

PREVIEW GUIDE



Tactics of Innovation with Joel Barker

How to make it easier for people to accept new ideas.

INSIGHT AND APPLICATION IDEAS FOR THE TRAINER

Tactics of Innovation Preview Guide

Getting the Most Out of Your Preview

Thank you for previewing **Tactics of Innovation** by Joel Barker.

We know you're busy and don't always have the time to read through every leader's guide and participant workbook sent your way. Therefore, we have summarized the key information in this preview guide. This will allow you to make the best purchasing decision for your organization.

In this preview guide, you will find a quick overview of the key concepts from the film, along with sample sections from the leader's guide and workbook.

If after viewing the program, you would like to see a copy of the complete support materials, please call Star Thrower at 1-800-242-3220. In the meantime, you're invited to keep this preview guide even after you return the preview film.

Welcome to **Tactics of Innovation**

Thank you for your interest in **Tactics of Innovation**. Our goal is to present an approach that individuals or groups can use to increase acceptance of a new idea or product. The program draws on the work of Professor James Bright, now retired, and my own applications of Professor Bright's research. Together, we have studied this issue for more than 60 years.

New ideas and innovations generate one of the great ironies of life: while we all benefit from change (not many of us would want to live without such conveniences as the telephone or microwave oven), we also resist it. We resist change for some very logical reasons (some emotional, some cultural and some intellectual). The fundamental reason we resist change is that it upsets the careful balance between new and old that we work so hard to achieve in our jobs, at our homes, and in our communities.

This resistance, however logical, can be overcome. The **Tactics of Innovation** offers a powerful pathway that anyone can use to do this. By applying these guidelines to your situation—whether it is introducing a new structure in your organization, a new candidate for city council, or a lifesaving invention—you can remove the barriers between your ideas and potential users, and increase the likelihood of acceptance.

As always, I wish you the best for your future,

A handwritten signature in black ink, appearing to read 'J. Barker', with a long, sweeping underline.

Joel Barker

About Joel Barker

Joel Barker is an independent scholar and futurist. Because he was the first person to popularize the concept of paradigm shifts, he is known around the world as the “Paradigm Man.”

He began his work in 1975 and pioneered the concept of paradigm shifts to explain profound change and the importance of vision to drive change within organizations. The prestigious *Library Journal* listed his book, *Future Edge*, published in 1992, as one of the most influential business books of that year.

Most of us know Joel Barker from his extraordinary videos about the future. They have been translated into 14 languages and have been #1 international best sellers for over a decade. Additionally, Joel Barker has worked with various organizations all over the world, as well as with nations including Singapore, Venezuela, Canada, and Peru.

His honors include an honorary Doctorate in Visionary Leadership from St. Mary's University in Minnesota in 1999; the Excellence in Education Award from the International Education Association, Pi Lambda Theta in 1993; and the Doris Carpenter Education Award in 1997, from the City of Chattanooga for his part in supporting educational innovation.

Joel Barker Training Films:

- The New Business of Paradigms®
- Wealth, Innovation and Diversity®
- Leadershift®
- Tactics of Innovation®
- Paradigm Mastery Series®

About James Bright

Professor James Bright was the first Professor of Technology Management in the U.S. While many instructors taught appointed courses on managing research and development, he was among the first to examine the link between technology and business, and to develop courses that would help top executives understand the special management problems of technological innovation. Jim has studied these issues for more than thirty-five years.

From 1959 to 1969, Jim was a full Professor at Harvard Business School. In 1969, he joined the University of Texas at Austin as Professor of Technology Management, where he remained until 1975. After retirement, Jim accepted a special appointment as the Presidential Professor at Colorado School of Mines during the 1983-1984 school year. He was charged with introducing engineering students to a new way of thinking about the technological future.

Professor Bright's consulting, lecturing, and seminar assignments have taken him to more than 20 countries and several hundred major firms and universities in Europe and South America, as well as Japan, Australia, and South Africa. He has had many members of the U.S. Departments of Defense, Energy, Transportation, and Commerce and their Canadian counterparts attend his short courses, along with delegates from many leading technology firms.

He is a retired brigadier general, AUS. He earned an M.S. from Columbia University, and a B.S. from Lehigh University. Both degrees are in industrial engineering.

Materials Included With Tactics of Innovation

Star Thrower Distribution designs programs as a complete training system. A successful training course is one that inspires the participant to remember content and apply the lessons learned. We have carefully crafted this program to accomplish each of these tasks.

Tactics of Innovation—VHS

We believe that a training film should both entertain and inform. First the program must inspire the viewer to see the topic's importance. Then the program must provide information that causes the viewer to take action. The video is closed-captioned and is also available in the PAL format.

Tactics of Innovation—LEADER'S GUIDE

Our goal is to develop a guide that makes the materials easy to use and flexible enough for all training levels. This guide respects the uniqueness of each facilitator, as you can customize the questions and activities for your organization. It is designed to provide you with the information needed to determine what the participants remember about the program. The leader's guide also helps you check for participants' understanding of the concepts. And finally, the questions and activities encourage participants to start thinking about how these ideas relate to their own work and lives.

Tactics of Innovation—WORKBOOK

The participant workbook was created to assist in individual learning. It works in correlation to the leader's guide but does not assume a facilitator is involved. It was designed to give individuals the opportunity to study at their own pace. These workbooks are excellent for organizations that utilize large group training and do not have a lot of time for discussion or activities. The workbooks allow participants to study the materials independently.

Tactics of Innovation—POCKET REMINDER CARDS

These small cards help group members remember the program's key concepts. Remembering the important learning points is vital to gain positive results. Commonly, trainers pass these cards out at the end of a presentation.

Tactics of Innovation—CD-ROM

Overheads and Handouts

Tools that further assist with facilitating Tactics of Innovation training.

PowerPoint Presentation

The PowerPoint Presentation on CD-ROM highlights all of the important concepts and lessons from **Tactics of Innovation**. The CD-ROM can also be used to prepare overhead transparencies. These save the trainer valuable time as they get ready to present the program.

Transcript

Also included on the CD is the direct transcript from the film. This is useful when trying to review a specific part of the film.



Tactics of Innovation
with
Joel Barker

SAMPLE PAGES

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Leader's Guide Sample Page

The Ten Tactics of Innovation

OVERHEAD

The Tactics of Innovation

PROGRAM INSIGHT

Now, we are ready to move onto the Tactics of Innovation. These are ten tactics that you can apply to the introduction of your idea to its potential users. To make it easier for you and the other viewers to remember the tactics, we've grouped them into five pairs of two.

Each tactic is presented in both a lay person's term, and in Professor Bright's more scholarly language. For example, the tactic, "Easy Out" can also be referred to as "reversibility."

THE TACTICS OF INNOVATION

Set One:

Upside , Yes (Perceived Advantage)

Downside, No (Failure Consequences)

Set Two:

Seemingly Simple (Simplicity)

Small Steps (Divisibility)

Set Three:

Clear Message (Communicability)

Compatible Fit (Compatibility)

Set Four:

Credible Messenger (Credibility)

Reliable Performance (Reliability)

Set Five:

Easy In (Relative Costliness)

Easy Out (Reversibility)

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Leader's Guide Sample Page

Tactic One—Upside, Yes (Perceived Advantage)**OVERHEAD**

Tactic One: Upside, Yes (Perceived Advantage)

FROM THE VIDEO

Joel Barker says, "From the user's point of view, can they see an advantage in your new idea over what they are already doing? Is there an upside for them if they adopt your innovation?"

EXAMPLE FROM THE VIDEO

Edison's introduction of the electric light bulb.

PROGRAM INSIGHT

In order to turn potential users into actual ones, they have to believe that your new idea will be better than what they're currently doing. Professor Bright says, "A powerful perceived advantage is the strongest motive for adoption of an innovation."

EXAMPLES

Recent innovations that have offered tremendous upside include these:

- Federal Express: The first time you could get guaranteed overnight delivery, along with the ability to track the package.
- Frequent flyer programs: You can fly for free.
- Charter schools: Offers school children choice in their education.
- Oversized driver: A golf club that improves distance.
- Viatical settlements: Allow people with terminal illnesses to obtain their life insurance proceeds before, rather than after they die. Thus, they receive the money when they most need and can benefit from it by paying for medical and living expenses.

FACILITATOR QUESTION

Let's look at three ideas from our organization: one which we took to the marketplace, one which we used internally to initiate change, and one which we are just beginning to think about. What are their advantages and for whom?

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Leader's Guide Sample Page

POSSIBLE RESPONSES:

- Save money or time.
- Improve quality of life.
- It's easier to use.
- It's more efficient.

FOLLOW-UP QUESTION:

How can we improve our ability to focus on the upside of our innovation?
Can we learn anything from the way our competitors have introduced new products?

APPLICATION:

To overcome peoples' resistance to change, we can apply these tactics to the innovation we are trying to introduce. For Tactic 1, we can take steps – while we are still in the design stage – to get more input from potential users on precisely what they are looking for. For example, we can survey (informally or formally) users to find out what is important to them, or observe them in action.

EDISON AND THE INTRODUCTION OF ELECTRIC LIGHT:

One innovation that we will follow throughout this guide is Thomas Edison's introduction of the electric illumination system. Edison shrewdly applied each of the Tactics of Innovation to his inventions, and as a result, was perhaps the most successful person in the world at introducing technical innovations. For example, in applying Tactic 1, he could identify several advantages of electric illumination over gas: it produced brighter, more precise light, and was cleaner and safer.

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Leader's Guide Sample Page

Tactic Two—Downside, No (Failure Consequences)**OVERHEAD**

Tactic Two: Downside, No (Failure Consequences)

FROM THE VIDEO

Joel Barker asks, "What are the consequences if your new idea fails? The smaller the negative consequences, the better."

EXAMPLE FROM THE VIDEO

Edison's electric light bulb compared to gas illumination.

PROGRAM INSIGHT

People hesitate to change because they are concerned about the consequences if the change doesn't work. The larger the risk of failure, or the more severe the consequences, the more people will resist change. Therefore, redesign the innovation to reduce this risk.

EXAMPLES

Pharmaceutical and medical device companies report that it can take more than a decade for a new drug or therapy to make its way through the regulatory process. Why is the process so painstakingly slow? Because the potential consequences of a treatment that doesn't work correctly are so serious: injury or even loss of life.

FACILITATOR QUESTION

How well has your organization or group done with identifying the downside of new ideas? Can you give an example?

Possible Responses:

- Not very well. We brush potential problems aside.
- We don't think of potential problems until users bring them to our attention.
- We do our best, but sometimes we encounter surprises once the idea or innovation is put into action.

FOLLOW-UP QUESTION:

How can we improve our ability to identify and address the downside to new ideas? Can we learn anything from the way our competitors handle this?

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Leader's Guide Sample Page

APPLICATION:

To overcome peoples' resistance to change, we can apply these tactics to the innovation we are trying to introduce. For Tactic 2, we can work with potential users to identify the possible negative consequences of an innovation. With this information, we can determine how to reduce the chances of failure or make the consequences less severe.

EDISON AND THE INTRODUCTION OF ELECTRIC LIGHT:

The potential downside, should the electric light not work: the room went dark. And that's just an inconvenience but usually not costly or life threatening like the failure of a gaslight might be.

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Leader's Guide Sample Page

If you haven't met the first two points, don't go any further.

OVERHEAD

If you haven't met the first two points, don't go any further.

FROM THE VIDEO

Joel Barker says, "These first two rules are the most important: your user must see a clear advantage on the upside of your idea, and small failure consequence on the downside."

PROGRAM INSIGHT

It makes no sense to go further, if you haven't met the first two tactics, because you haven't given the user a reason to change. If the potential user won't benefit from the innovation, or if adopting the innovation means accepting substantial risk, you have to stop and ask, "Why am I trying to get this idea accepted?"

It's important to point out that while these two tactics may appear obvious, many innovations proposed by intelligent, well-meaning people fail to meet them. For example, when the Susan B. Anthony dollar coin was introduced, did it give people a clear advantage? Not really – paper bills worked fine, even in a lot of vending machines. Was there a downside? On a practical level, the coin had a significant drawback: it was easily confused with other coins.

FACILITATOR QUESTION:

How confidently can we say that our new idea or innovation meets the first two tactics of Upside, Yes and Downside, No? It may be helpful to rank the idea on a scale of zero to four.

Doesn't Meet Minimally Meets Somewhat Meets Mostly Meets Completely Meets

0	1	2	3	4

POSSIBLE RESPONSES:

- We don't meet any of the tactics.
- We meet one of the tactics, but need to improve on others.
- We meet the tactics and can move ahead.

Tactics of Innovation

Workbook Sample Pages

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Tactic Three—Seemingly Simple (Simplicity)

People are more likely to accept new ideas or innovations that are easy to use and operate, rather than ones that appear complicated or difficult to learn. That's because people would rather not take the chance that they will fail in their efforts to master the new idea. When an idea seems complex, people's fear of failure increases, and they're less inclined to give it a try.

List some other innovations that appear simple from the user's point of view, yet are very complex from the innovator's perspective.

(Example: the Macintosh computer and four-wheel drive in cars)

1. _____
2. _____
3. _____

If your idea doesn't appear simple to the user, achieving acceptance becomes more difficult.

EXAMPLE

Professor Bright: When Xerox first introduced the copy machine in the early 1950s, users had to follow three steps: place the paper under a light to sensitize it, put the paper in a tray with toner, and then move the paper to a third machine, which fused the toner to the paper. Even though it was only three steps, users found it too complicated. It wasn't until a more complex machine was developed, which automated the process of making copies, that the invention became successful.

List two innovations that do not appear to follow the tactic of Seemingly Simple/Simplicity: (Example: in some cases, assembling a do-it-yourself bookcase or computer hutch.)

1. _____
2. _____

EDISON AND THE INTRODUCTION OF ELECTRIC LIGHT

To obtain electric illumination, Edison told the user that all he or she had to do was flip a switch. By letting homeowners feel that they just needed to flip a switch to get electricity, Edison boosted their comfort level – and the adoption of electric illumination.

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Workbook Sample Page

The next step is to apply the tactic to the innovation you currently are working on.

Describe your innovation:

List three ways that you have made your innovation simple for the user:

1. _____
2. _____
3. _____

Review your list, how well does it appear that the innovation meets the tactic Seemingly Simple (Simplicity)?

Doesn't Meet Minimally Meets Somewhat Meets Mostly Meets Completely Meets

0	1	2	3	4

How can you make your idea seem more simple? Can you learn anything from ideas that you have introduced before, or from methods that your competitors have used to introduce new ideas?

1. _____
2. _____
3. _____

What action steps do you recommend?

1. _____
2. _____
3. _____

«Notes»

Workbook Sample Page

Tactic Four—Small Steps (Divisibility)

Introducing an idea in increments makes it easier for people to accept it because they don't have to commit to a large change all at once. Instead, potential adopters can get used to the idea gradually.

In addition, the risk is smaller when a change can be made one step at a time. Just think of a one-week trial membership at a health club – the club is hoping to win your business in small steps.

List several other products or services that apply the tactic of Small Steps (Divisibility): (Example: free checking accounts for students, or an ice cream shop that gives free samples.)

1. _____
2. _____
3. _____

Whether the size of the change is real or perceived, people resist making big changes even more than small ones. List several reasons for this:

1. _____
2. _____
3. _____

People fear the unknown, and a big change means more unknowns than little changes. In addition, the chances of failure increase with a big change, as do the amount of work and commitment needed.

EDISON AND THE INTRODUCTION OF ELECTRIC LIGHT

Edison invited people to start with just one light bulb. Edison was confident that by getting homeowners to start with a single bulb, they would soon be requesting electric light for the rest of their house.

«Notes»

Workbook Sample Page

The next step is to apply the tactic to the innovation you currently are working on.

Describe your innovation:

List the ways you have made it easy for the user to try out the innovation in small steps: (Example: offering a free trial period or a trial size.)

1. _____
2. _____
3. _____

Reviewing your list, how well does it appear that the innovation meets the tactic Small Steps (Divisibility)?

Doesn't Meet Minimally Meets Somewhat Meets Mostly Meets Completely Meets

0	1	2	3	4

How can you improve the innovation to better meet the tactic Small Steps (Divisibility)?

1. _____
2. _____
3. _____

What action steps do you recommend?

1. _____
2. _____
3. _____

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