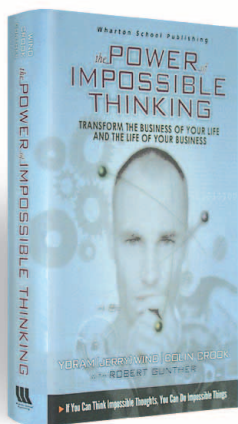


SOUNDVIEW
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**Transform the Business of Your Life
 And the Life of Your Business**

THE POWER OF IMPOSSIBLE THINKING

By Yoram (Jerry) Wind
 and Colin Crook
 with Robert Gunther

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THE SUMMARY IN BRIEF

To change your world, you first have to change your own thinking. The ability to see the world differently can create significant opportunities, as companies such as Southwest Airlines, FedEx, Charles Schwab and others have demonstrated. But even successful models can ultimately become a prison if they limit your ability to make sense of a changing world, in the way that major airlines failed to fully recognize the threat of upstarts such as Ryanair or that music companies failed to see the opportunities and threats of music file sharing. From driving organizational growth to improving personal health and fitness to fighting international terrorism, your mental models shape your responses in every area of your life. The Power of Impossible Thinking provides a systematic process to help you understand the importance of mental models, assess whether your models are relevant, what kinds of models are needed, and how to act upon these models more effectively. This approach is applicable to diverse issues in personal life such as dieting or dating, business decisions such as outsourcing or growth, and societal issues such as battling terrorism or treating diseases.

What You'll Learn In This Summary

- ✓ **How to change the way you think.** Changing your mental models can open new opportunities and offer a lever for transforming your organization or your life.
- ✓ **How to keep your mental models relevant.** You need to know when to shift models, create a portfolio of models (both old and new) rather than leading one-way revolutions, and discover new models.
- ✓ **How to transform your world.** To transform the world, you need to overcome the inhibitors to change.
- ✓ **How to act quickly and effectively.** Mental models need to be acted upon. They can be accessed quickly through the effective use of informed intuition.

THE POWER OF IMPOSSIBLE THINKING

by Yoram (Jerry) Wind and Colin Crook with Robert Gunther

— THE COMPLETE SUMMARY

Mental Models Shape Your World

It's almost midnight.

You are walking down a dark city street toward your car parked several blocks away, when you hear footsteps behind you. You don't turn around, but you quicken your pace. You remember a news story from a few weeks ago about a robbery at knife point in the neighborhood. Your pace quickens. But the footsteps behind you are also moving very quickly.

The person is catching up to you.

At the end of the block, under the street lamp, the steps are immediately behind you. You turn suddenly. You recognize the familiar face of one of your colleagues, heading to the same parking lot. With a sigh of relief, you say hello, and you and he continue on your way together.

Recognition

What just happened?

The reality of the situation didn't change at all, but the instant you recognized the face of your colleague, the world in your mind was transformed. The image of the pursuing attacker was transformed into that of a friend. How could so little have changed in the situation, yet so much have changed in the way you viewed it?

First of all, you had created a complete picture of what was happening based on a tiny bit of information — the sound of footsteps behind you at night. From this mere suggestion, you drew upon memories of news stories of crimes, together with your personal fears and experiences, to conjure up an image of a potential attacker. You changed your actions based on this assessment of the situation, walking faster to escape an assailant. This could be a great survival instinct, but in this case, you were fleeing an assailant who did not exist.

A Little More Information

Then, just as quickly, in the flash of the street lamp, you gained a little more information — and the entire picture shifted. In a split second, you recognized the face of a colleague — again based on the vaguest hints. You

didn't take time to stare or think deeply about it. There might have been other possibilities in the situation. Could the person have been an assailant wearing a mask to look like your colleague? Could your colleague be an assailant? These possibilities were so remote that you didn't consider them, and by the time you thought through them, you might be dead. You saw the face, and the footsteps quickly switched categories from "foe" to "friend." Only a small part of this drama happened on the sidewalk. Most of it was created within your own mind.

Transformation Initiatives

Working on transformation initiatives with leaders of major global corporations, we have recognized a simple lesson with profound implications: To change your world, you first have to change your own thinking.

Neuroscience research shows that your mind discards the majority of the sensory stimuli you receive. Studies by neuroscience pioneer Walter Freeman, for example, have shown that the neural activity from sensory stimuli disappears in the brain's cortex. It disappears. We use these stimuli to evoke an internal model that we then accept as reality. There are obvious advantages to not having to process every bit of sensory data that floods over us, but there are also obvious disadvantages to ignoring a good part of the world. We are, in effect, seeing magic tricks every day but accepting them as reality. What you see is what you think.

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Mental Models Shape Your World

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But surely, you might believe, the human mind is not so malleable.

Are you saying we all have lost touch with reality?
We know what we see, right?

Bugs Bunny in Disneyland

Well, why don't we ask the folks who saw Bugs Bunny in Disneyland?

The "wascally wabbit" from Warner Brothers would be turned into stew if he actually showed up to cavort with Mickey Mouse and Donald Duck in the theme park of rival entertainment company Disney. Yet when test subjects were shown mocked-up images of Bugs Bunny shaking hands with tourists in Disneyland, some 40 percent subsequently recalled a personal experience of meeting Bugs Bunny in Disneyland.

They "remembered" a meeting that was, in fact, impossible. It turns out that many of us are not much more astute at avoiding the rabbit's tricks than his befuddled archrival Elmer Fudd. How often in your daily life do you find yourself shaking hands with Bugs Bunny in Disneyland?

An 800-Pound Gorilla

OK, you might answer, so we might be fooled by some sleight of hand in a theme park, but we certainly won't miss the signals that are truly important in our environment.

How about overlooking a gorilla?

Researchers asked subjects to count the number of times ballplayers with white shirts pitched a ball back and forth in a video. Most subjects did a good job at the task. They counted the 14 passes between the players with white shirts, but they failed the real test. They were so thoroughly engaged in watching white shirts that they failed to notice a black gorilla that wandered across the scene. The gorilla even paused in the middle to beat his chest. It was right there in the middle of the action. But they had their noses so buried in their work that they didn't even see the gorilla. Has this ever happened to you?

What gorillas are moving through your field of vision while you are so hard at work that you fail to see them? Will some of these 800-pound gorillas ultimately disrupt your game?

See the Impossible

What you see is what you think.

Just as we can believe we see the "impossible" — such as Bugs Bunny in Disneyland — or fail to see a gorilla striding across our field of vision, our mental models shape the opportunities and threats that we can see in our lives. ■

A Process for Impossible Thinking

Mental models shape every aspect of our lives. Are you stuck in your career? Is your organization stalled in its growth? A mental model may be holding you back. A new model might open opportunities for progress. Are you lagging behind your competitors in innovation? It may be that your models are constraining your creativity. Are you overwhelmed by information?

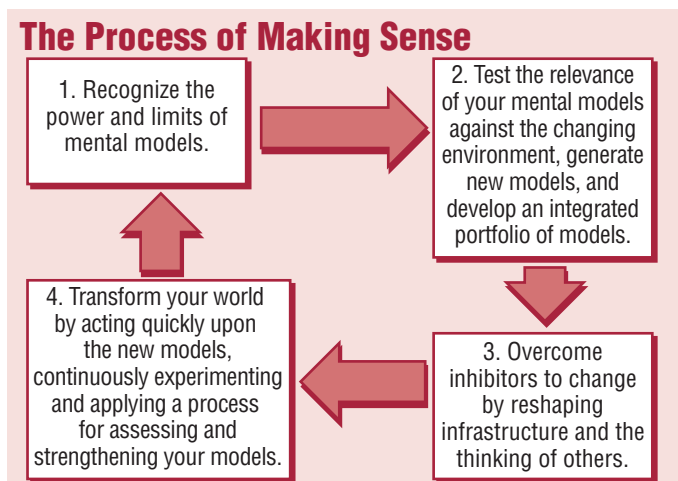
Perhaps the models you are using are not up to the challenge of making sense in our information-rich world. In your personal life, are you trying unsuccessfully to lose weight, increase exercise or improve your health? The mental models you use to understand these activities will have a dramatic impact on the outcomes you achieve and the quality of your life. Are your personal relationships strained? Your mental models, and those of others, could be at the root. And if you want to change society or the broader world, you need to begin by looking at the mental models that shape your world and challenging them.

The Process of Making Sense

Our mental models play an important role in limiting or expanding our opportunities. There is a four-step process for assessing and changing these models, and then using this shift in mind-set to transform the world (see the chart below). These steps are:

- 1. Recognize the power and limits of mental models.** To take advantage of mental models, you have to know how they shape your possibilities. How do they limit your ability to see opportunities and threats?
- 2. Test the relevance of your mental models against the changing environment, generate new models, and develop an integrated portfolio of models.** As the world changes, do your models still fit? If so, how do you find new models and put together a portfolio of

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A Process for Impossible Thinking

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models to meet future challenges?

3. Overcome inhibitors to change by reshaping infrastructure and the thinking of others. Your entire world is organized around your current models, and people around you may be much slower to change. To introduce a new order, you need to change the structures of the old world and the thinking of others.

4. Transform your world by acting quickly upon the new models, continuously experimenting and applying a process for continuing to assess and strengthen your models. You need to continuously examine your models to keep them fresh and relevant, and apply your insights quickly and effectively, using informed intuition.

Knowing how this process works will help you challenge the way you view the world and the way you act. This idea may seem quite simple and self-evident, and it is. But if you truly consider the implications, it is a powerful idea. This transformation of thinking is where all the transformations of our personal lives, our organizations and our society begin. That's the power of impossible thinking. ■

For Additional Information on making sense from nonsense, go to: <http://my.summary.com>

Step 1: Recognize the Power And Limits of Mental Models

To transform yourself, your organization and society, you need to understand and change your mental models. How do you do this?

Understand how models shape your world. Recognize that the world you see is only partially determined by the information flowing in through your senses. Understand the importance of models and recognize the ways they shape your understanding of the world. Half the battle is to explicitly understand your own mental models and to recognize how they shape your thinking.

Until 1954, running the four-minute mile was something considered beyond comprehension and so beyond human achievement. Then, Roger Bannister broke this barrier that year on an Oxford track. Within three years, 16 other runners had also shattered this record. Was there some breakthrough in human evolution? No. The equipment was the same. What changed were the mind-sets of the runners about what was possible. What are the four-minute miles in your own life that are limiting your own thinking? In business, for example, there have been many shifts in thinking in recent years. Inventory

was seen as an asset, but with just-in-time manufacturing, it has become a liability. People were seen as an expense, but now are seen as an asset in an age of knowledge workers. What are the models in your own life that are now out of sync with the times?

Levers for Transforming

Recognize how models limit or expand your scope of actions. Like the model of a “flat earth” held by early mariners, your mental models limit your vision and your course of action. Changing your mental models can open new opportunities and offer a lever for transforming your organization or your life.

Southwest Airlines built a thriving model by creating a no-frills, point-to-point service to challenge the prevailing hub-and-spoke model. Palm's Pilot overcame the technological limitations that doomed most previous generations of personal digital assistants (PDAs) by recognizing that users could be taught a simplified language easier than teaching a machine to read diverse handwriting styles.

On the other hand, the music industry found itself trapped in outdated models, protecting its old model of safeguarding intellectual property and selling songs on CDs. Apple's iTunes changed the mind-set, offering downloads of individual 99-cent tunes that could be burned or copied onto listening devices. New models are not always accepted, as was shown with Segway's scooter, a revolutionary way to travel, that had slower-than-expected adoption and ran into opposition from local authorities. ■

Step 2: Keep Your Mental Models Relevant

Are your models still relevant? Are you, like old generals, still fighting the “last war”? In a changing world, you need to make sure you have the right mental models for the current environment. How do you do this?

Know when to shift horses. You need to navigate through twin perils, either failing to recognize an important new model or else leaping to a new model too soon and too enthusiastically. You need to be able to gauge when to make the leap and then perform experiments to gradually ease your way into a new model.

U.K.-based GEC transformed itself from a stodgy but very profitable company with businesses in power, defense and electronics, into a high-tech firm renamed Marconi, which was designed to grab onto the rapidly rising star of telecommunications. But the telecom revolution in Europe fizzled and the company lost virtually all its value. To know when to shift horses, we need to

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Step 2: Keep Your Mental Models Relevant

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pay attention to “just noticeable differences,” avoid cognitive lock, and create an early warning system. We also need to be alert to being swept up in passing fads. Finally, by using experimentation, we can avoid making a “leap in the dark.”

Two-Way Paradigm Shifts

Recognize that paradigm shifts are a two-way street. When new models emerge, old ones are not always toppled like statues of the old order. This is why you still have fountain pens, writing paper and a telephone next to your computer. The shifts that appear to be one-way streets to a new world order can turn out to be two-way streets. By developing a portfolio of models, you can select those that work best for a given situation. For example, in Afghanistan, the high-tech and mechanized U.S. military turned to soldiers on horseback to guide its missiles.

By creating portfolios of models, you can draw upon the best model for a specific situation. For example, you might use a fountain pen for a personal note but e-mail when speed and efficiency are more important than personal connection. We need to avoid seeing the arrival of a new model as an irrevocable revolution that blinds us to the value of the old model. By creating a toolbox of models, we can better address the specific challenges we face.

A New Way of Seeing

Find new models by seeing a new way of seeing. When open-source pioneer Richard Stallman spoke to IBM researchers in the 1990s, he seemed like he dropped in from another planet. But by listening to this outrageous idea, IBM was able to find a way to create a powerful new business model around open-source software (using free open-source programs as the basic platform on which to construct more advanced software and services). While the idea of giving away open-source software seemed crazy when it was first proposed to IBM researchers, it became the core of IBM’s strategy in supporting Linux.

To adopt new mental models, you need to be able to see them in the first place. This is more difficult than it appears, because your current models limit your ability to see new ways of seeing. These new ways of seeing can come from listening to radicals such as Stallman and really considering the value of their ideas. New models can also come from journeys of discovery such as Darwin’s voyage on *The Beagle* that led to his theory of evolution. These new ways of seeing can be encouraged by looking across disciplines, questioning routines, and recognizing barriers. We also can practice for the

unexpected, as pilots do when they train in flight simulators at “flying upside down.” Destroying the old model and creating a new one from scratch (idealized design), taking a devil’s advocate position, and envi-

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Zooming In and Zooming Out

The process of *zooming in* involves focusing on the details of the situation. Several approaches facilitate this process of focusing on detail without being completely overwhelmed by it. These include:

- **Engage in Rigorous Analysis.** Mark Twain tells the story of a cat who sits on a hot stove and wisely learns not to sit on a hot stove again. But the cat also avoids the cold stove as well. Be careful not to overreact to small pieces of information that might alarm you. Engage in rigorous analysis to explore the risks and rewards of different approaches. Pay particular attention to the outliers and inconsistencies.

- **Categorizing and Prioritizing.** Having a framework for new information makes it easier to focus on details without becoming overwhelmed. Categorize according to similarity, common fate (whether the items move together), continuation, and surroundedness (whether items can be seen as a closed form and whether they stand out together against a background).

- **Avoid Being Paralyzed by Too Broad a Context.** Watch out for too broad a focus that overwhelms you and leads to inaction.

The process of *zooming out* lets you look at the bigger picture. To approach this process, you must:

- **Recognize the Limits of Your Field of Vision.** Look for disconfirming evidence. Step back and consciously enlarge your field of vision.

- **Avoid Cognitive Fixation.** A pair of young lovers staring into one another’s eyes across a romantic dinner, for example, will be in grave danger in their self-absorption if they fail to notice that the building is on fire. Pull back and take a larger view, or something might suddenly enter your field of vision that you wish you had recognized earlier.

- **Appreciate the Context.** What is the context of the current decision you are making? What assumptions have you made about the context, and how do these need to be changed?

- **Step Out of the Stream.** It is impossible to swim forever without taking a rest. Step out of the information stream periodically and create space for reflection.

- **Use Multiple Approaches.** Develop multiple sources of information and use different analytical methods to validate your information.

- **Collaborate With Others.** Through collaboration technology, individuals can now contemplate making sense of specific things and sharing this with others.

Step 2: Keep Your Mental Models Relevant

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sioning multiple futures through scenarios are also ways to see a new way of seeing.

Zoom In and Out

Zoom in and out to make sense from complexity. In an information-rich environment, it is easy to be overwhelmed by complexity. By cultivating a habit of zooming in and out, focusing on details, and then pulling back to see the big picture, you can make better sense of what is going on. You can focus on both the content and the context.

A model from computer programming has demonstrated the power of keeping an eye on both the detailed content and the broader context. In Extreme Programming (XP), teams of programmers work on a project that would typically have been assigned to one

person. One programmer is zoomed in working on the details, while the other, a navigator, is zoomed out, making sure the program addresses the user's true needs. Although this seems inefficient, it produces better software more quickly.

An Experimental Approach

Engage in experiments. By taking an experimental approach to life, you can efficiently and continuously learn and develop new models to make sense of the world. Treating your models as hypotheses rather than reality can help you test their strengths and weaknesses and find the best models for your situation. These experiments can be planned experiments, natural experiments that occur in the course of life, and adaptive experiments where each experiment creates the hypothesis for the next one.

Among the ways we can engage in experimentation are the design of adaptive experiments, the conduct of post-mortems, simulations, and the study of natural experiments. For example, the U.S. Army created an online video game that sent players out on virtual missions, which was originally designed as a recruiting tool. But after players had made 100 million sorties, the Army realized that the system could offer insights on military strategies by testing creative approaches and offering direct feedback on which ones were successful. It became a kind of large-scale natural experiment that would not have been possible out in the field where real lives were at stake. ■

Starbucks: Finding Venti Growth In a Demitasse Market

When Howard Schultz joined Starbucks in 1981, the market for coffee was in decline. It was a commodity industry with fierce price competition. The local economy in Seattle was suffering from job cuts at Boeing, the city's largest employer. It seemed like the worst possible place and time to start an upscale coffee business. But Schultz saw something different: the opportunity to create a chain of European-style cafes in the United States. It was such a radical idea that his own partners in the business didn't embrace the idea, so he left to start his own business, then acquired Starbucks and its name.

Schultz created a phenomenally successful company, with more than 7,500 stores around the world and more than \$4.4 billion in profit. In the process, he created an infrastructure to support this business, including rethinking store designs, offering extensive training and benefits to employees, and creating a global supply of coffee and even a new language (teaching customers to say "tall," "grande" and "venti"). Along the way, the company challenged many of its key assumptions about the business. They changed their original policy of not selling drinks with milk, created the very successful frappuccino, and set aside a firm policy of not franchising to open the way to global growth. They also added related merchandise and wireless Internet service.

As Schultz writes in his autobiography, *Pour Your Heart Into It*, success in life is "seeing what other people don't see, and pursuing that vision no matter who tells you not to."

Step 3: Overcome Inhibitors to Change

Your own mind is not the only one that matters. In the process of managing and developing a relevant mental-models portfolio, you will inevitably encounter obstacles to actually changing them. How do you overcome them to implement a new model?

Dismantle the old order. Like the smoker who has developed breaks and routines around the habit, or the missile silos of the Cold War, changing a mental model also requires dismantling the habits and infrastructure of investments that support it. These aspects of the old order need to be recognized and dismantled to make way for the new.

You can apply a variety of strategies to accomplish this, including using dashboards to change metrics and make the information transparent, aligning incentives and, when possible, beating "swords into plowshares" by transforming the infrastructure of the old order into a new one.

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Step 3: Overcome Inhibitors to Change

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Small Victories

Hard analysis and measurement, and small victories, can often drive this process of change. For example, in the crusade by Mayor Rudolph Giuliani and Police Commissioner William Bratton against New York City crime, they changed measurement and reporting, creating a dashboard to track key metrics in real time and holding people accountable for results. Metrics were reviewed in a weekly forum to share information and experiences. They also created a zero-tolerance policy for petty crimes that had been overlooked, and focused on prevention, which changed public attitudes toward crime and built momentum for other changes. The crime rate in the city fell six times faster than the national average from 1993 to 1994.

Common Ground

Find common ground to bridge adaptive disconnects. The people around you don't change their mental models at the same rate as you. We can see adaptive disconnects between the developed and developing world, or between finance and marketing in organizations. You need to recognize these gaps and use strategies such as interpreters to bridge these adaptive disconnects.

Among the ways to avoid disconnects in your own thinking are keeping an open mind by compartmentalizing, drawing on a portfolio of models, paying attention to what other people are saying about you, and avoiding rigid positions or fundamentalism. Among the ways to bridge the gaps with others who have different mental models are creating a dialogue, focusing on utility to move away from dogma, changing the culture, and precipitating a crisis to galvanize the group to action. Companies can also look for "boundary spanners" who understand both models and can create a link between the groups. ■

Step 4: Transform Your World

How can you quickly and effectively exploit your new mental models to transform your world?

Develop and refine your intuition. Intuition based on deep expertise and applied judiciously can be a powerful way of recognizing and accessing a new mental model. You often cannot analyze your way into a new mental model. New insights and transformation in thinking come from what Einstein described as "a feeling in your fingers." Intuition is a powerful and efficient way to access and apply your mental models, or discover new ones. You do need to ensure that your intuition is refined to reflect the current reality and recognize that it may make it harder to communicate your insights to others.

Oprah: Rethinking The Talk Show

When Oprah Winfrey went up against reigning talk show host Phil Donahue in the mid 1980s, she completely changed the formula. Instead of Donahue's detached style of a reporter, Oprah met the audience as friends, sharing her own personal life experiences. Through the power of her personality, she made the medium more intimate, launching a nearly two-decade reign as the Queen of Talk. She transformed thinking in her industry and the lives of some 23 million viewers in more than 100 countries.

She went on to challenge thinking in book publishing and literary fiction, filmmaking and philanthropy. As she said during one of her live road shows, "If you're open to the possibilities, your life gets grander, bigger, bolder!" How can you use your own life experiences to shake up the models in your industry or transform your life?

Test Intuition

While intuition can quickly access and apply models, we need to continue to test our intuition to make sure it is relevant. Intuition should be based on experience and expertise. We also need to be aware that decisions made based on "gut" may be much more difficult to communicate to others, which can slow the process of change.

Transform your actions. To be effective in recognizing and transforming your mental models, you need practice in applying new models to business, personal and societal decisions. Every decision you encounter — your own and those of others — offers an opportunity to identify models and explore ways to apply new ones. Through practice in considering and applying mental models, you can develop facility in recognizing and transforming your models, thinking and actions.

Impossible thinkers in diverse areas, such as Howard Schultz (see box on previous page), Oprah Winfrey (see box above) and Andy Grove (see box on next page), have transformed thinking in their industries and created powerful new opportunities. What untapped opportunities are right in front of you that you cannot see because of the limits of your own mental models? How could you transform these models? ■

Putting Models to Work

As an example of how to apply these insights in your own life, consider the mental models that shape your approach to health and wellness. There are Eastern models, such as acupuncture or herbal medicine, and

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Putting Models to Work

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Western ones, such as pharmaceuticals and surgery. There is a focus on treatment versus a focus on prevention and wellness. And there is a constant flow of information about different strategies for diet and health. The mental models we choose could have a direct impact on our health. How can we improve our capacity for “healthy thinking”?

We need to actively seek out and explore new models and create a portfolio of approaches to health, combining diet, exercise and vitamins, along with medical and surgical treatments if necessary. Within Western medicine itself, we need to draw upon insights from different specialties, as the Mayo Clinic does in assembling interdisciplinary teams of physicians to assess patients. We need to sift through the complexity of the constantly changing fads and studies about various foods (such as reports that French fries were carcinogenic).

By zooming in and out we can appreciate the true implications of various studies and put them in their proper context. We also need to understand our own models that shape our thinking, from our upbringing, education and experience, and conduct our own experiments to see what works in our own lives. Finally, we need to recognize the structures and habits that reinforce our old models and work to change eating and exercise

Intel: Discovering a New World Of Computing

Intel's Andy Grove reinvented the company several times throughout its history. He recognized what he called “strategic inflection points,” where a new strategy and mental model was needed. During the 1980s, Intel made the courageous decision to abandon its core business of semiconductor dynamic memory to international rivals. The company shifted its focus to personal computer chips. Although Grove was trained as an engineer, the company used the marketing innovation of “Intel Inside” branding to recognize the value of chips hidden inside the PC. These strategies helped Intel dominate the world's microcomputer industry with a market share exceeding 90 percent.

Grove has likened strategic inflections to “a mental map of the New World,” where the territory may be unknown but the need for a shift in thinking and action is recognized. He argues that these inflection points can be found in businesses outside of high technology and even in one's career, where one sees the need to change horses. Are you recognizing the strategic inflection points that require a shift in your own thinking?

patterns. Many diets address this challenge by creating social systems and mentors to support new behaviors.

Making Sense in Business

The models you adopt shape how you approach decisions not only about personal life, but also about business as well. For example, what can we learn about mental models from the dot-com bubble and its aftermath? Here are a few lessons:

- **Understand your models.** Carefully and rigorously examine the strengths and weaknesses of either the old or new models.
- **Know when to switch horses.** Don't get swept away by fads. With all the media hype about the Internet and all the investment dollars flowing in, it was hard to think rationally. Look at the potential risks and rewards of sticking with your current mental models or changing them to embrace new technologies and opportunities.
- **Recognize that paradigm shifts are a two-way street.** Look at the value of the old mental models in the new e-business world.
- **See a new way of seeing.** Look at the emerging opportunities in the online world and explore how you can tap into these developments and use them to rethink your business models and underlying mental models.
- **Sift sense from streams of complexity.** Explore the new areas of technology development and application on the horizon, and how you can discover them and recognize their potential to change mental and business models.
- **Engage in experiments.** Learn from post-mortems of natural experiments of your company and other firms in using the Internet. What new experiments can you design?
- **Bridge adaptive disconnects.** How can you bring technology leaders and business leaders together to understand the business implications of new technologies?
- **Consider the infrastructure.** Examine the investments, structures and processes of your current business to find out what makes it hard for you to embrace new technologies and new mental models.
- **Trust your intuition — but gain the experience to change it.** What does your intuition tell you about how you should use the Internet and other technologies? Decide whether you can trust your current intuition and how you can refine your intuition through new experiences.

What are the models that shape your thinking and actions in other areas of your personal life, professional life, or in addressing broader societal issues? How can you challenge these models? The world is more flexible than you might think. If you are able to change your thinking, you might find opportunities to think — and do — the impossible. ■

For Additional Information about making sense in society, go to <http://my.summary.com>