

We just love to surround ourselves and get comfortable with people that are similar to us. 4:12

This is a new understanding about how growth in a business and in an economy is generated. 7:15

The world of commodities, like things, and the world of knowledge, like ideas, don't work the same.

Ideas are subject to increasing returns. 10:40

This is a critical mindset change. 12:00

Building innovation strategy . . . you've got to find a way to increase the exchange of ideas. 13:00

The ideas that you think are successful are the ones that track best with your experience, that are most familiar to you and everything you and your organization have done in the past. 23:00

Complacency sets in.

Any industry that is only emphasizing incremental change in the way they are doing things is getting itself into an increasingly dangerous position. You're on a path. In psychology this is known as path dependency. 24:00

Superiority through hindsight. 26:00

Everyone in the organization generally shares the same mental model of the way those ingredients and resources need to be arranged in order for you to be successful. . . . The first step to seeking a new arrangement is starting to disrupt people's thinking, their mental models on how things need to be arranged. 28:15

A turning point has to catch the audience by surprise . . . by delivering something completely unexpected. . . . And turning points don't just exist in Hollywood and entertainment; they exist in business and industry. Anyone who has successfully created change, a disruptor or an entrepreneur who has successfully created change, has created a new turning point that has taken a business or industry in a new direction. 31:00

There is far too little emphasis on deliberate provocation. 32:30

Insight is about a pattern shift. This form of deliberately rearranging things that don't need to be rearranged is what we call **Disruptive Thinking**. 36:00

The analysis of data is important, but it will only ever get you fifty percent of the way. The other fifty percent has to be supplied by human imagination. 38:10

You need ideas to make sense of data. Then you've got to take those ideas and shape them into solutions.

The only way to get from ideas to solutions is running through lots of low cost pilots, seeing what works. And finally you've got to convince others you expect to make the change, whether they're internal or external stakeholders, that the advantages to making such a change are clear. . . . People don't embrace change just because it's innovative. **Disruption for disruption's sake is just annoying. It has to deliver value.** The only way you're going to convince them is by selling benefit and not novelty. 39:00

Clichés are the widespread beliefs that govern the way people think about business in a particular space. Another term for cliché is best practices. 40:00

What are the interaction clichés . . . product clichés . . . price clichés?

If you want to start encouraging people to think differently about an interaction, you have to start breaking down the cliché units. 46:00

The more seemingly natural the assumptions, you think about your project, your relationship, your business . . . the more obvious the assumption you're making, the easier it is to ignore the fact that you're making it. You have to surface the clichés. 47:00

The whole point to disruptive thinking is paying attention to things that are normally ignored and not obvious. 49:20

How many decisions that are influencing the way you think about your business and industry, the way you manage projects, how many of those decisions were made by somebody else in a different age and a different context? Only after surfacing them will you then be able to work out which ones are there because they're still valid and which ones are there for no other reason than historical continuity. 52:30

The Disruptive Thinking comes first. Then you go out and experience the context, to see if it has sense.

<https://www.youtube.com/watch?v=qJIM5T-fvt4>