

Breakthrough Inquiry

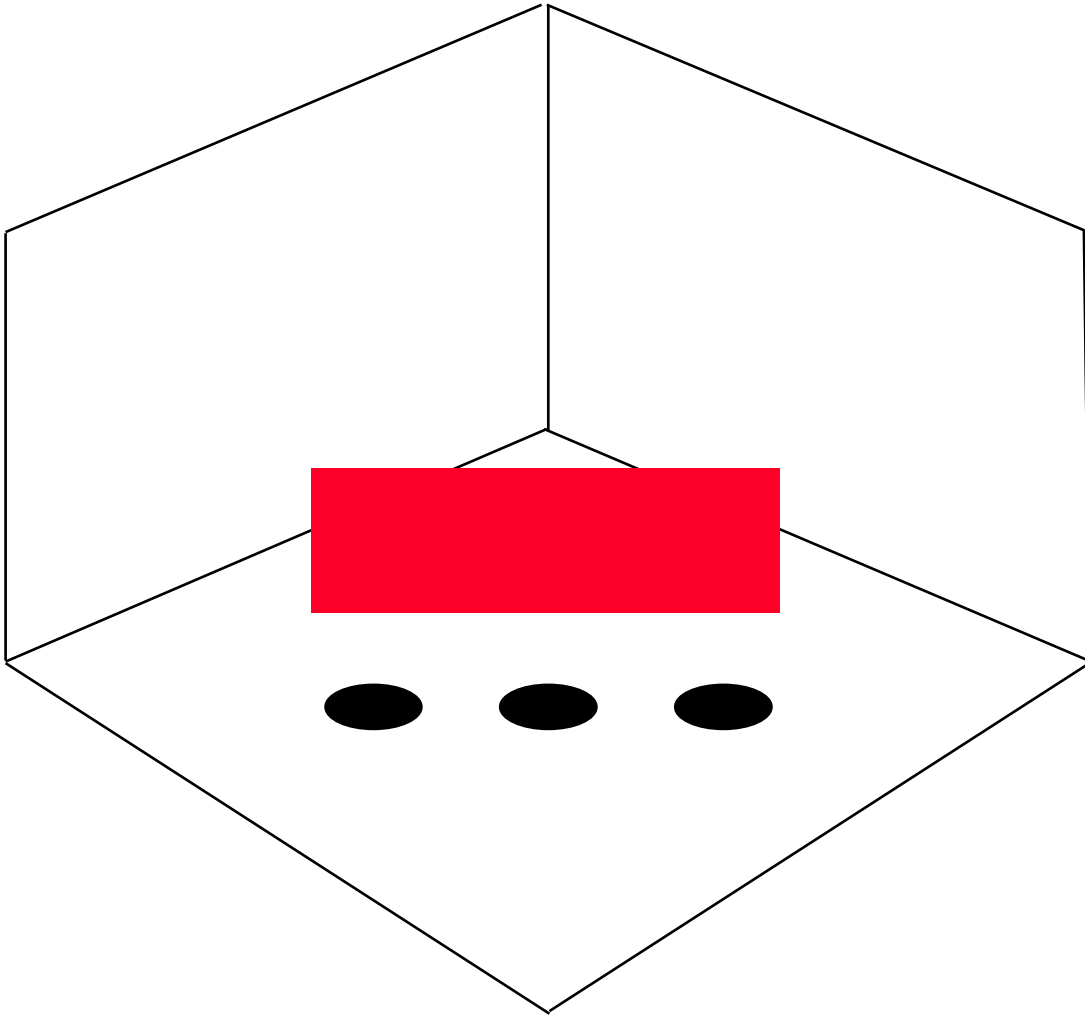
“Why is it that round pizzas come in square boxes?” – Andy Rooney

Bill Scherkenbach

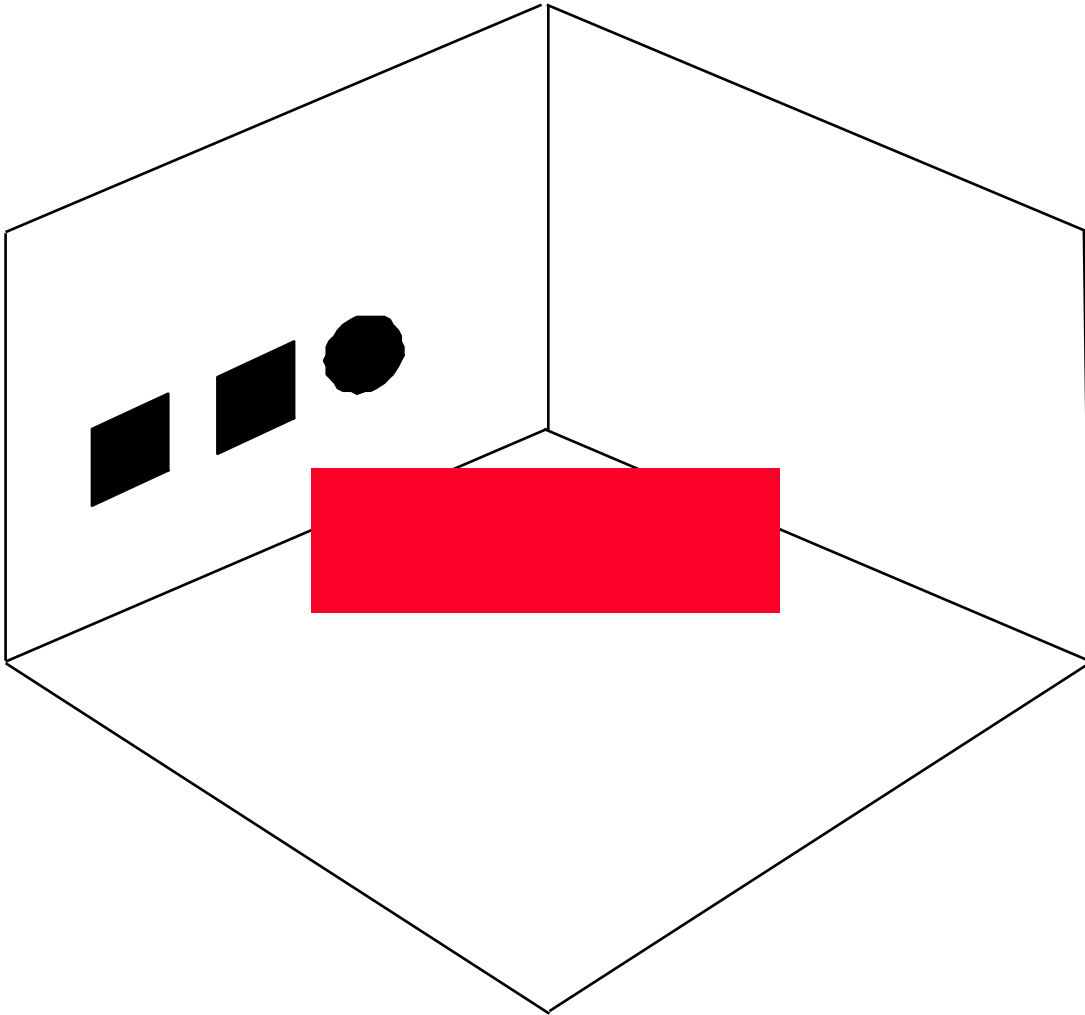
20 June 2014

In2:InThinking Network 2014 Forum

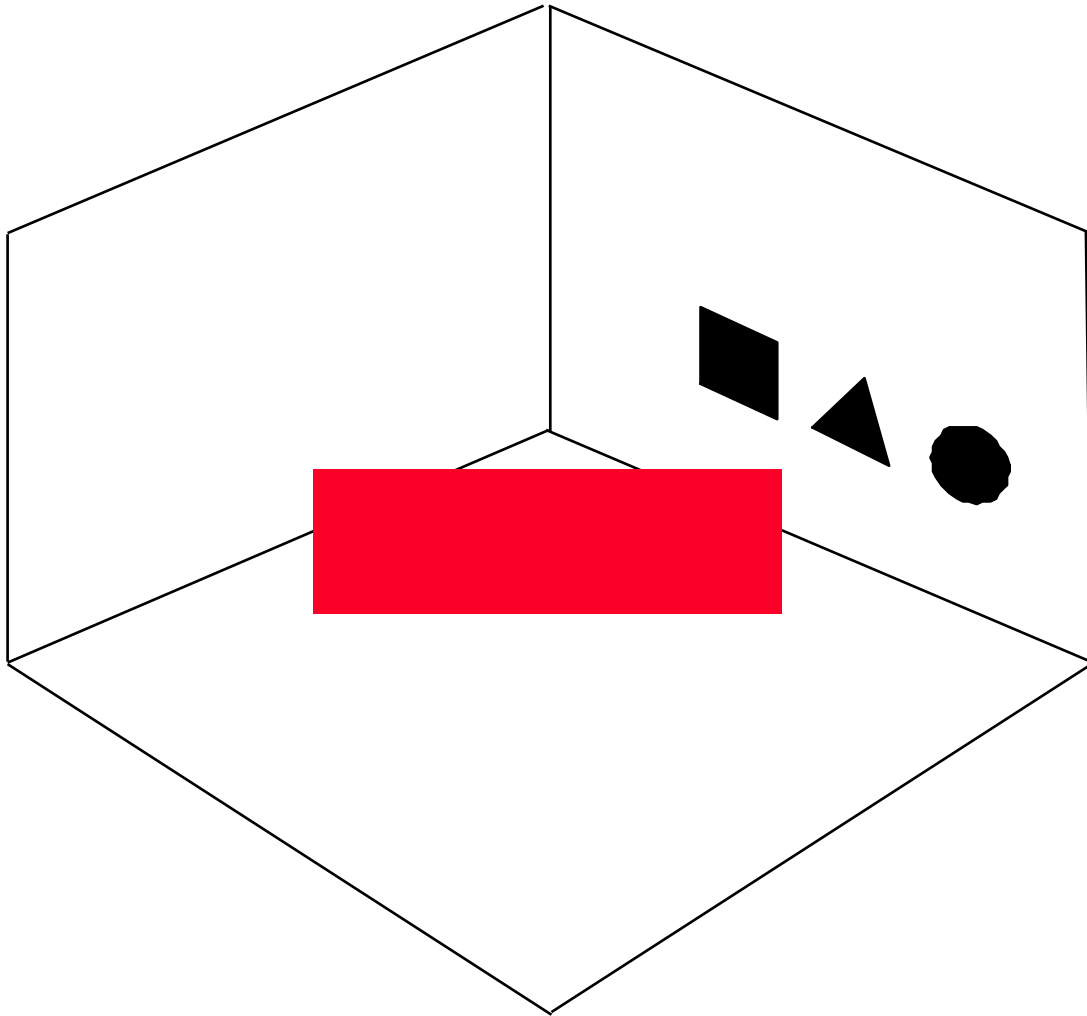
Each Speaker in this Conference...



...Offers a Perspective on Inquiry.

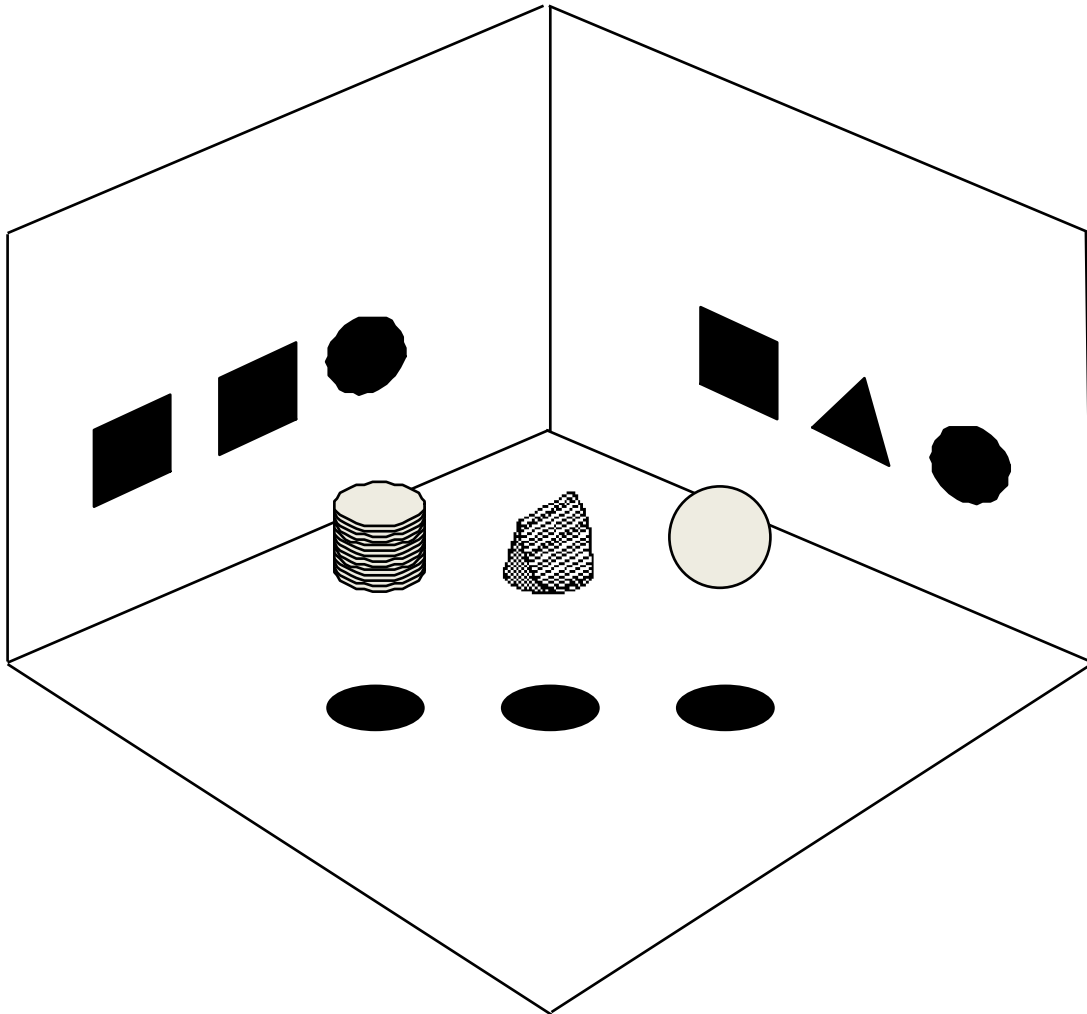


Learn Something from Everyone Here.



None of Us Has the Whole Picture

Empirical Knowledge
Is Never Complete.

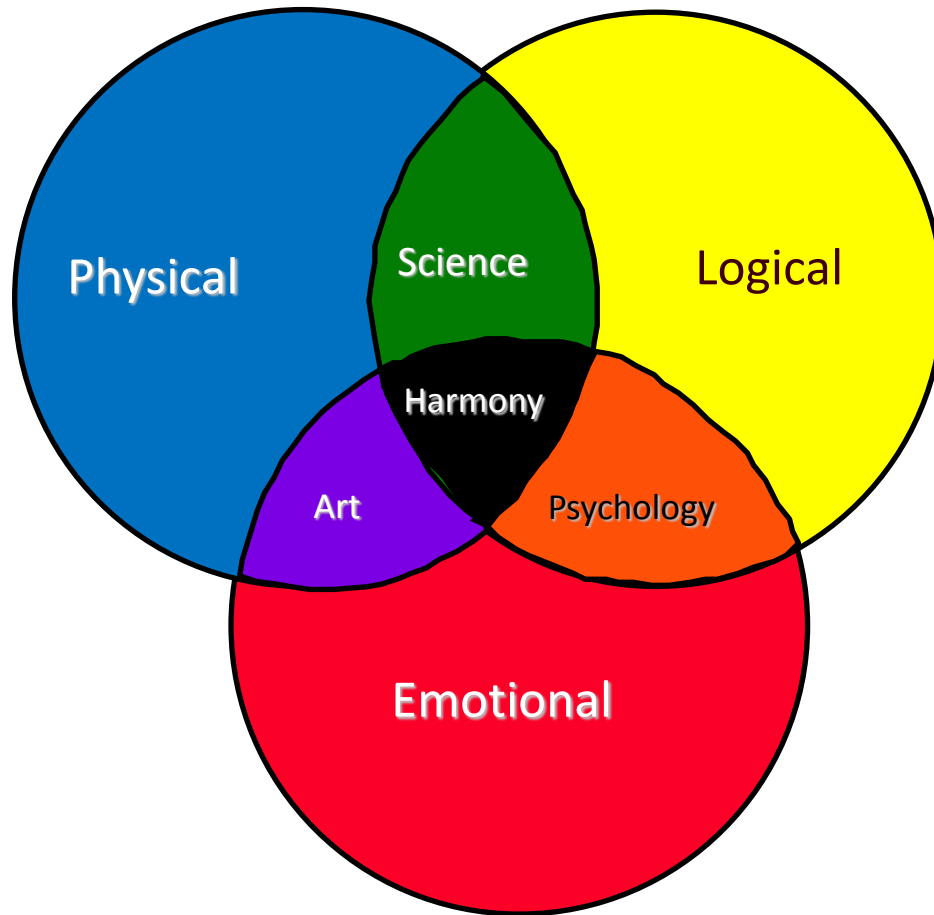


So What?

- Enumerative vs Analytical methods



A Framework for Transformation

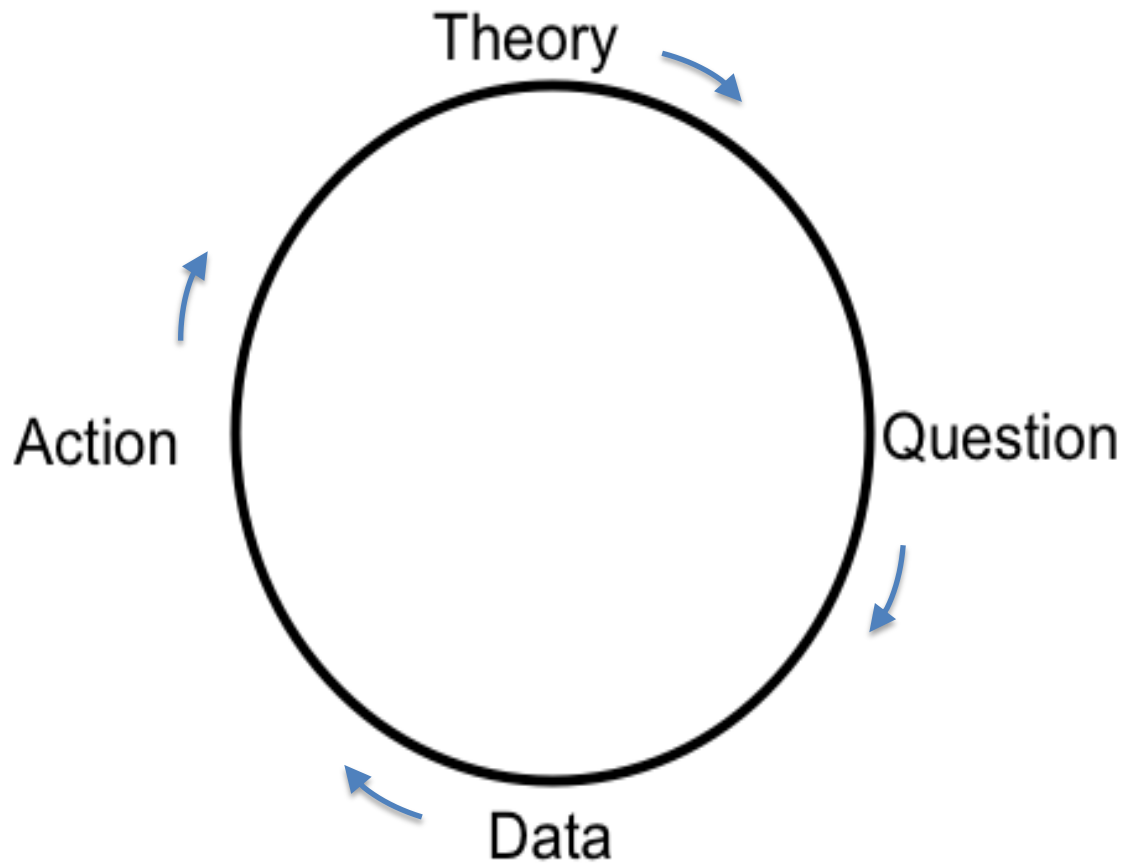


Breakthrough Performance

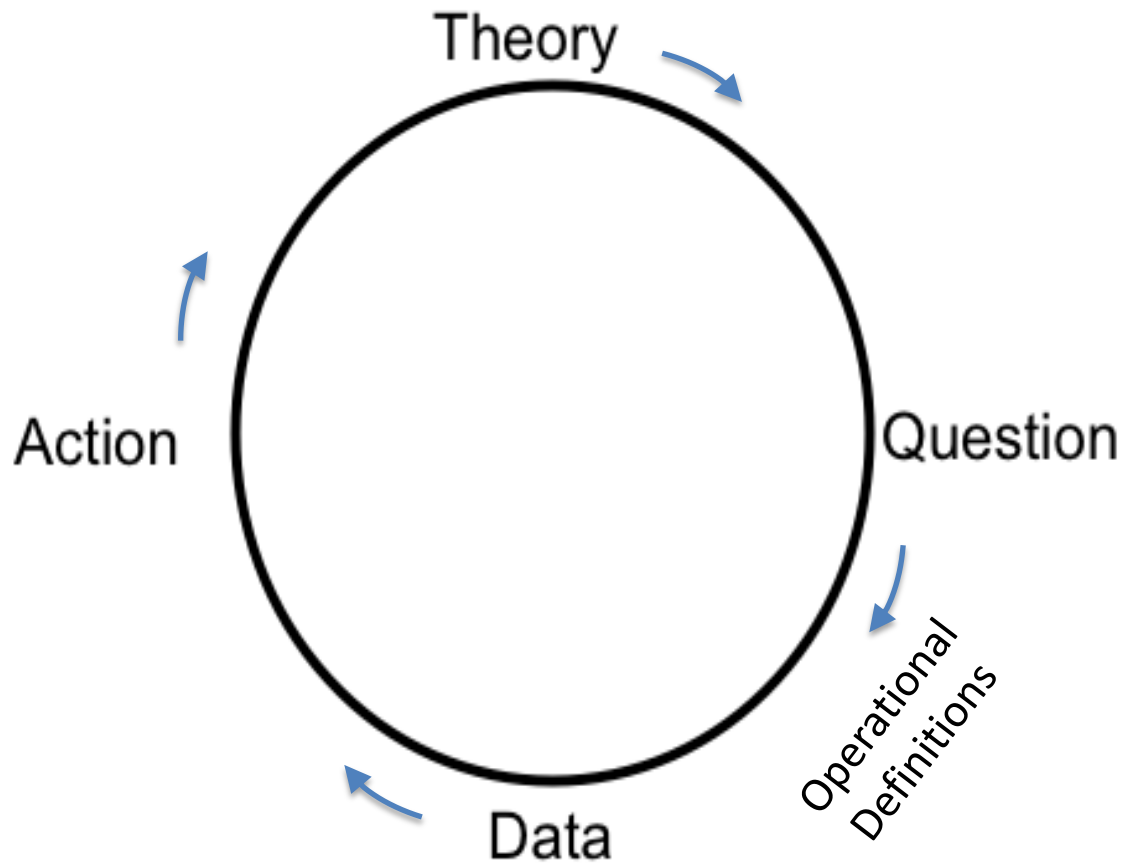
Breakthrough Cycles



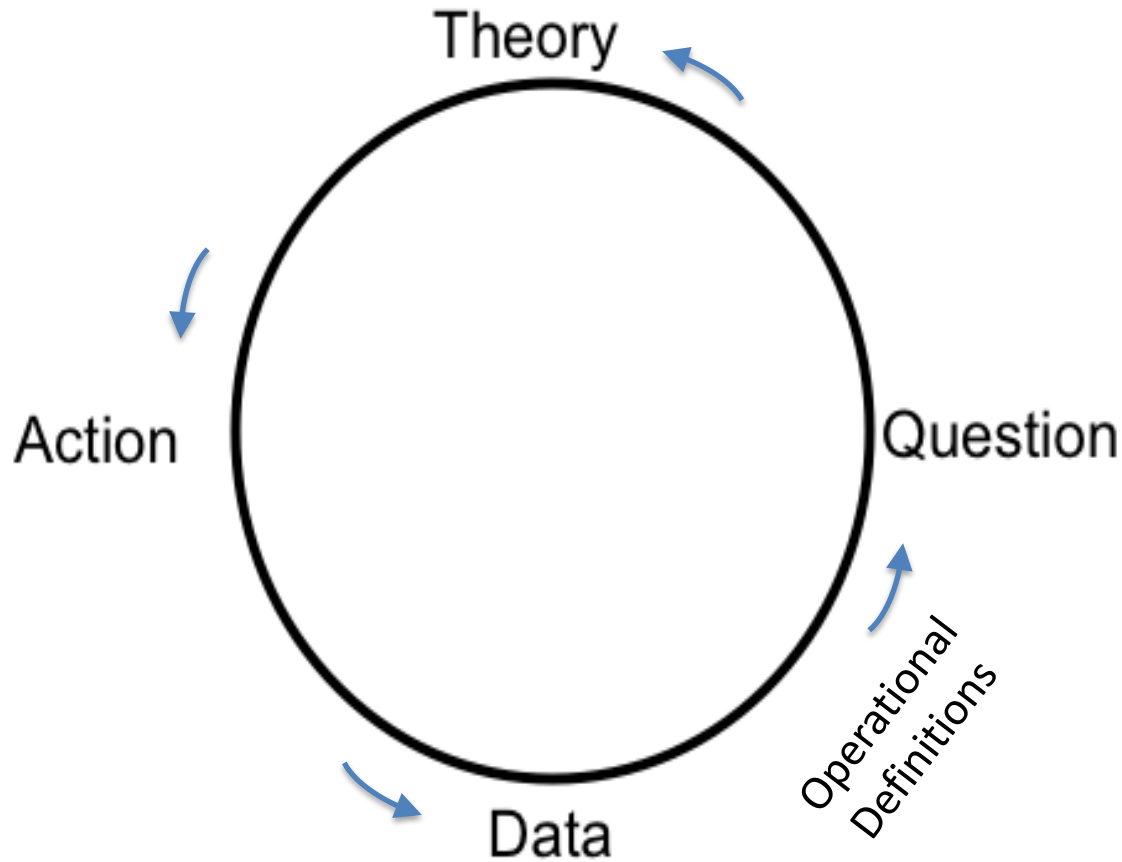
Where Do Questions Come From?



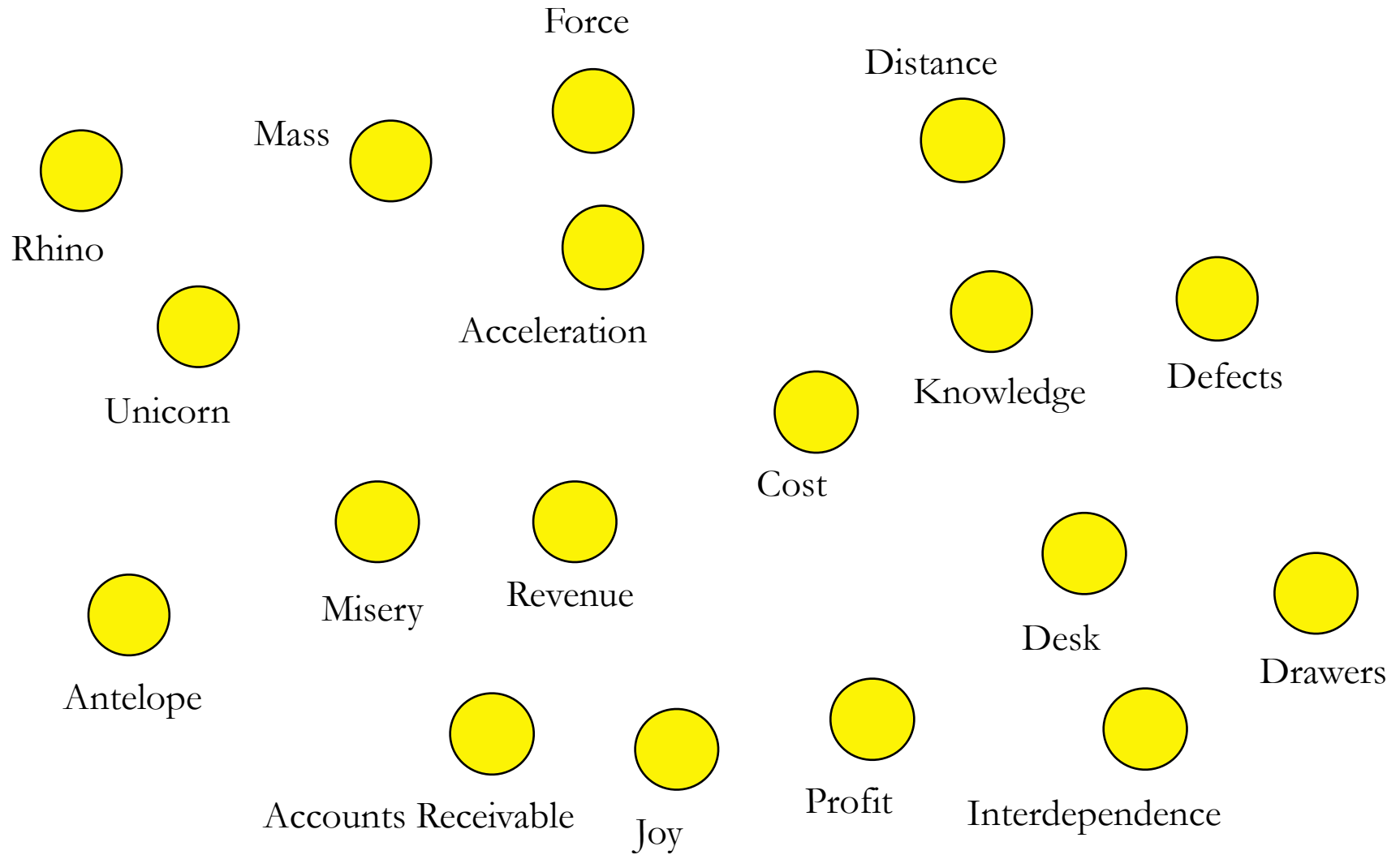
Theory > Question > Data > Action



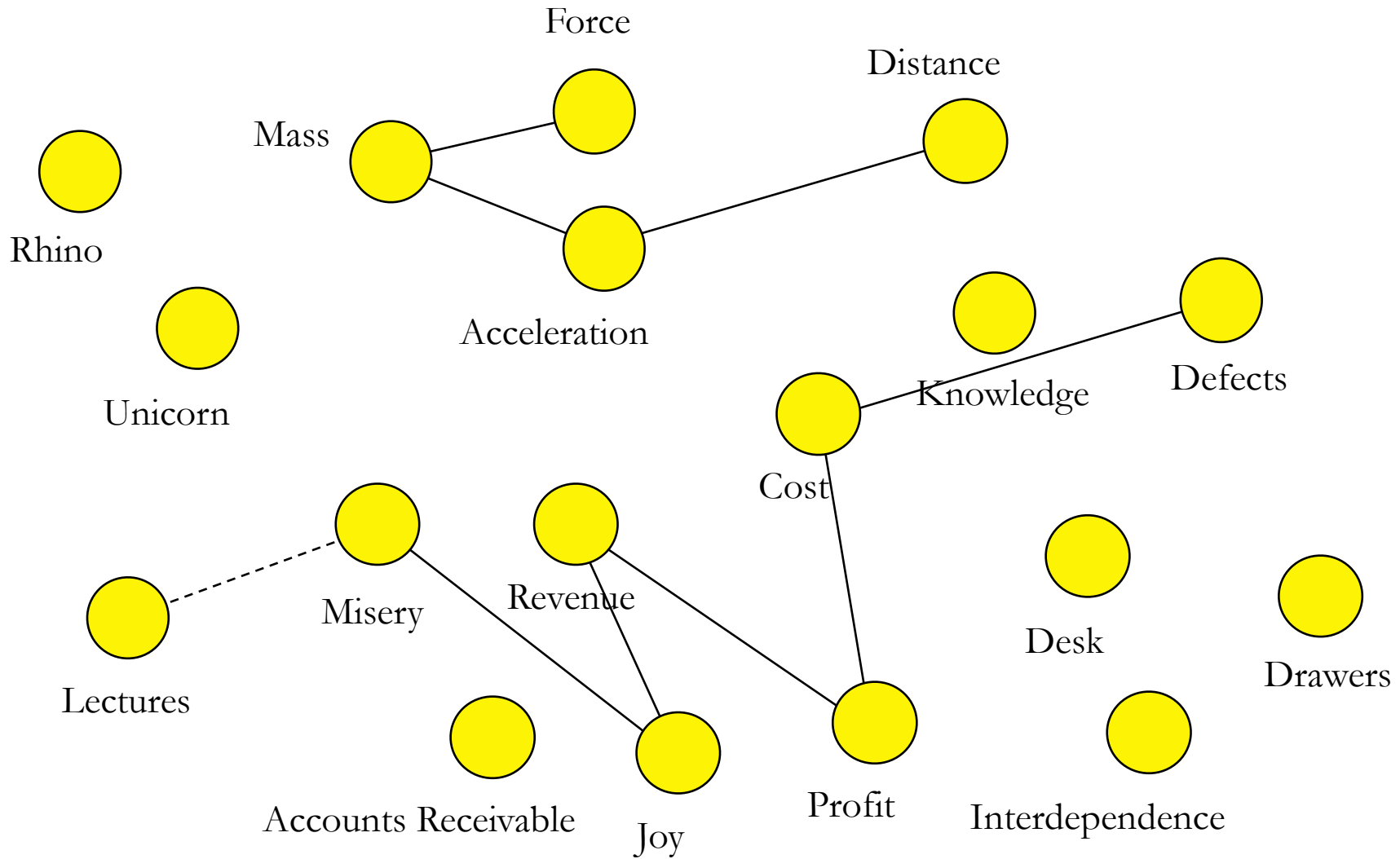
Theory < Question < Data < Action



Concepts are Potentiated Synapses



Theory is Connected Concepts



Increase the Number of Concepts

- Physical sensory acuity
 - Seeing, Touching, Smelling, Hearing, Tasting
- Logical rules and fallacies
 - Ad hominem, Ad baculum, Ad vercundium, etc.
- Creative methods
 - Einstein's thought experiments, Maximize, Minimize, Randomize

Some Useful Questions

- How do you know?
- What are you going to do with the answer?
- What is your Theory behind the question?
- What process did you use to come up with these data?
- What are the tradeoffs?
- What are great minds thinking?

Some Not So Useful Questions

- Who did it?
- Why can't we?

Question?

- What question do you find useful?
- What is your theory behind it?

Penultimate Question

- Why were we here?

Final Question

“What if there were no hypothetical questions?”
- George Carlin

Useful Project Questions

- Who should be on the Improvement Team?
- What experts outside of the subject area are on the team?
- Who will be the senior sponsor or champion for the team?
- What will get delayed so that the team may meet?

Useful Project Questions

- Will the team make the decision or a recommendation or what?
- Is there a no-fault policy in effect?
- How much of a sense of urgency is there?
- What arrangements must be made to keep the team together for the duration?
- What are the short-term countermeasures that protect the customer?