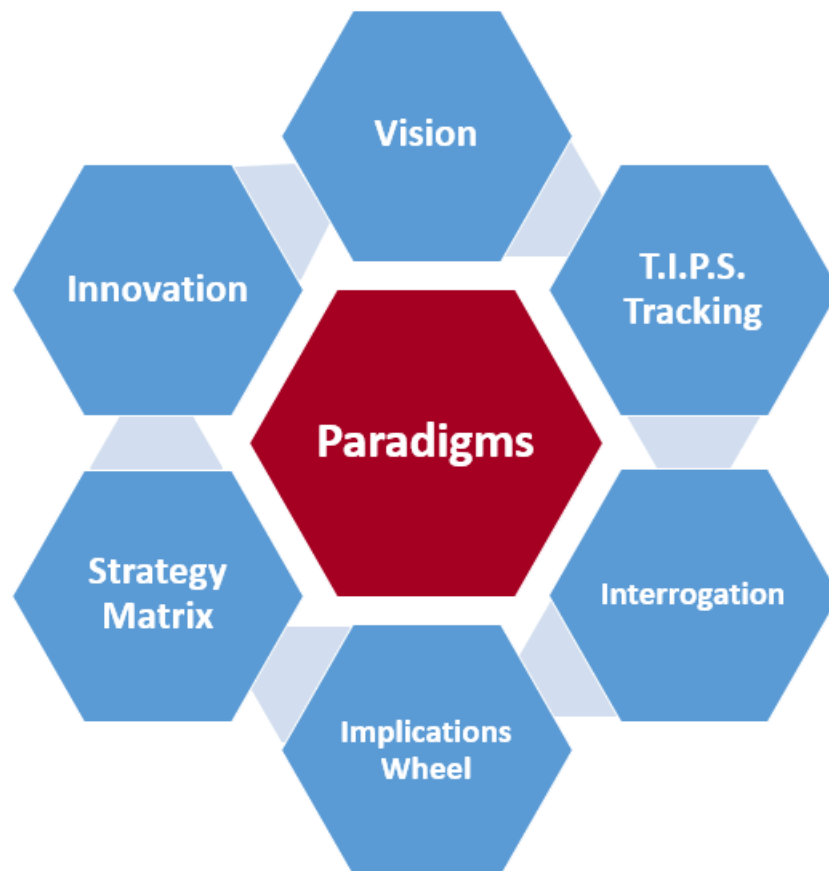


## Overview of the Guidebook

### Chapter III -- Paradigms

A review of the critical paradigm principles and how they influence your understanding of the world around you. While I popularized this concept in the last quarter of the 20<sup>th</sup> century, it is still essential to understand paradigms and paradigm shifts. You cannot explore the future without understanding paradigms and paradigm shifts. This is the **influence understanding** concept. It is also a **divergent thinking** concept.

The concept of paradigms is the core of all strategic exploration tools. While each was developed to explore from different perspectives and for different purposes, they all interact around the fundamental ideas of paradigms and paradigm shifts.



## Chapter IV -- **T.I.P.S. Tracking**

T.I.P.S. Tracking is a process for monitoring the environment. It is a system that creates a low-effort, high involvement, easy-to-do individually or with a T.I.P.S. Team. An individual or team looks for Trends, Innovations, Paradigm Shifts (T.I.P.S.), and other indicators important to you individually or to your organization. The process is easy to set up and provides ongoing intelligence about the future of your leadership team. This supports both **convergent and divergent thinking**.

## Chapter V-- **Interrogation**

We have identified “interrogation” as a universal concept applicable to each Strategic Exploration Tool. It is a very formal part of the T.I.P.S. Tracking process. Trends are the most obvious way of exploring the future, but too often, the challenging questions are not asked of emerging trends. This chapter gives you a set of questions and examples of applying them to uncover a larger set of useful trend information. The skills of interrogation can also be applied to innovations, paradigm shifts, and to many changes/issues. This is a **convergent thinking** tool.

## Chapter VI -- **The Strategy Matrix**

The Strategy Matrix is a powerful tool for exploring and assessing the impact of environmental elements like emerging trends, innovations, new policies, and significant events on the future of your organization. It is also a powerful prioritizing tool, and it can be applied at all levels of an organization to create a common communications structure for strategic thinking. This is a **convergent thinking** tool.

## Chapter VII --**The Implications Wheel®**

The most revolutionary of all my tools, the Implications Wheel® helps you identify and map the long-term positive and negative implications of emerging trends, innovations, policy changes (both internal and external), competitors’ innovations, mergers and acquisitions, strategic objectives, and significant events. And that is the shortlist. It is designed to work with small teams. You can interrogate the I-Wheel and ask questions such as: *what are the most significant*

*and most likely implications? Which implications have the most likely negative impact on our sales department? Where do we need to focus our energies to make sure a significant positive implication occurs?* The Implications Wheel is a powerful **divergent thinking** tool and **mapping** tool.

## Chapter VIII -- **The Power of Vision**

Having a positive vision of the future is a very powerful lever. It is a special way of exploring the future. This chapter reviews some of the critical literature on the topic and shares examples of scenarios that reflect visionary thinking. It describes how to set up a “**Vision Album**” workshop. Visioning can be used both **convergently and divergently**, depending on what you want to achieve.

## Chapter IX -- **Innovation at the Verge**

This is a concept chapter that leads to a workshop that can be run both internally and externally. Verge innovations are a special kind of innovation that is discovered in a random way. This chapter lays out what it is, where you find it, and six lessons about verge innovations. It concludes with a specific set of instructions for how to run a verge workshop. This is a concept that supports **divergent thinking**.

This chapter includes a description of a **Trial Balloon Day**: How can an organization create a simple structure for inviting innovation from its people? The Trial Balloon Day is just such a structure, and it comes with guidelines on how to set it up and run it. It supports **divergent thinking**.

## Chapter X -- **Tactics of Innovation**

Innovation is the successful introduction of a new idea to the marketplace. In this chapter, important concepts about innovation are discussed. Most importantly, it offers ten rules for introducing new ideas to people who don't want them.

## Chapter XI -- **The Challenge of Leadership**

A discussion about how these tools fit together and what happens when you get really good at exploring the future.