

Catalign Quarterly March 2014

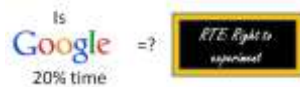
March 26, 2014

<http://www.catalign.in/p/catalign-quarterly.html>



[Five ways of framing a challenge](#)

How you frame a challenge makes a big difference in the kind of solutions you generate. You may ask, "How might we minimize the commute time?" and alternately you may also ask, "How might we make commute more fun?" Both problem statements relate to the same underlying pain. However, their solutions will be vastly different. In this article we look at five different ways of framing a challenge: min-max, emotional experience, before-during-after, culture-sensitive, metaphor.



[Is Google 20 percent time same as "Right to experiment"?](#)

I tried to argue to a PGSEM class at IIMB that there is no difference between Google's 20 percent time practice and right to experiment. In many companies employees are empowered to perform experiments so long as deliverables are not affected. However, very few end up experimenting. That is how I argued. However, the class proved me wrong by pointing the differences. This article presents three of them: legitimacy, infrastructure and senior management attention.



[3 lessons innovation leaders can learn from iPod story](#)

I have been facilitating "What next?" workshops for businesses for the past few years. The objective of these workshops is to build a pipeline of big bets and/or take some of the big bets forward through a rigorous review. I came across a "What next?" workshop in Walter Isaacson's biography of Steve Jobs that was facilitated by none other than Jobs. However, what I found even more interesting is how Jobs approached the iPod idea. Here I present 3 insights that I feel innovation leaders may find useful: role of strategic theme ("Digital Hub"), investment confidence (\$10 million check) and business plan review (experimentation focus).



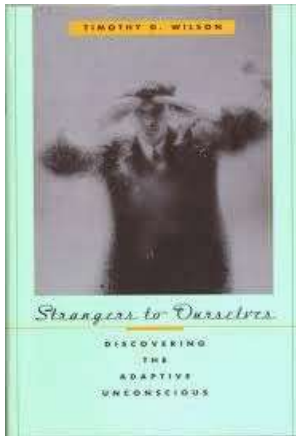
[Killing an idea: lessons from the destruction of Nalanda University](#)

I got an opportunity to visit the ruins of Nalanda last December. It was an emotional experience to see a place where 10,000 students and 1000 teachers once created and shared knowledge. It was destroyed in the winter of 1193-94. And for the next 600 years nobody from the subcontinent bothered to look at it - not even as a historical site. Do you want to kill an idea? Nalanda story can provide two ways: Shooting it down by sheer force like Bhaktiar Khilji and alternately silently ignoring it as if it doesn't exist like the Brahmins.

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Book review: "Strangers to ourselves" by Timothy Wilson

"We take in 11,000,000 pieces of information a second, but can process only 40 of them consciously" – so what happens to the remaining 11 million minus 40 pieces? Well, they are processed by the unconscious mind. And we are not even aware of the filtering, selection and judgements happening within our mind all the time. This invisible entity – Adaptive unconscious – is the hero of the book "[Strangers to ourselves: Discovering the adaptive unconscious](#)" by Timothy Wilson. The two core questions the book explores are: (1) Why is it that people often don't know themselves very well? and; (2) How can they increase their self-knowledge? I feel that the book does a good job of answering these questions, particularly question-1.