up with that one for years.
- 73. That would step on too many toes.
- 74. You'll offend 90% of your audience.
- 75. Let me play devil's advocate.
- 76. The women's libbers will kill you (or the FTC... or the trade press...).
- 77. Obviously, you misread the request.
- 78. Have you really given it much thought?
- 79. We need something more exciting.
- 80. Do you really think that would work?
- 81. That's a subject for another meeting.
- 82. That only solves half the problem.
- 83. Nobody will understand what you're talking about.
- 84. No one will know where you're coming from.
- 85. It'll never sell.
- 86. It'll never work.
- 87. It'll never fly.
- 88. It doesn't track... more pizzazz!
- 89. Here we go again.
- 90. We'll lose our shirt.
- 91. Why bother?
- 92. Try again.
- 93. My idea is better.
- 94. That's a new one on me.
- 95. That's very provocative, but...
- 96. That's very interesting, but...
- 97. That's really fantastic, but...
- 98. Yes, but...
- 99. Yes, but...



## Appendix Two: 35 Ways to Add Value

Here are thirty-five ways I've learned to *Add Value* (try doing this when reading a book or report):

1. Ask how someone else might respond to this situation (e.g. Einstein, Edison, DaVinci, Christ, Aristotle, Lincoln, etc.)
2. Shift this paradigm to a higher/future order of thinking
3. Question all assumptions and supposed truths
4. Ask "Yes, But what else?" ten to twenty times.  
Ask "Why" five levels deep.  
Ask "How" does this work?" "How does this fail?" "How can we make it better/faster/more reliable?"  
Ask what the thinking about this will be in 25 years
5. Learn something new about the core issues.
6. Understand the problem's/opportunity's dynamics
7. Seek at least three frameworks to analyze it and three different solutions to it
8. Synthesize it first, then Analyze it, then make it Regenerative
9. Be very challenging about what psycho-linguistics and behavioral archetypes are influencing our thinking. In particular, be skeptical about how language has formed, limited, poorly defined, or warped our thinking
10. Relate it to my/our/your highest & best destiny
11. See it as a milestone along a pathway, not a goal in-and-of- itself
12. Find actionable aspects about it. Turn every complaint into a "prelude to action"
13. Ask: "What would this situation be like if synergy was occurring, or fragmentation and dissension were resolved?" Look for the  $1+1>3$  possibility
14. Turn passivity into a breakthrough value proposition
15. Ask: "How could divinity or co-creation influence the way we thought or took action on this?"
16. Relate it to something or some pattern that is very similar to or very different from a very different field of study
17. Seek its greatest possibilities. Take it to its ultimate extreme
18. Shift things in the perspective of time (i.e. from lagging to leading). Or shift its relationship to other things.
19. Find gaps, vacuums, and inconsistencies
20. Apply Einstein's Breakthrough Principles to it
21. Abhor one or two-sided views of the world, black-white /either-or views of the world. Invent more dimensions.  
Test multiple hypotheses.
22. Look for new possibilities that are created or negated.
23. Stop doing the same thing over and over again, expecting a different result (definition of insanity)
24. Get your ego out of the way. Respect others who are trying to help, and cherish their differences in thinking.
25. Have a sense of humor – failure is an opportunity to refine your humor – Don't take yourself too seriously.
26. What kind of Innovation are we seeking? Does it add real value and competitive advantage?
27. Why are we Named .....? Does it reflect Innovation?
28. How are we Organized? Does it support Innovation?  
Do we Flow innovation across boundaries?
29. Do we Train people for Collaborative Innovation?
30. What are we Measured and Rewarded for? Are our measures and rewards and purpose out of alignment or balance? Are we Measuring & Rewarding Innovation?
31. What is our Fundamental Purpose or Strategic Intent?
32. How could we change our approach to get more innovation?
33. How do we build a value network of partners from suppliers to customers to other value-added alliances? How can we engage them earlier?
34. What if?..... How could?....What are the possibilities?
35. What are the Consequences if ....