



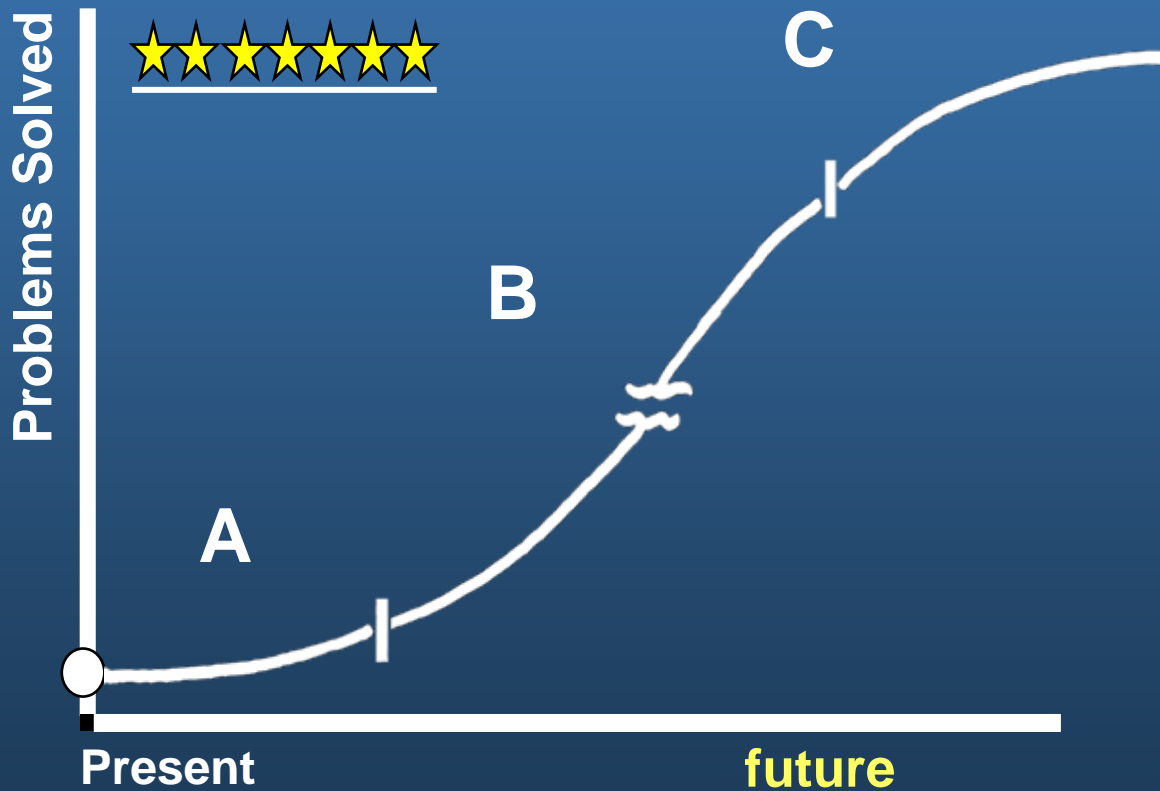
# Survival of the Fit

Finding the  
Future  
Faster®

# ? New Big Questions

- How can we deal with a world that is growing ever more complex?
- How can we take advantage of this complexity to improve the process of innovation?
- Is it possible to anticipate the consequences of your innovations before you institute them?

# The Paradigm Curve



# The Curve Question

What are the problems you wish you could solve and you don't have a clue of how to do it?

Imperative to keep track of these !



## An Outsider

A person most likely to change your paradigm is someone who knows little or nothing about it.



## Start a “Trial Balloon Day”

- Honeywell
- Not safe to offer new ideas
- Created a safe haven for everyone
- Once per quarter
- No one could be blocked

# Paradigm Shift Examples

- Cell phones
- Internet
- Prius

# The Impossibility Question

What is impossible to do in your field, but if it could be done, would fundamentally change things for the better?





# The Advantage of Differentiation

Mother Nature pushes at every level to increase the chances of diversification.

# Innovation and Mutualism

Mutualism is one of three kinds of relationships living organisms have with one another:

- Parasitism
- Commensalism
- Mutualism

# Definition of Mutualism

- Mutualism is the combining of differences to solve complex problems.
- Each element must gain something plus the partnership must gain something—win/win/win!
- Each participant must give up something as part of the mutualistic partnership.

# The Power of Mutualism

...lies in the creation of new combinations  
*based on differences* instead of  
similarities.

# Mutualism & Innovation

Mutualism is the process that converts diversity into new ideas through the combination of already established elements.

# The Verge and Innovation

Where does radical innovation  
happen in nature?

## OLD ANSWER

In the richest part  
of the ecosystem...

Where there is  
the greatest  
competition.



## NEW ANSWER

A verge is where some-  
thing and something  
different meet.

It is as far away from the  
center as you can get!

It is where two  
ecosystems intersect...

- ocean and seashore
- forest and prairie
- river and dessert
- computers and music

True for paradigm  
shifts, too: at the edge.

# Natural Examples



**The first “fish” that crawled out of the sea.**

**The first animal that learned to fly.**

**The return to the sea of mammals that became...**

- Seals**
- Dolphins and orcas**
- Whales**



# 21<sup>st</sup> Century Innovation

The opportunity for innovation lies at the intersection of differences.

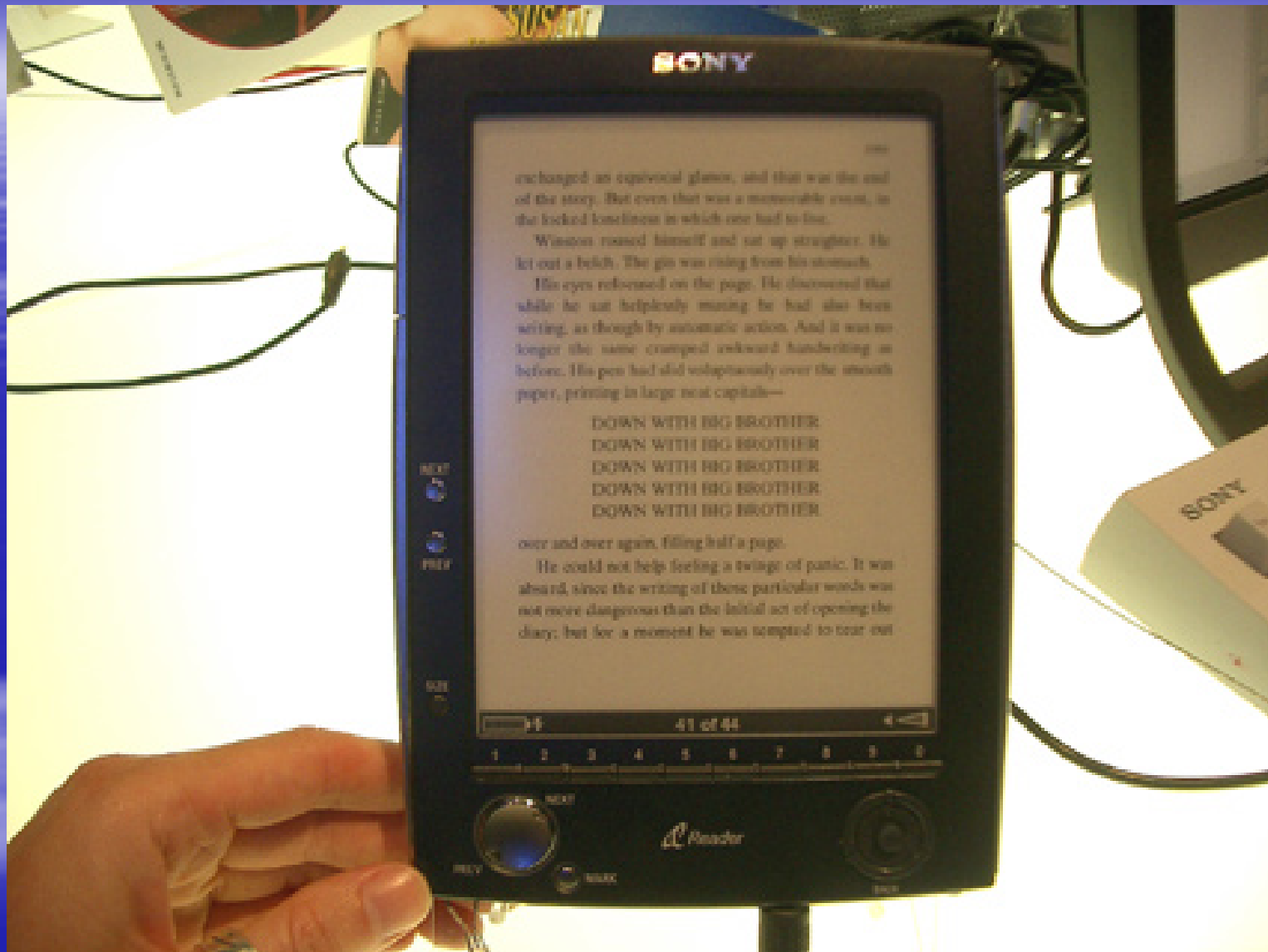
JAB

# Implication Literacy

- A new kind of literacy that goes hand in hand with democracy and technology
  - “So what?”
- What are the long term implications of deploying this new technology?
  - Avoiding “unintended consequences”

# Sony E Book

- Electronic screen: 3.5" by 4.8"
- Size: 5" by 7" by .5" thick
- Holds 20 books internally
- Font size control
- 7500 page turns before recharging
- Weighs less than 9 ounces
- Initially priced at \$375.00



SONY

exchanged an apologetic glance, and that was the end of the story. But even that was a memorable event, in the locked loneliness in which one had to live.

Winston raised himself and sat up straighter. He let out a belch. The gas was rising from his stomach.

His eyes returned on the page. He discovered that while he sat helplessly staring he had also been writing, as though by automatic action. And it was no longer the same cramped awkward handwriting as before. His pen had slid voluptuously over the smooth paper, printing in large neat capitals—

DOWN WITH BIG BROTHER  
DOWN WITH BIG BROTHER  
DOWN WITH BIG BROTHER  
DOWN WITH BIG BROTHER  
DOWN WITH BIG BROTHER

over and over again, filling half a page.

He could not help feeling a twinge of panic. It was absurd, since the writing of these particular words was not more dangerous than the initial act of opening the diary, but for a moment he was tempted to tear out

NEXT  
PREV

SIZE

41 of 44

1 2 3 4 5 6 7 8 9 0



Reader



# The Implications of the E Book

- All textbooks in one tool
- Easy to update and change
- No paper or printing costs
- Easy to customize
  
- Only the beginning.....

# Implications Literacy

- “Cascade Thinking”
- Collaborative Thinking
  - “Wisdom of Crowds”
- Scouting the future

# Wagon Train metaphor

- When do we roll the wagons?
- The wagon master
- The scouts

# Characteristics of Good Scouting

- Fast
- Qualitative
- Sampling
- Multi-directional
- Decision enhancing



# Animation #1

# The Implications Wheel® Strategic Exploration Tool

- Engages many people, both supporters and adversaries of the central idea, simultaneously in thinking about the future  
“Wisdom of Crowds”
- Helps answer that question: “What the heck are we getting into?”.

# Benefits of Cascade Thinking--1

- Creates and documents useful “Cascade” conversations
- Quickly gives a much broader horizon of implications
- Engages wide range of views and creates access for everyone’s ideas
- Reduces uncertainty at all levels