APPENDIX

The Nine Block Conversation Planner™

Aspirations	David vs. Goliath	Avalanche about to roll
Anxieties	Counterintuitive/ Contrarian	Personalities
How-to	Glitz and Glam	Seasonal/Event-Related

The Conversational Value Formula

| Ideas

Beliefs

Advice

Perspectives | **X** | Context

Relevance

Patterns

Emotion | **X** | Counterintuitive
Anxieties
Aspirational
David vs.
Goliath
Personalities
Avalanche
How-to
Glitz & Glam
Event-related | **=** | Conversational
Value |
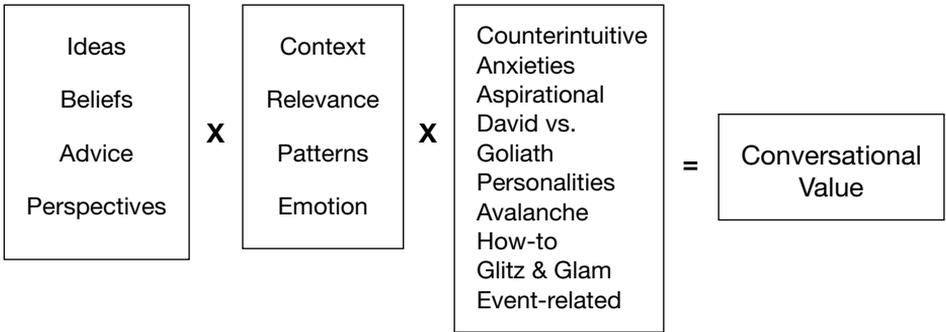
What We Believe Questions: An Expanded List

1. We believe that . . .
2. Our take on the situation is that . . .
3. The narrow slice of the issue that more people should understand is . . .
4. The one thing that matters the most in this issue/trend is . . .
5. People are wasting too much time talking about . . .
6. The thing that should worry people is . . .
7. Conventional thinking says this, but we think it's really . . .
8. The area where too much money and time is wasted in this industry is . . .
9. Overcoming this one obstacle would change the game . . .
10. To make a big difference in this area we should focus on just this one thing . . .
11. We never want to be associated with . . .
12. Our product/industry/company matters more/less today because . . .
13. To make customers believers they need to understand this one thing . . .
14. If you had a crystal ball, what changes would you predict for our industry over the next two years?
15. What gets me most excited about our industry/business is . . .
16. What outrages/frustrates people about common practices in our business/field?
17. What makes people anxious about this issue/trend?
18. If we were to look at our business/organization as a cause, what would it be?
19. What most surprises people about this issue?

20. What makes you angry about perceptions of our business/industry?

21. Why is our industry/service especially relevant at this point in time?

22. The biggest risk in this industry is (. . .) and no one wants to talk about it because . . .

23. People would be very surprised if they knew this about our industry/organization . . .

24. The thing that could disintermediate our business/industry is . . .

25. I'm hopeful that one day our industry will . . .

Point-of-View Workshop Checklist

1. Who to invite

   Look for people who are:

   ❏ Knowledgeable about the company, customers, and industry

   ❏ Intellectually curious

   ❏ Open-minded

   ❏ Comfortable with ambiguity and talking about possibilities and concepts

   ❏ Passionate but not zealots

   ❏ Respectful of other people's views and opinions

   ❏ Can put aside their personal agendas for a day

   ❏ Not naysayers or alpha fraidy cats

2. Facilitator qualities

   ❏ Knows your business

   ❏ Understands the outcome to be arrived at

   ❏ Knows how to provoke discussion, question assumptions in ways that open people up to discussion

   ❏ Knows way to get people to contribute vs. just participate

   ❏ Good at summarizing

   ❏ Can flow with and adapt session to the energy of the group

3. Room and materials

   ❏ Off-site location

   ❏ Room with windows

   ❏ Small café tables with no more than four chairs per table

   ❏ Fifteen sticky note pads per table

❏ One pad of plain paper per table with crayons for doodling

❏ One flip chart per table

❏ For facilitator: flip chart easel; three pads of easel paper with adhesive backing, whistle for calling time at end of each speed-thinking session

4. Format

    ❏ Explain purpose (15 minutes)

    ❏ Group introductions (15 minutes)

    ❏ Warm-up: Market trends and context (1.5 hours)

    ❏ Small group breakout sessions: 100 mile per hour "12 beliefs" sessions (1.5 to 2 hours)

    ❏ Coming together: What we believe (1.5 to 2 hours)

    ❏ Wrap: What's the word?

POV Litmus Test

Does it hit at least four of the ten success characteristics?

1. *Is it engaging?* Does it evoke the response, "That's kind of interesting. Tell me more."
2. *Is it true?* Can you support the point of view with facts, trend information, aggregated insights, or other data?
3. *Is it relevant?* The more relevant the idea to the intended audience, the more interested people will be.
4. *Is it genuine?* Do you believe in the idea—truly?
5. *Is it fresh?* Is the view new and different from most conversations around the topic?
6. *Does it connect the dots to your business?* Does it build customer trust? Demonstrate your organization's special expertise in a particularly valuable area to customers? Help people more clearly understand your strategy?
7. *Is it memorable?* Does the view stick in a person's head? Is it easy to remember?
8. *Is it "talkable"?* Is it easy for people to talk about the concept in their own words and tell their own stories around it? Does it jump-start two-way talk?
9. *Is it leggy?* Does the idea resonate with multiple audiences, through multiple communications channels?
10. *Is it likeable?* Do people like talking about the point of view? Is it so inspiring, provocative, brave, or bold that they naturally jump into conversations about it?

Recommended Reading

Albanese, Andrew. *Graduation Day: The Best of America's Commencement Speeches* (New York: William Morrow, 1998).

Brown, Juanita. *The World Café: Shaping Our Futures Through Conversations That Matter* (San Francisco, Calif.: Berrett-Koehler, 2005).

Gardner, Howard. *Leading Minds: An Anatomy of Leadership* (New York: Basic Books, 1995).

Greenleaf, Robert. *The Servant as Leader* (Westfield, Ind.: The Robert Greenleaf Center, 1991).

Jensen, Eric. *Teaching with the Brain in Mind* (Alexandria, Va.: Association for Supervision & Curriculum Development, 1998).

Lakoff, George. *Don't Think of an Elephant* (White River Junction, Vt.: Chelsea Green Publishing, 2004).

Lambert, Joe. *The Digital Storytelling Cookbook and Travelling Companion* (Berkeley, Calif.: Digital Diner Press, 2003).

McKenna, Regis. *Total Access: Giving Customers What They Want in an Anytime, Anywhere World* (Boston: Harvard Business School Press, 2002).

Perlich, Martin. *The Art of the Interview* (Kingston, N.Y.: Empty Press, 2003).

Sandra, Jaida N'Ha, and Jon Spayde. *Salons: The Joy of Conversations* (Gabriola Island, B.C., Canada: New Society Publishers, 2001).