

Learn to Work Differently

Question *and* Reframe







30% OFF UNLIMITED



Badgley Mischka



Teal Sculptural Gown

\$100 rental | \$650 retail

★★★★☆ (63)

ZIP CODE

10014

SIZE

Select

FREE BACKUP SIZE

Select

SIZE & FIT

DELIVERY + RETURN DATES

4-DAY RENTAL

8-DAY RENTAL

Thu 5/3 – Sun 5/6



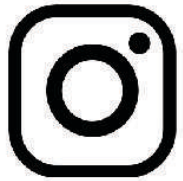
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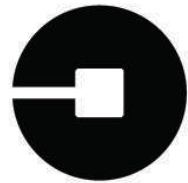
ADD TO BAG

CONSIDERATION

Significant economic value is created from questioning and reframing



\$20 Billion



\$20 Billion



\$5,000
per sq. ft.



\$18 Billion



\$1.6 Billion
acq.

We aren't well positioned to
challenge the status quo

You have an established way of seeing things

Mental Model

Internal information structure formed from past experience and available information.



Organizations are set-up to work a certain way

Conventions

Every organization is defined by assumptions, conventions and “the way things work”.

Operations

You are already operating a large organizations based on how things work.

Incentives

People are rewarded to maintain and improve the operation.

Industry conventions are strong

OPERATIONS

STRATEGY

INVESTMENT



What *shared* beliefs might
your organization have?

You can *intentionally* change
the way you see things

Question *and* Reframe

Challenge our
basic assumptions
and constraints

Shift the way we think
about the problem



Music is a product that is sold to individuals



CONSIDERATION

To begin, first identify your assumptions

Music is a consumable product

People want to own their music

The “units” are albums or songs



To begin, first identify your assumptions

Directly question the assumptions

Music is a consumable product	—————>	Does it have to be purchased?
People want to own their music	—————>	What value is associated with ownership?
The “units” are albums or songs	—————>	What if you could access music in different ways

CONSIDERATION

Challenging the status quo opens up possibilities

Does it have to be purchased?

What value is associated with ownership?

What if you could access music in different ways?

What if...

Music was accessed not owned

Instead of albums or songs,
grouped by genres

Pay for features and functionality

LOREM

A “reframe is a statement that defines the problem space in a new way

The new positioning clarifies the opportunity, and allows you to imagine new possibilities.



LOREM

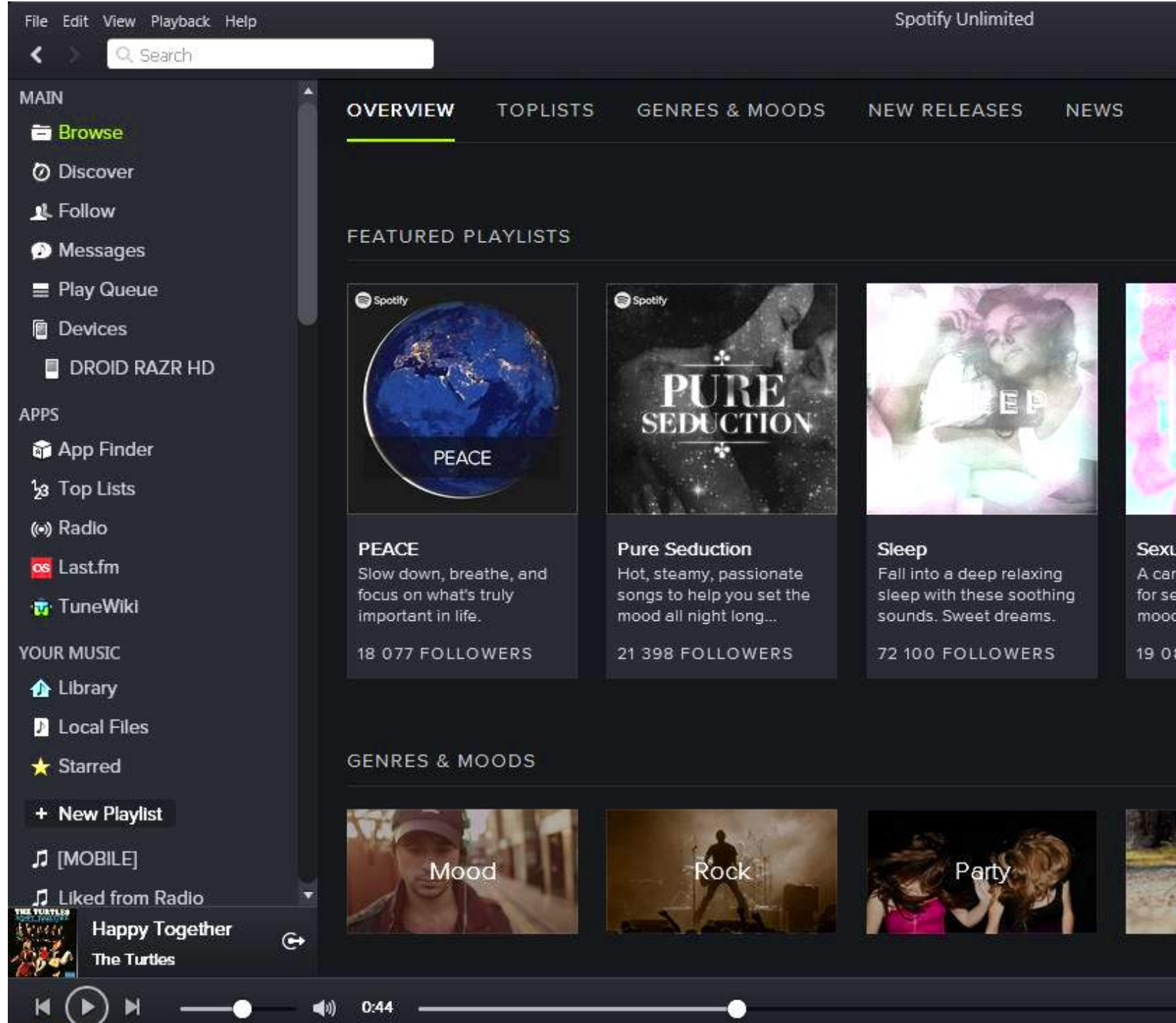
A new position

We used to think

Music was a product to be owned and managed.

Now we believe

Music should be a service, not a product.



Big reframes have lasting impacts, and open up many new opportunities

“PARADIGM SHIFT”

It's not about ownership of music, but access

↓
Subscription-based services



LOREM

Reframes can also happen at a smaller scale and impact day-to-day work

Research scope

The “customer” isn’t the purchaser but the one experiencing the product.

Daily activities

Meetings shouldn’t be about communication, but collaboration.

Environment

The most collaborative spaces—kitchens, tables—should be the primary work spaces.

TIP #1

Identify what you take for granted in order to surface your mental model

What trends do you dismiss?

What is your company's success based on?

What value do you provide customers?

What are the "truths"?

TIP #1

Develop a practice of questioning to identify new opportunities

Assumptions

Critical components

Current constraints

Long established practices

Gaps from ideal state

Question

What if this wasn't the case?

Does that have to be true?

Why is it like that...?

How else is it done?

Opportunity

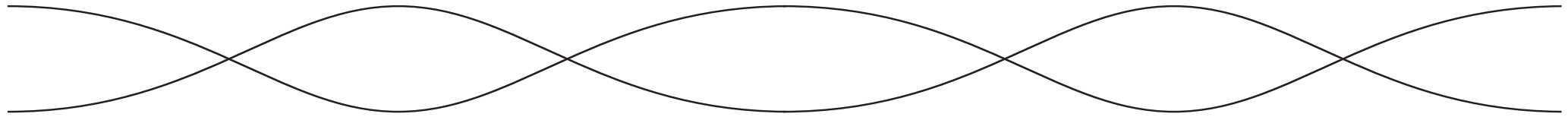
We could...

What if...

Instead of...

What else...

Question *and* Reframe anytime



Identify potential orthodoxies

Uncover commonly held beliefs in research

Create a “reframe” that explains the old thinking and new perspective

Use 3-part narrative to present opportunity spaces



ACTIVITY

Reflections for the New Year

Orthodoxy

A deeply-held and commonly-accepted custom, convention or belief.

Used in a sentence:

“That’s just how we do it”

A simple four part structure helps us identify and explore our orthodoxies or beliefs

Four-part structure

What are 10 things you would never hear_____say about_____?

What orthodoxy does this represent?

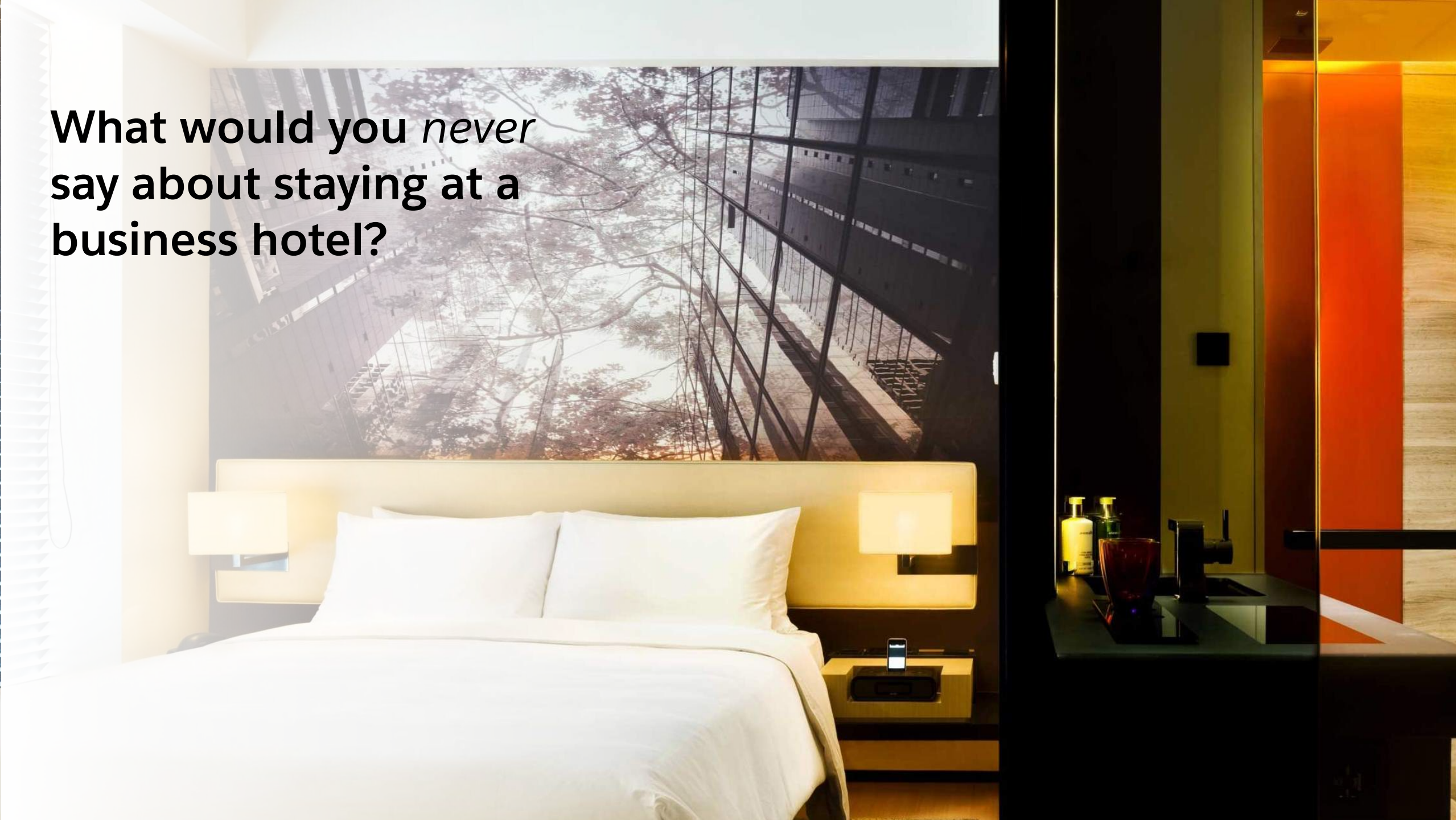
What vulnerabilities result from this?

How might we reimagine this?

What new opportunities emerge?



What would you *never* say about staying at a business hotel?



What would you never hear a business traveler say about a business hotel?

“I want to come back here for vacation.”

“Paying for Wi-Fi seems fair.”

“The mini bar was a great value!”

What orthodoxy does this represent?

“It’s ok to rip-off business travelers since their company is paying for it anyway!”

“The mini bar was a great value!”

What risks are exposed if we think this way?

“It’s ok to rip-off business travelers since their company is paying for it anyway!”

“Sneaky ways to bump margin rarely pay off...”

If redefined, what new opportunities emerge?



Re-fuel by Aloft
Grab a bite 24/7
All prices are in ₹ INR.
Local government taxes are levied as applicable.
We levy service charge.
If you have any special dietary needs or restrictions,
please inform our servers.

Early Edition ₹ 300

Build your sandwich

Select

- 1 Thin bread brown bread, fresh vegetables, mango or beet or cheese, hot sauce
- 2 Small curries, cheese, cucumber, tomatoes, onions, green chutney, bread, cheese, creamy mayo/mayo or sauce
- 3 Grilled chicken breast, scrambled egg, french fries, apple sauce, grilled sausage or barbeque chicken

Choose

- 1 English chutney, fresh mustards or processed cheese

Toppings

Bundle It

- Muffin + tea or coffee ₹ 150
- Whole fruit + cereal + flavoured yogurt ₹ 175
- Sandwich + chips + serrated beverage or canned juice ₹ 225
- Sandwich + chips + serrated beverage or canned juice ₹ 250
- Salad + whole fruit + serrated beverage or canned juice ₹ 250
- Chicken burger + rice + serrated beverage or canned juice ₹ 325
- Vegetarian noodle + optional vegetable + serrated beverage or canned juice ₹ 325

Early Edition Specialities

Available only from 06:00hrs till 11:00hrs

- Butter toast ₹ 175
- Panache - Choco chip, blue berry or banana served with whipped cream and maple syrup ₹ 225
- Diya - Pan of masala served with sambhar and coconut chutney ₹ 250
- Eggs - Omelette / omelette / cheese / scrambled, boiled or fried eggs served with baked beans and fresh brown potatoes ₹ 175
- Cornels - Corn flakes, wheat flakes, choco flakes or all three with cinnamon sugar or regular milk ₹ 150
- Morning bakeries - Naan, muffin, blue berry muffin, banana hot cut, eggs, french pastry, doughnut, or sugar free muffin ₹ 150

Abuzz

- Assam tea ₹ 125
- English breakfast ₹ 125
- Camomile ₹ 125
- Jasmine tea ₹ 125
- Green tea ₹ 125
- Peppermint tea ₹ 125
- Decaffeinated tea ₹ 150
- Regular coffee ₹ 150
- Decaffeinated coffee ₹ 150
- Cappuccino ₹ 150
- Café latte ₹ 150
- Espresso ₹ 150
- Ristretto ₹ 150
- Miscchiato ₹ 150
- Hot chocolate ₹ 150

ACTIVITY

The Game Plan (15min)

Instructions

1. Get into teams of 4; we'll give you a prompt
2. As a group, surface as many ideas as you can for prompt #1
3. Select top 2-3 most interesting orthodoxies to respond to in prompt #2
4. Continue onto prompt #3 and #4
5. Prepare to share 1 orthodoxy across 4 columns

Questions

1. What are 10 things you would never hear _____ say about _____?
2. What orthodoxy does this represent? *justifications, beliefs that make it OK*
3. What vulnerabilities result from this? negative impact, risks
4. How might we reimagine this? What new opportunities emerge?

ACTIVITY

The Game Plan (10min)

Instructions

1. 1 minute share out of your 'favorite' orthodoxy across the 4 questions
2. Group discussion and reflections

Questions

1. What are 10 things you would never hear_____ say about_____?
2. What orthodoxy does this represent? *justifications, beliefs that make it OK*
3. What vulnerabilities result from this? negative impact, risks
4. How might we reimagine this? What new opportunities emerge?

APPLICATION

Principles in practice

REFLECTION

The Game Plan (25min)

Instructions

1. Get into groups of 4-5
2. Everyone answer question 1
3. Take notes on post-its/easel pad
4. Split up questions 2-4 across teams and discuss
5. Share out highlights **10 min**

Questions

1. How do we practice Question and Reframe today?
2. How might we better continually surface our assumptions?
3. How else might we help customers shift their mental models throughout an engagement?
4. What assumptions are we making about Ignite and our work that we could question to open up possibility?

REFLECTION

Application wrap-up (10min)

Instructions

1. Pick 1 small thing you could start doing tomorrow to enhance your Questioning and Reframing practice.
3 min
2. Quick share-out of your awesome idea!

Thank You

