APPENDIX
<table>
<thead>
<tr>
<th>Aspirations</th>
<th>David vs. Goliath</th>
<th>Avalanche about to roll</th>
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<td>Anxieties</td>
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<td>How-to</td>
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The Conversational Value Formula

\[
\text{Ideas} \times \text{Context} \times \text{Counterintuitive Anxieties} = \text{Conversational Value}
\]

\[
\begin{align*}
\text{Beliefs} & \quad \text{Relevance} & \quad \text{Aspirational} \\
\text{Advice} & \quad \text{Patterns} & \quad \text{David vs. Goliath} \\
\text{Perspectives} & \quad \text{Emotion} & \quad \text{Personalities} \\
& & \quad \text{Avalanche} \\
& & \quad \text{How-to} \\
& & \quad \text{Glitz & Glam} \\
& & \quad \text{Event-related}
\end{align*}
\]
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
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


