

SHANE

SNOW

HUMAN EXPLORER

**AUTHOR OF DREAM TEAMS AND
FOUNDER OF SNOWACADEMY.NET**

@SHANESNOW

A SCENARIO

@SHANESNOW



WHO DO YOU PICK?

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LATERAL THINKING

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BREAKTHROUGHS

@SHANESNOW

**INNOVATION IS NOT ABOUT
DOING THINGS A LITTLE
BETTER.**

**IT'S ABOUT DOING THINGS
*DIFFERENTLY.***

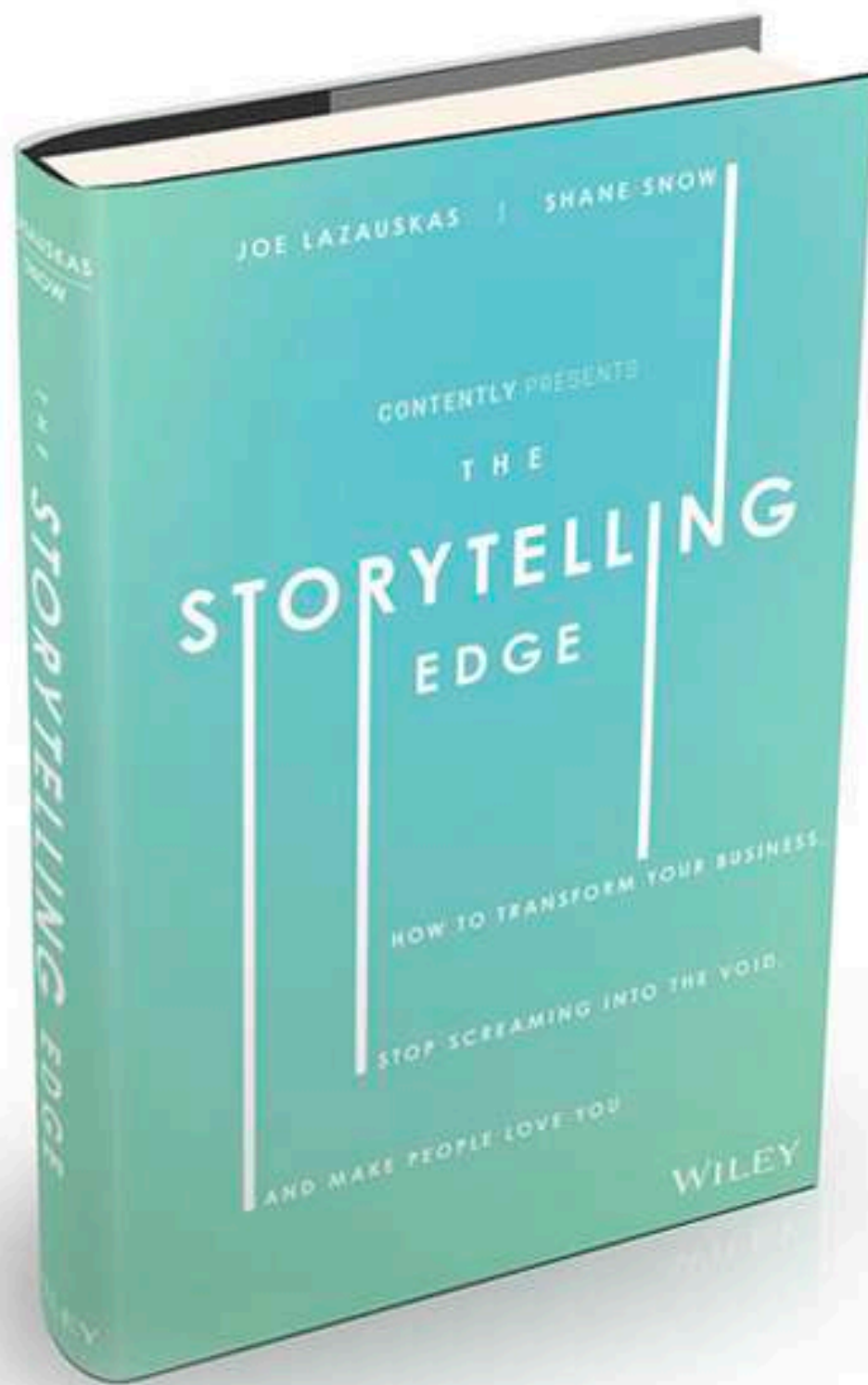
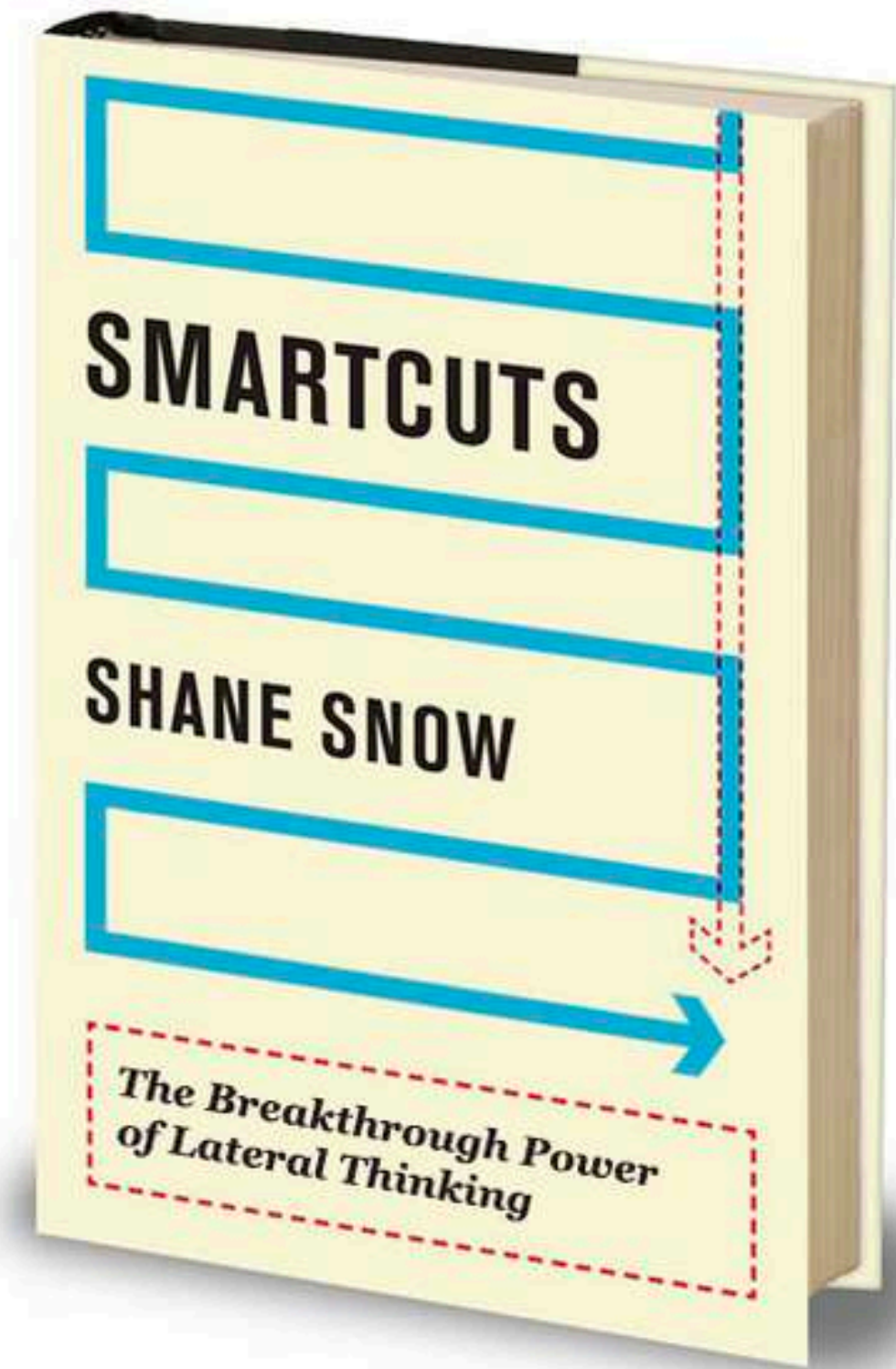
C.E.M.A.
WAS CREATED 29 YEARS
AGO BY PEOPLE WHO WERE
FRUSTRATED WITH “THE WAY
IT’S ALWAYS DONE.”

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**HOW CAN WE CONTINUE
TO STAY A STEP AHEAD?**

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**HOW CAN WE THINK
DIFFERENTLY WHEN, BY
DEFINITION, THAT ISN'T
NATURAL?**

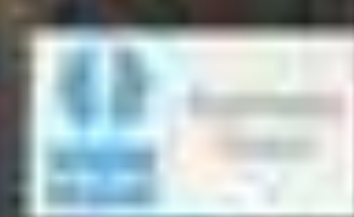
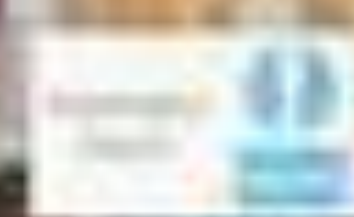
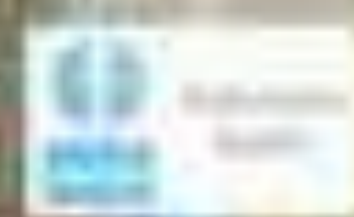


3 WAYS TO ADD LATERAL THINKING

TO YOUR WORK & TEAMS:

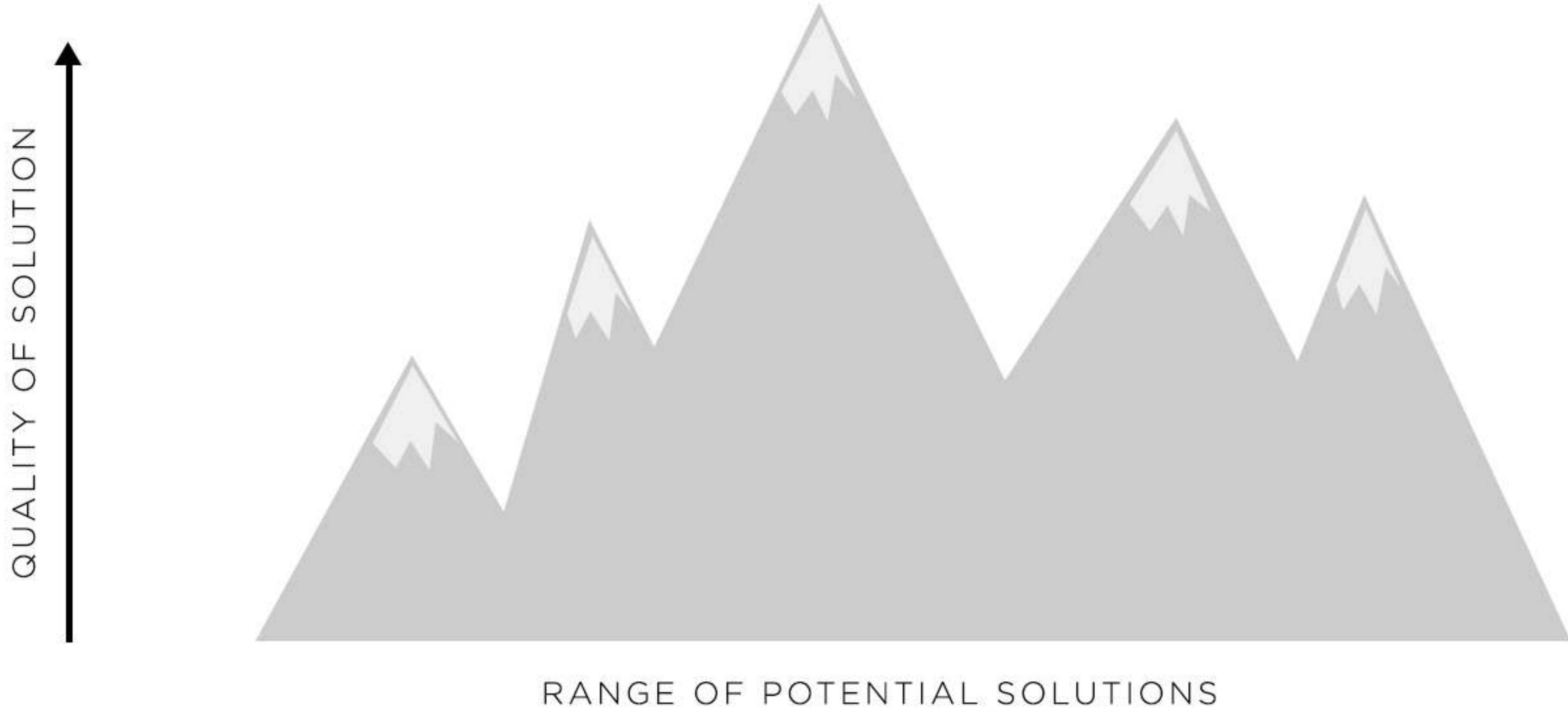


GREAT ORMOND STREET HOSPITAL FOR CHILDREN

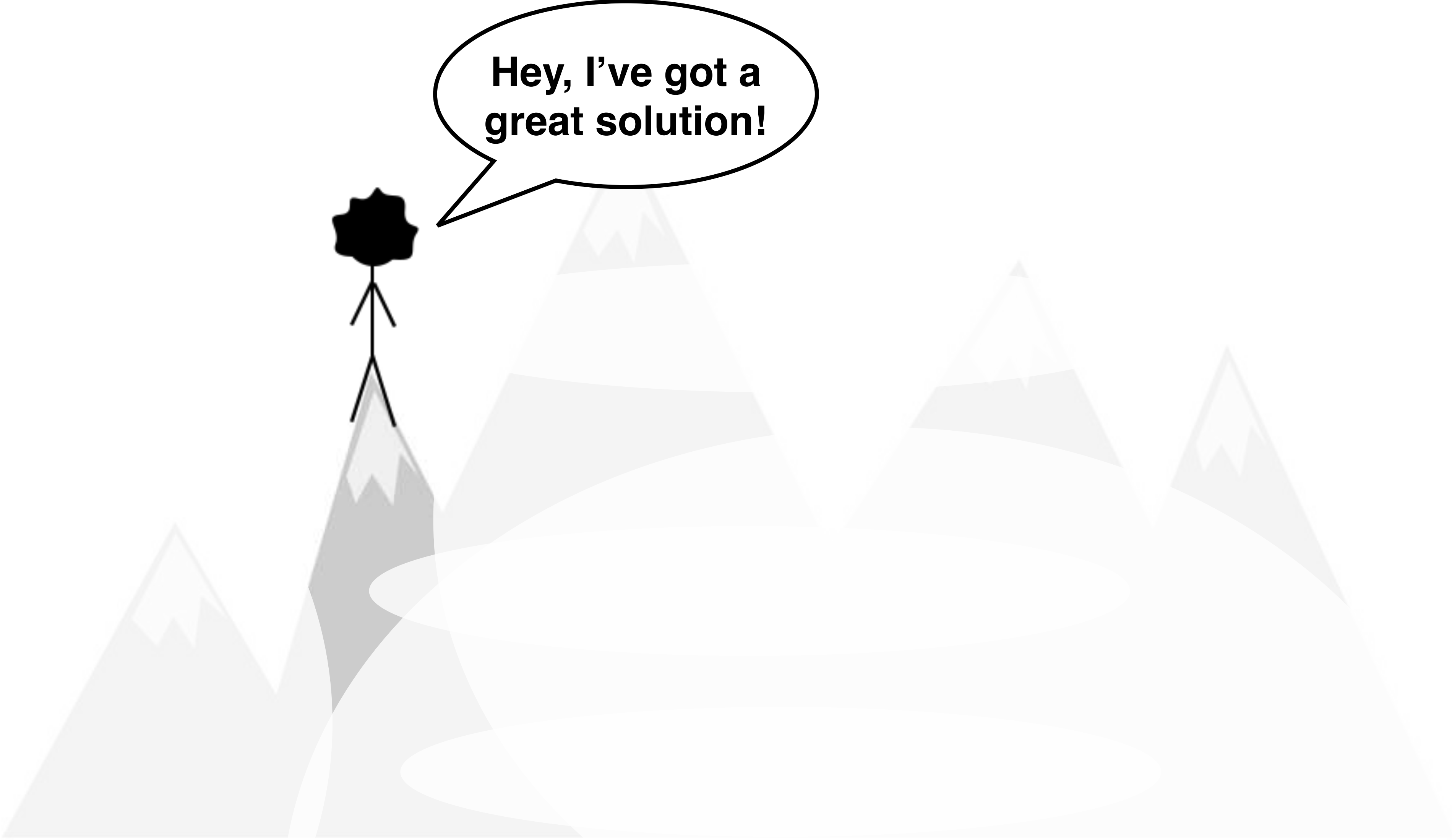




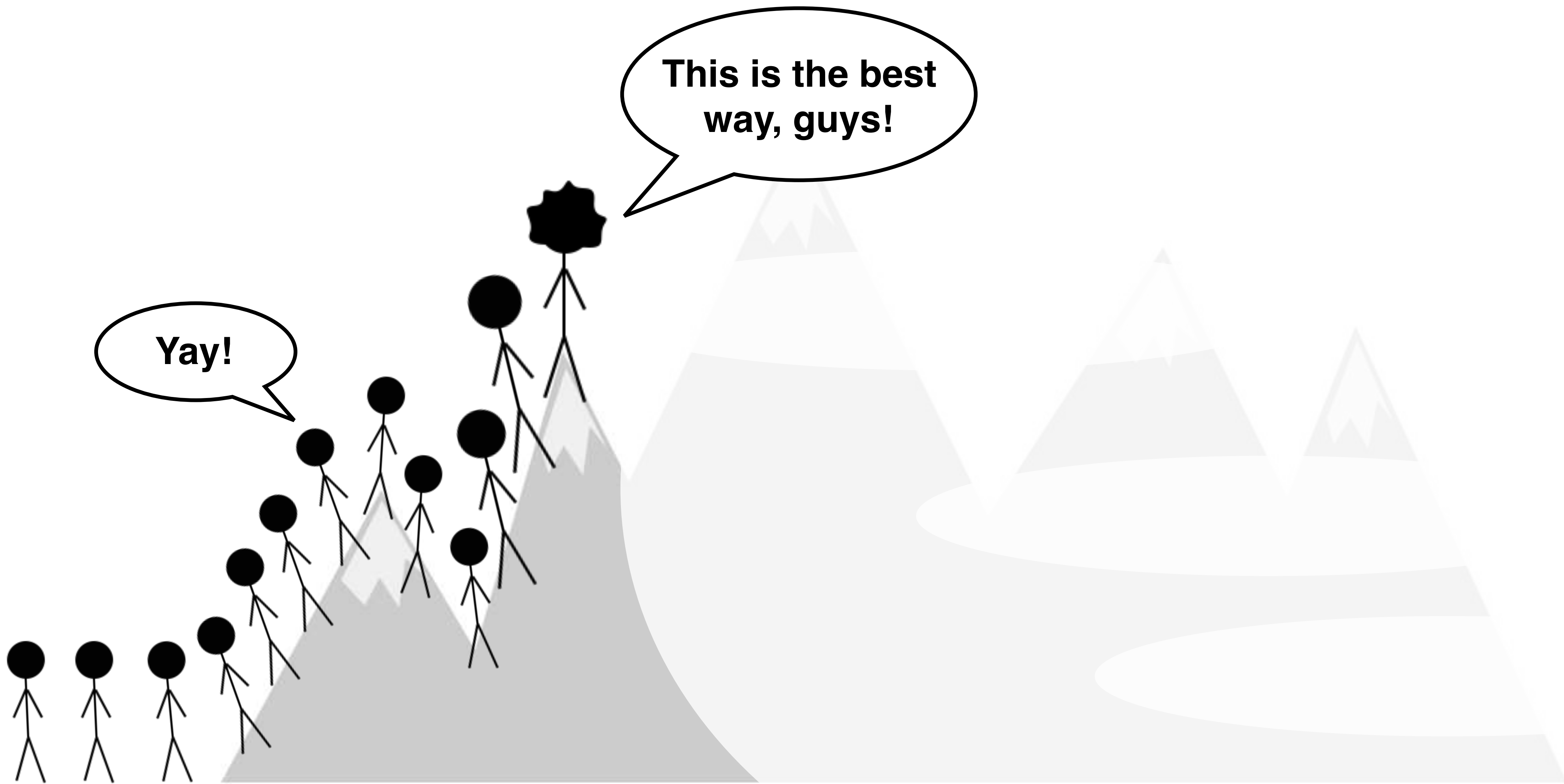
“Problem Mountain”







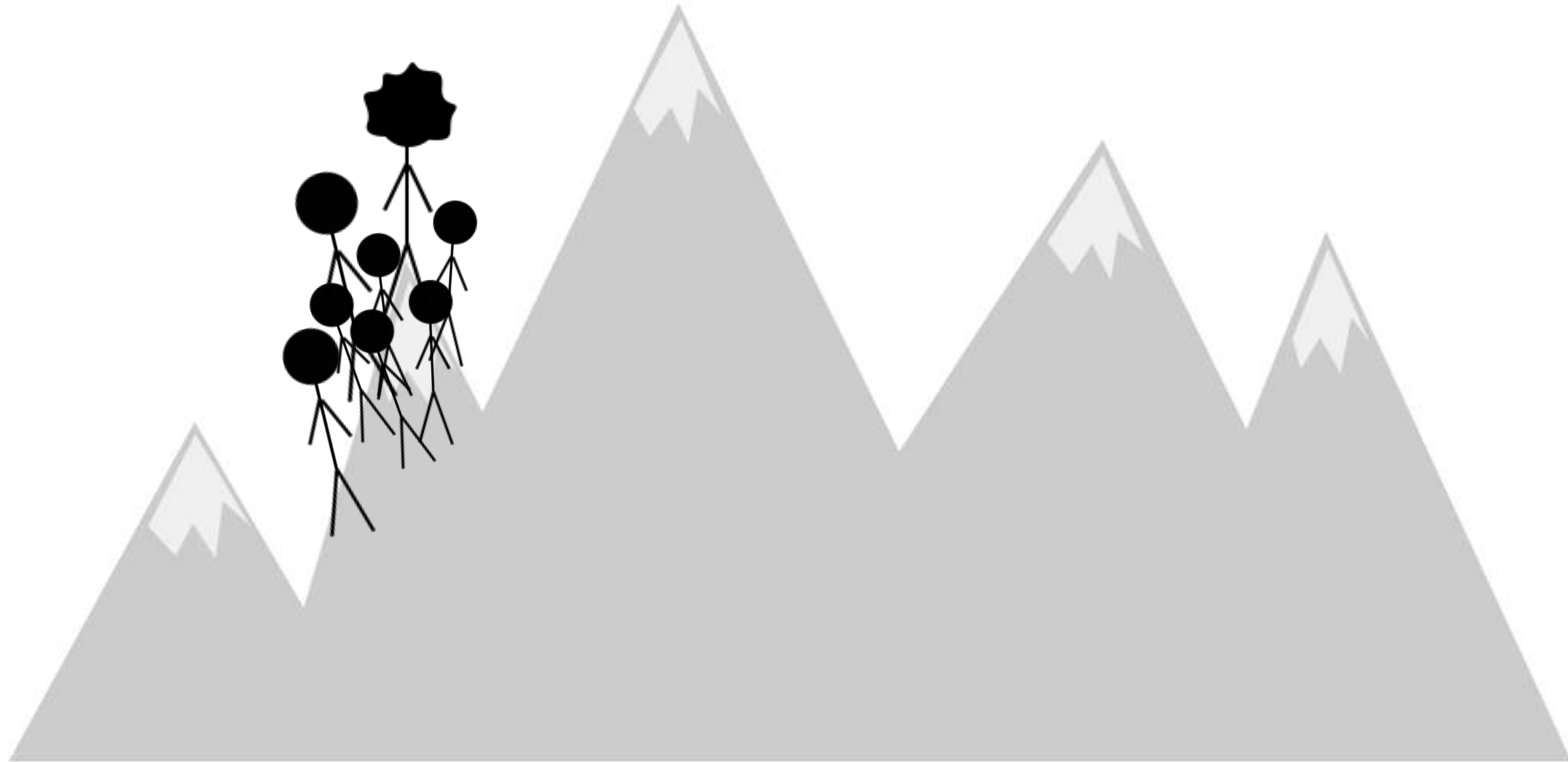
Hey, I've got a great solution!



This is the best way, guys!

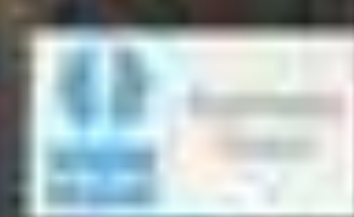
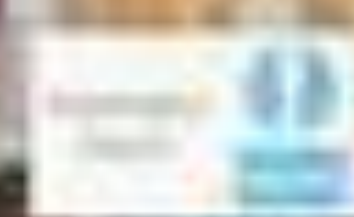
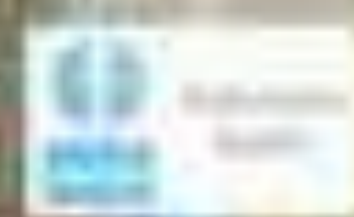
Yay!

“Cognitive Entrenchment”





GREAT ORMOND STREET HOSPITAL FOR CHILDREN



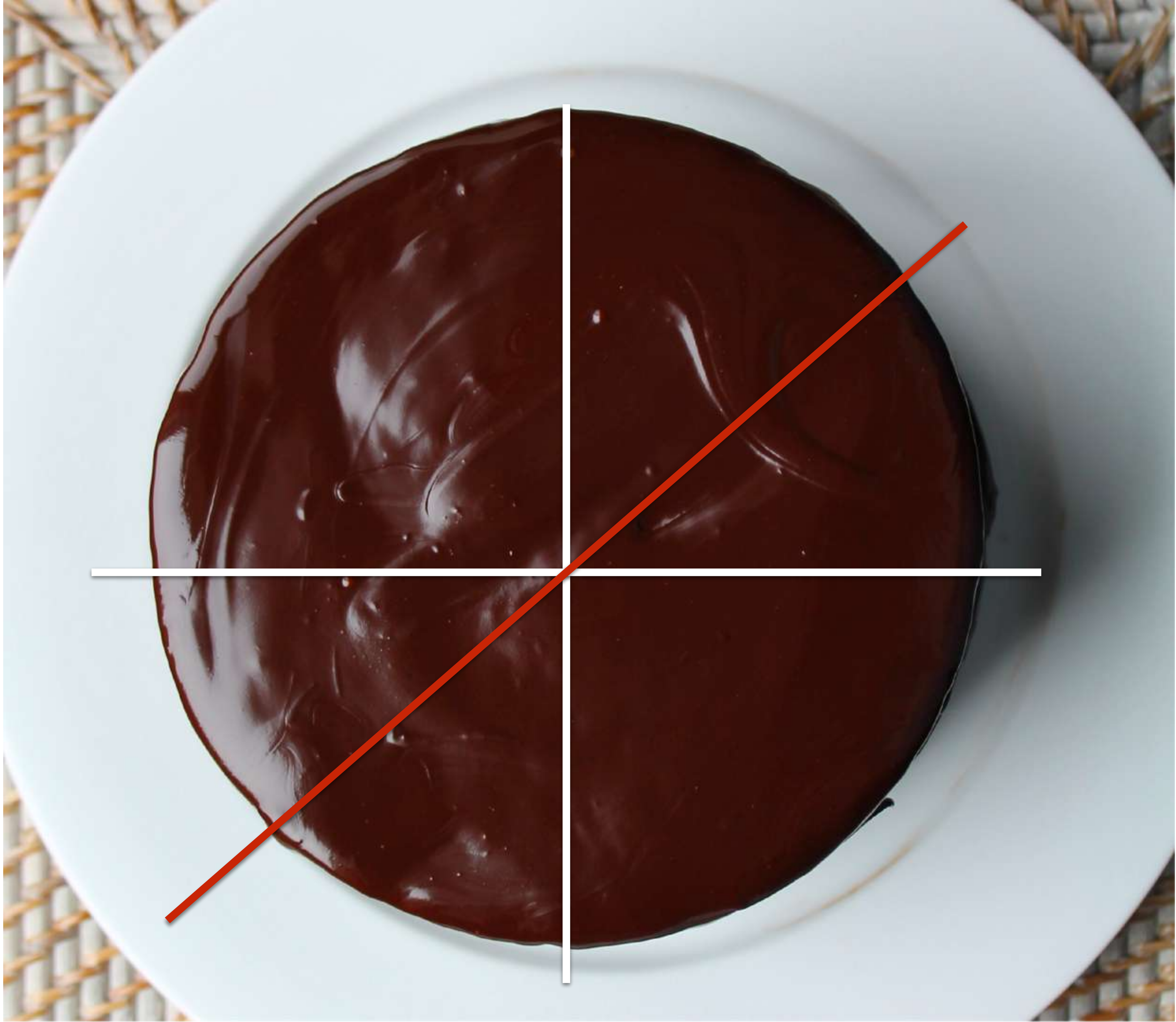
ANOTHER PUZZLE

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PERSPECTIVE

@SHANESNOW

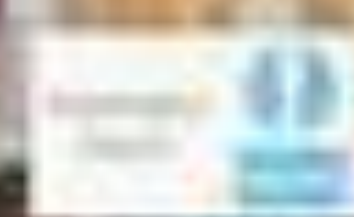
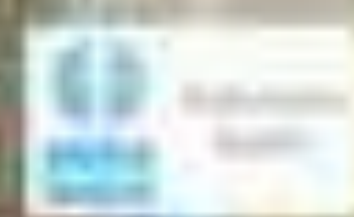
**Perspective is how
you SEE the
mountain.**



How you CLIMB the mountain is a function of the perspective you begin with.



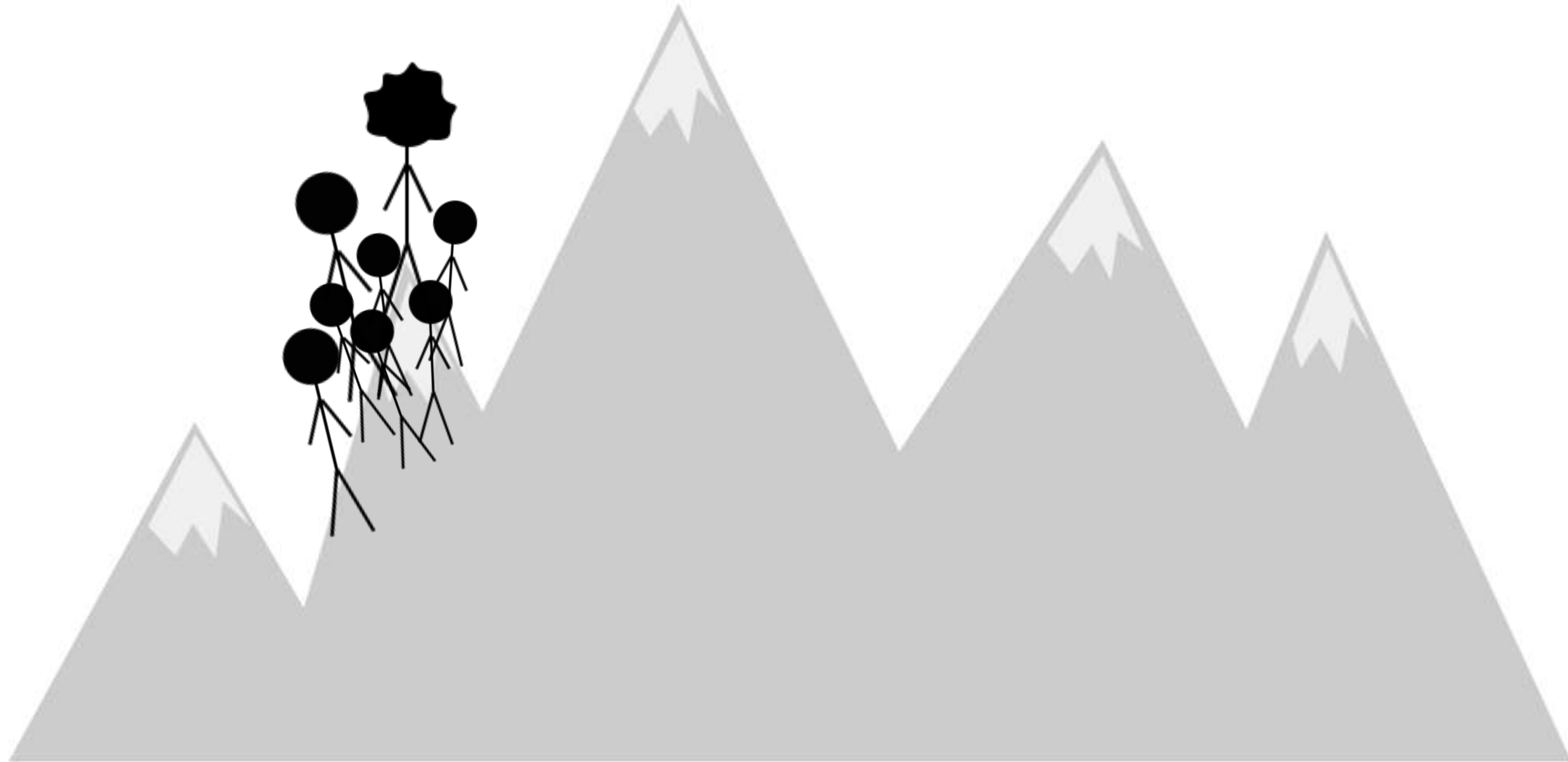
GREAT ORMOND STREET HOSPITAL FOR CHILDREN



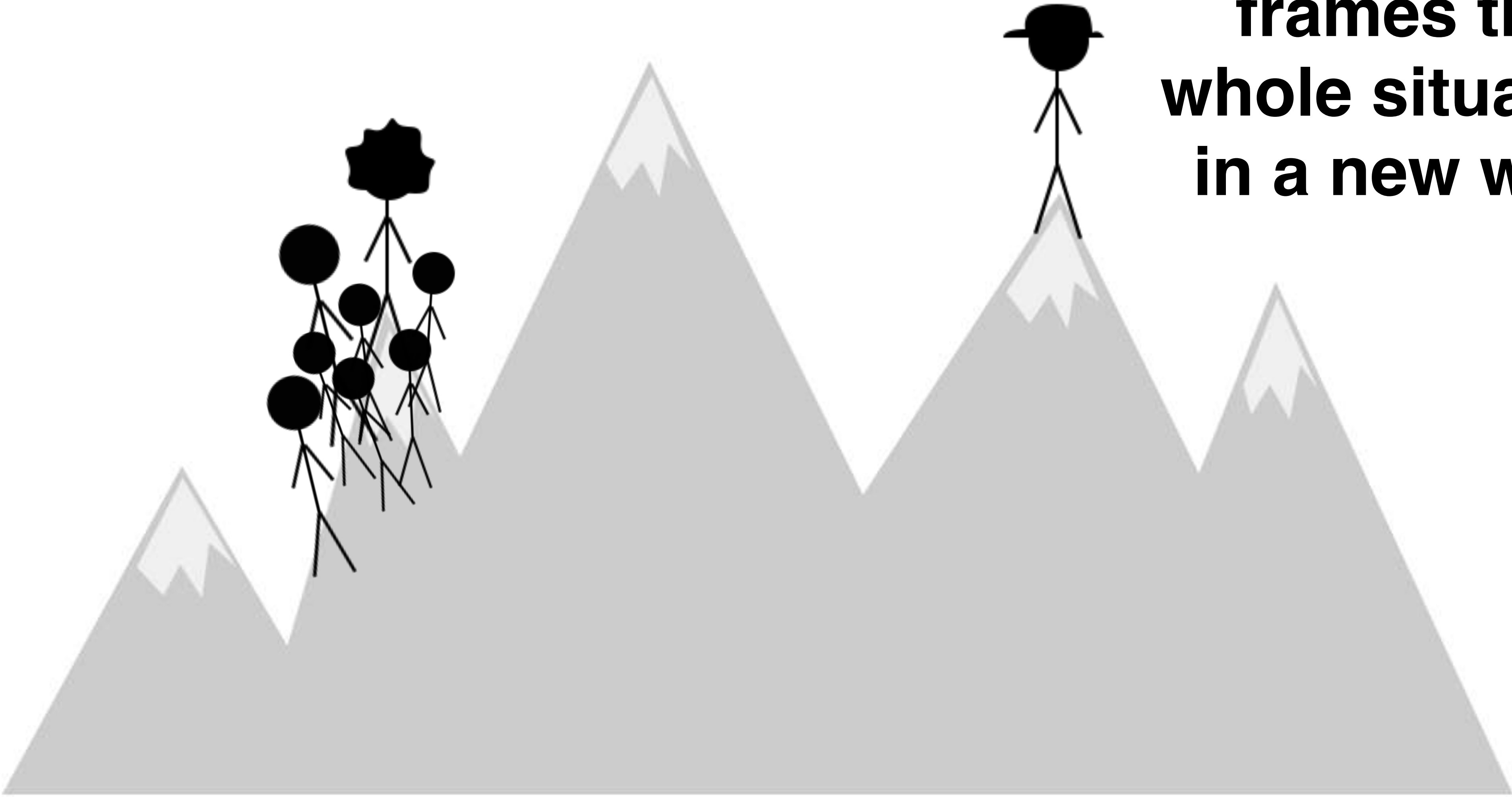


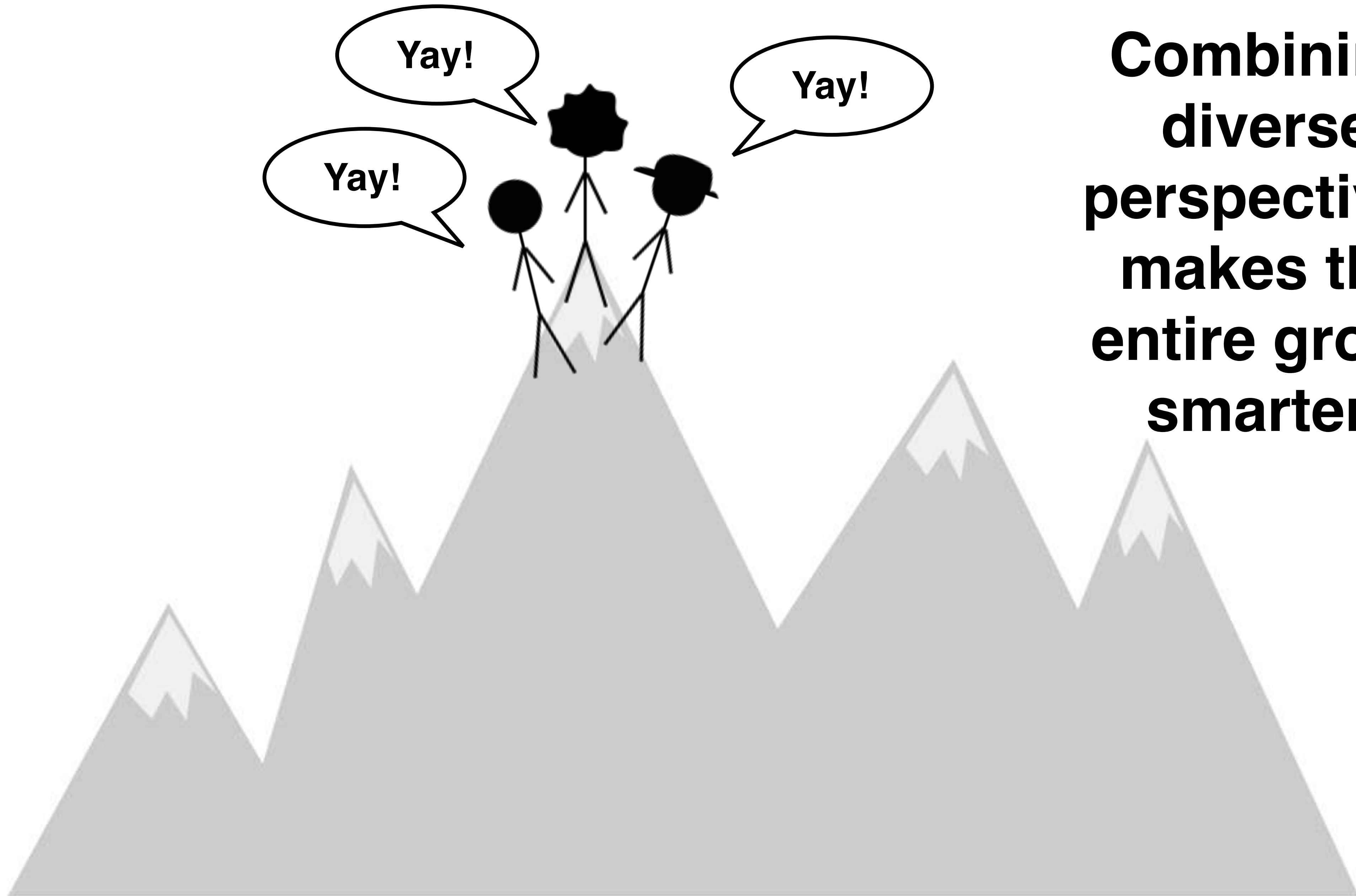


**A shared perspective leads groups
to coalesce around certain solutions.**



**A different
perspective
frames the
whole situation
in a new way.**





**Combining
diverse
perspectives
makes the
entire group
smarter!**

**TWO HEADS ARE BETTER
THAN ONE...**

**TWO HEADS ARE BETTER
THAN ONE...**

**BUT ONLY IF THOSE HEADS
SEE THINGS DIFFERENTLY**

COGNITIVE DIVERSITY

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**INCLUDING DIFFERENT
PEOPLE IS NOT JUST
MORALLY NICE.**

**IT'S A PRACTICAL WAY TO
GET LATERAL THINKING.**

A DIFFERENT
PERSPECTIVE DOESN'T HAVE
TO BE **GOOD**

A DIFFERENT
PERSPECTIVE DOESN'T HAVE
TO BE GOOD, **BETTER,**

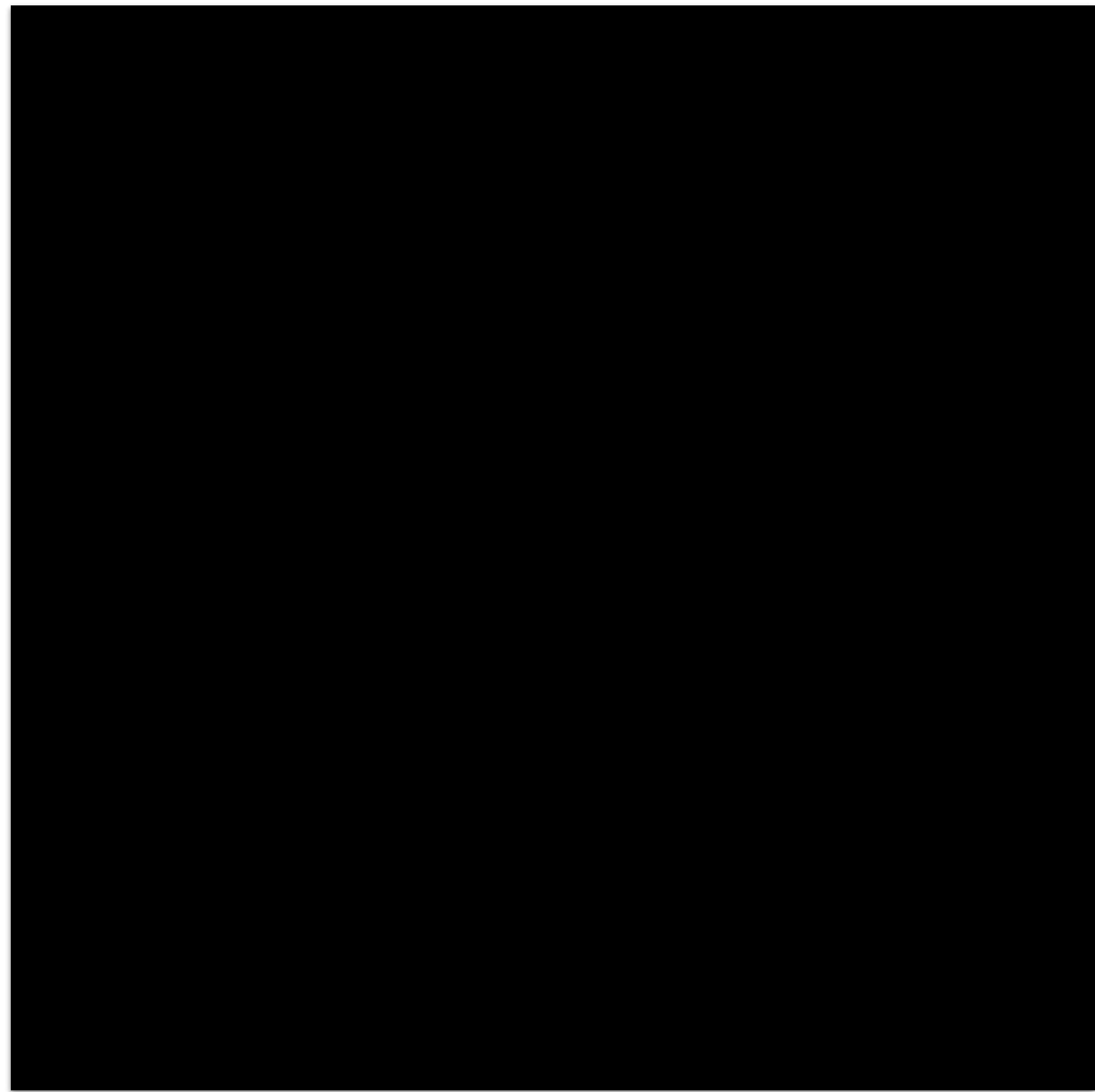
A DIFFERENT
PERSPECTIVE DOESN'T HAVE
TO BE GOOD, BETTER, OR
EVEN NORMAL

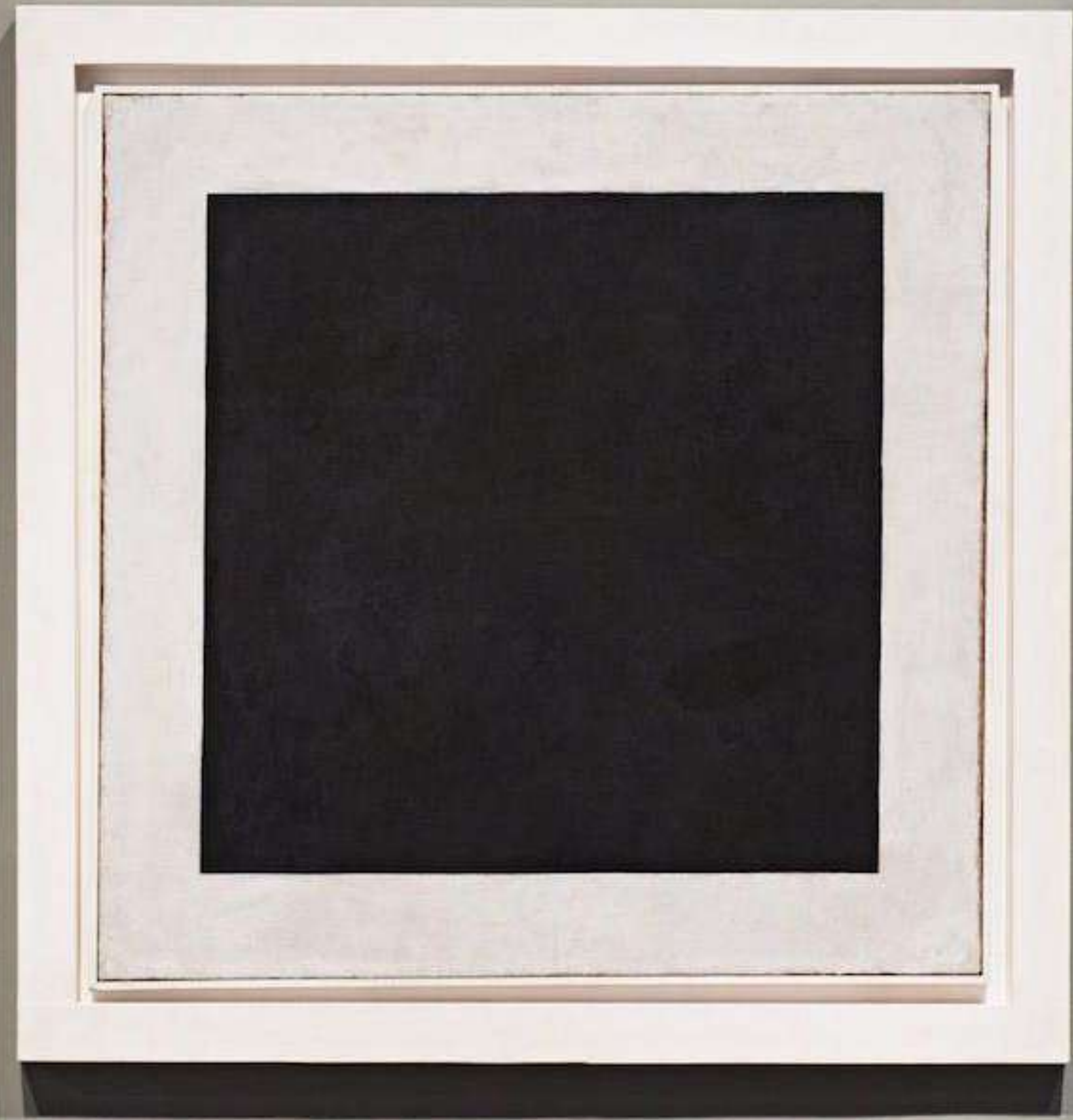
**A DIFFERENT
PERSPECTIVE DOESN'T HAVE
TO BE GOOD, BETTER, OR
EVEN NORMAL TO BE
USEFUL.**

THE STORY OF THE DUMBEST PAINTING IN THE WORLD

THE BLACK SQUARE

ARE YOU READY FOR IT?







KAZIMIR MALEVICH...



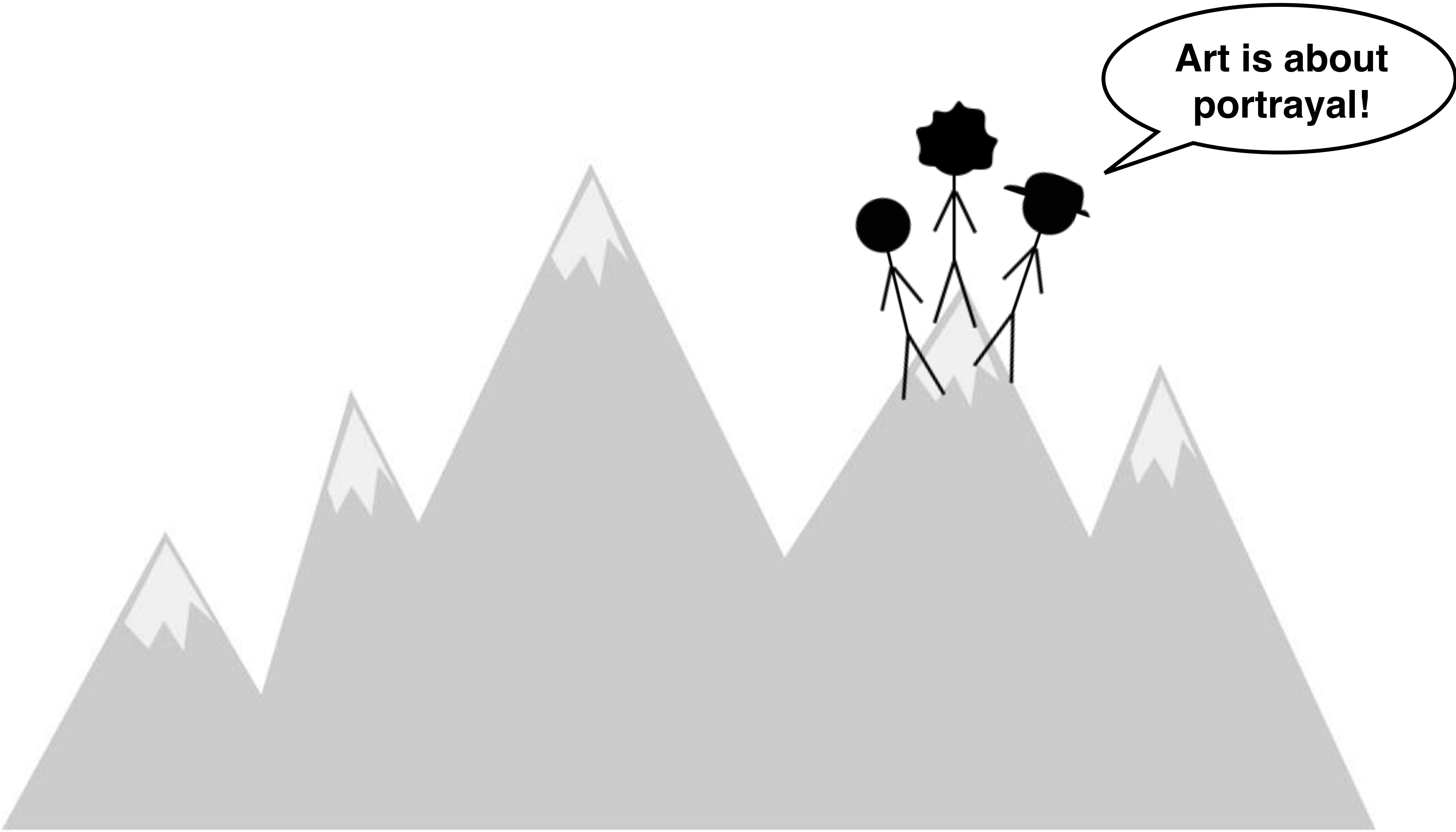
KAZIMIR MALEVICH...
(who was insane)

**THE “ZERO
POINT” OF ART**

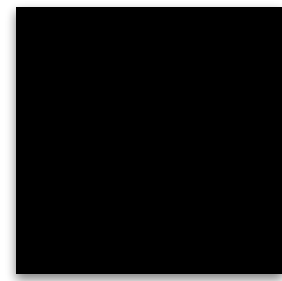




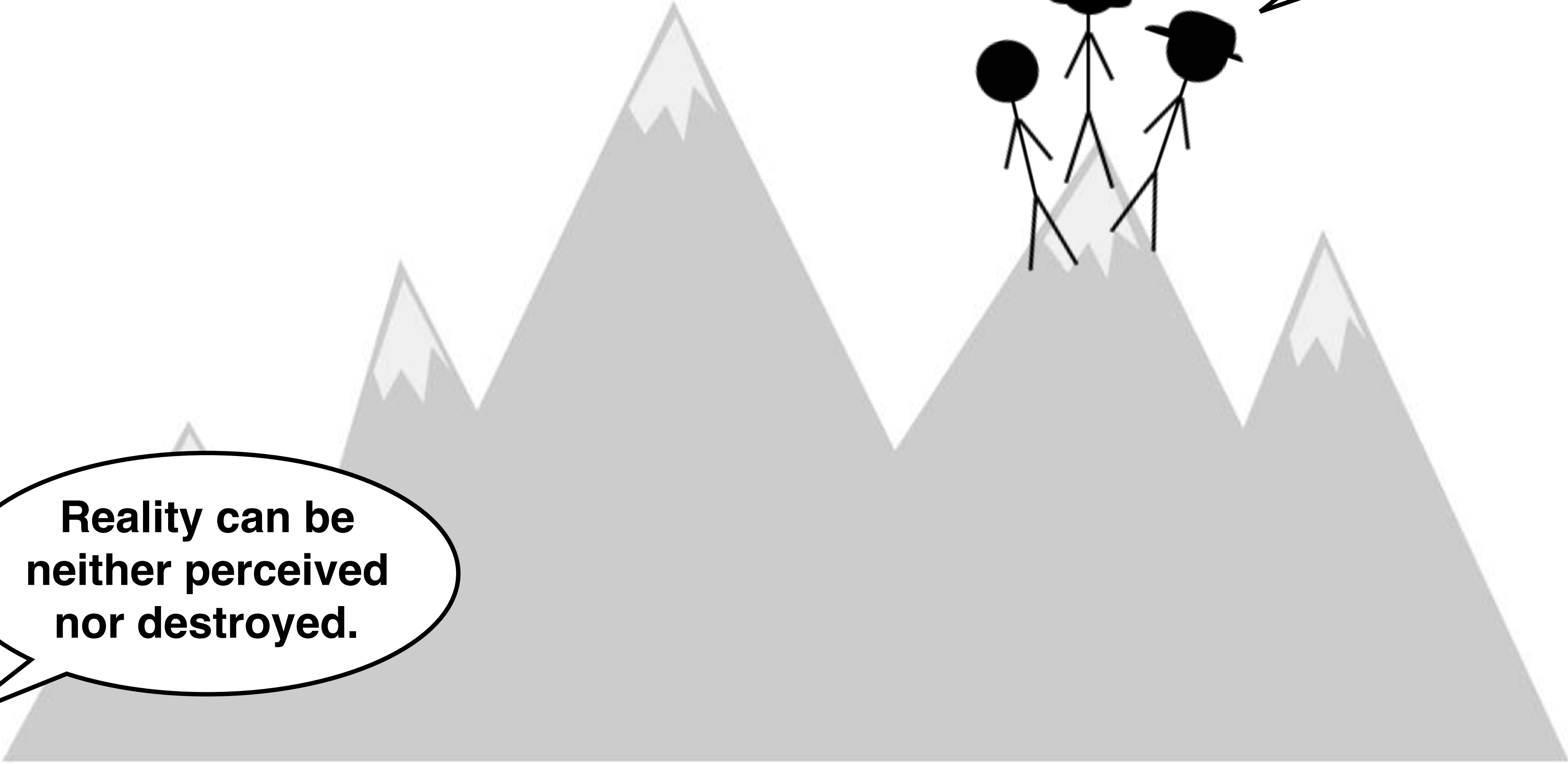
NOTHING



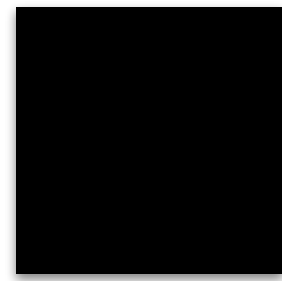
**Art is about
portrayal!**



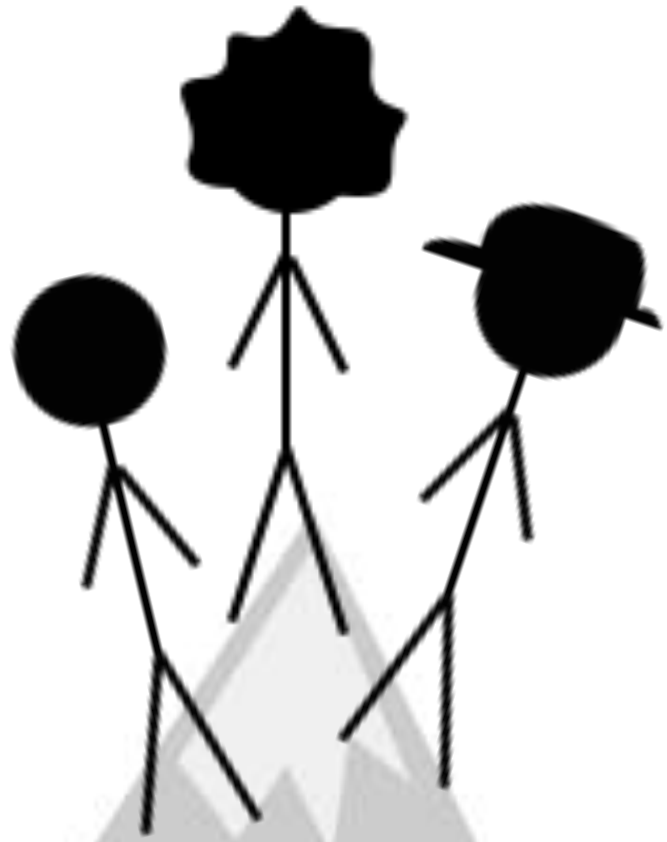
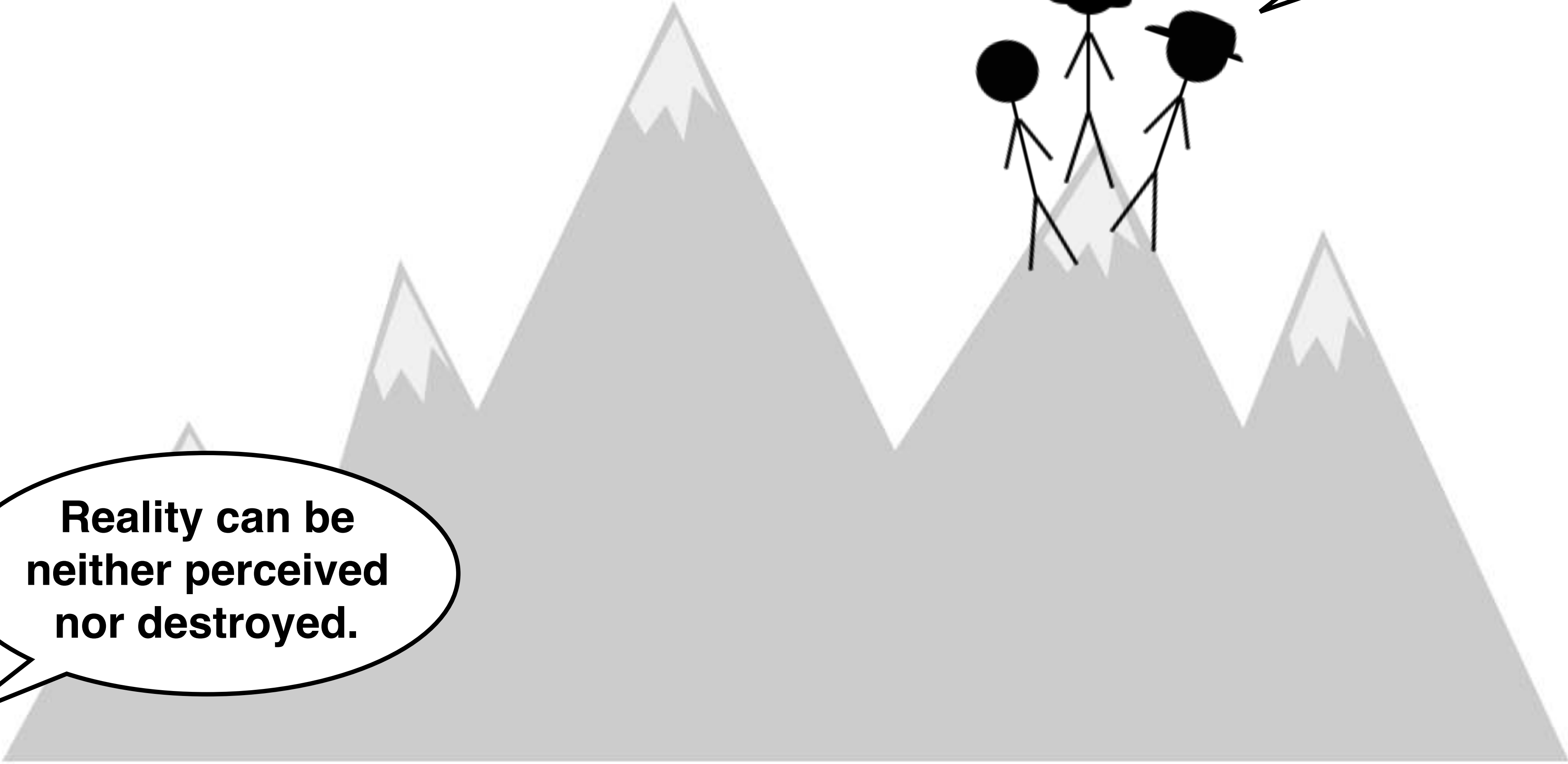
**Reality can be
neither perceived
nor destroyed.**



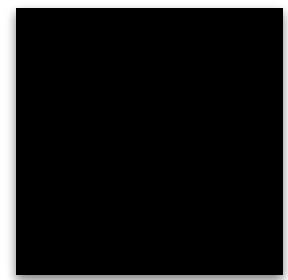
**Art is about
portrayal!**



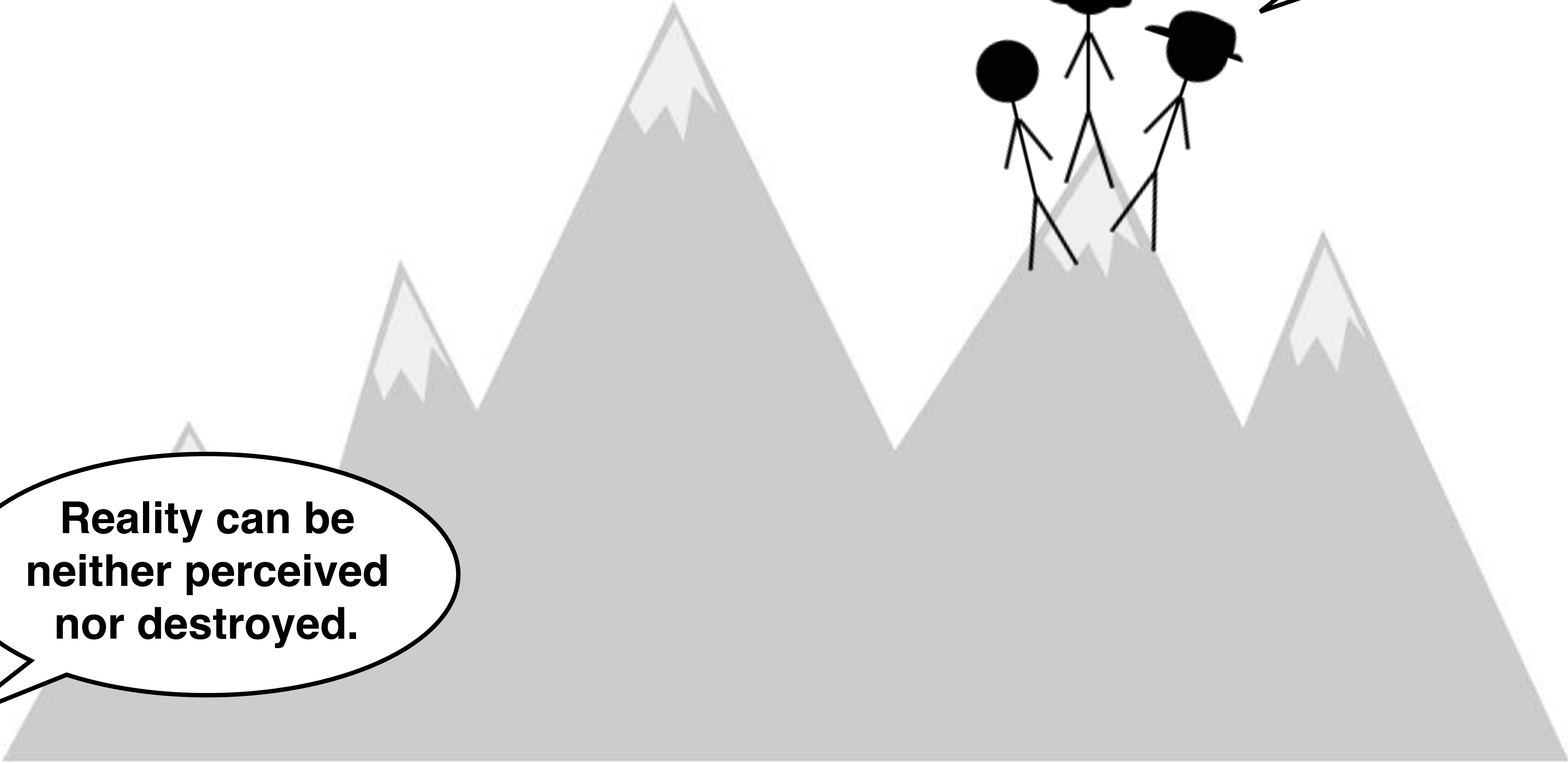
**Reality can be
neither perceived
nor destroyed.**



...



**Reality can be
neither perceived
nor destroyed.**



WTF?



**Then Malevich's student,
El Lissitzky...**



**Then Malevich's student,
El Lissitzky got tasked with
making propaganda
for the Bolshevik revolution.**





**What if art didn't
have to be about
portraying reality...**



КЛИНОМ

КРАСНЫМ

БЕИ

БЕЛЫХ

ЛЛ.

№ 19 ЛИТІЗДАТ ПОЛІТУПРАВЛЕННЯ ЗАПФРОНТА

Уновис



KOMEN

VAN VERRE

NAAR

DE

AA
ROE

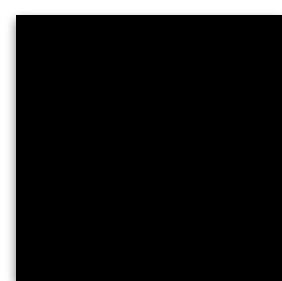
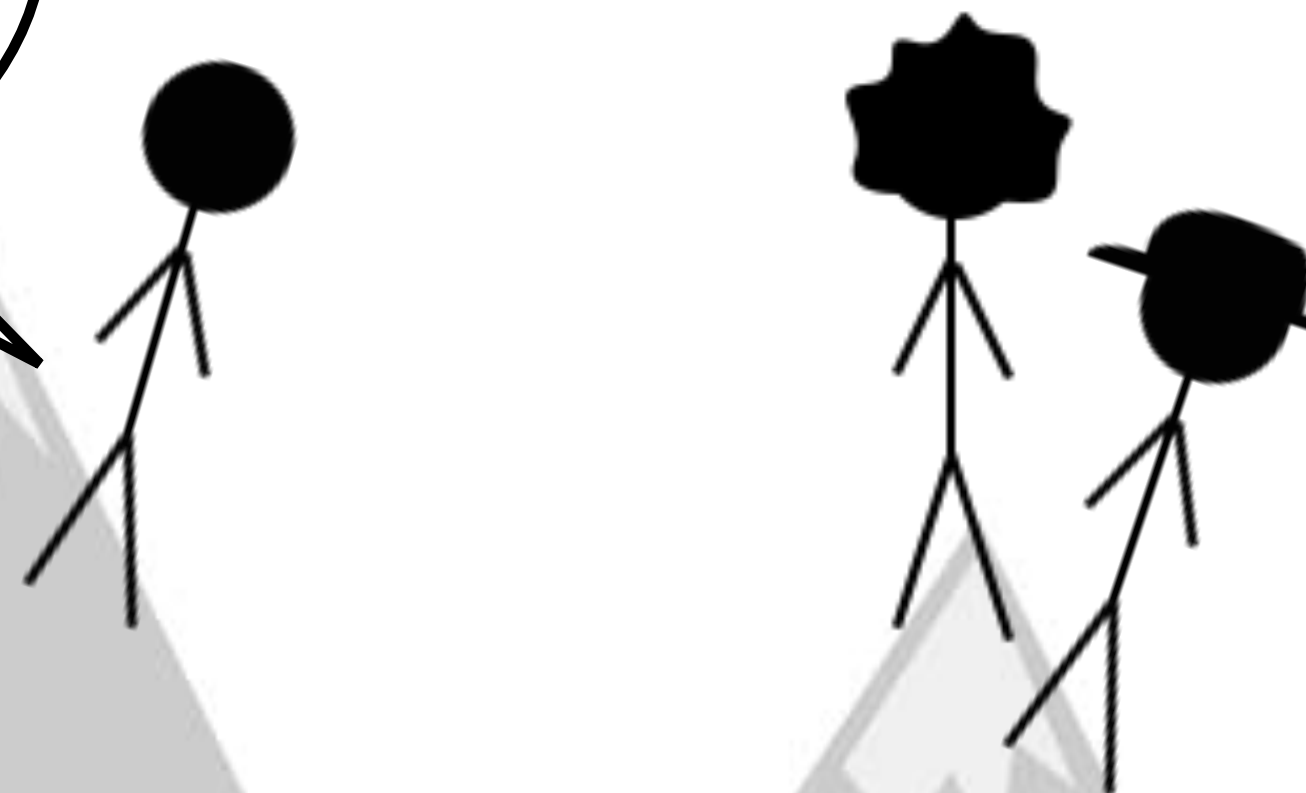
EN

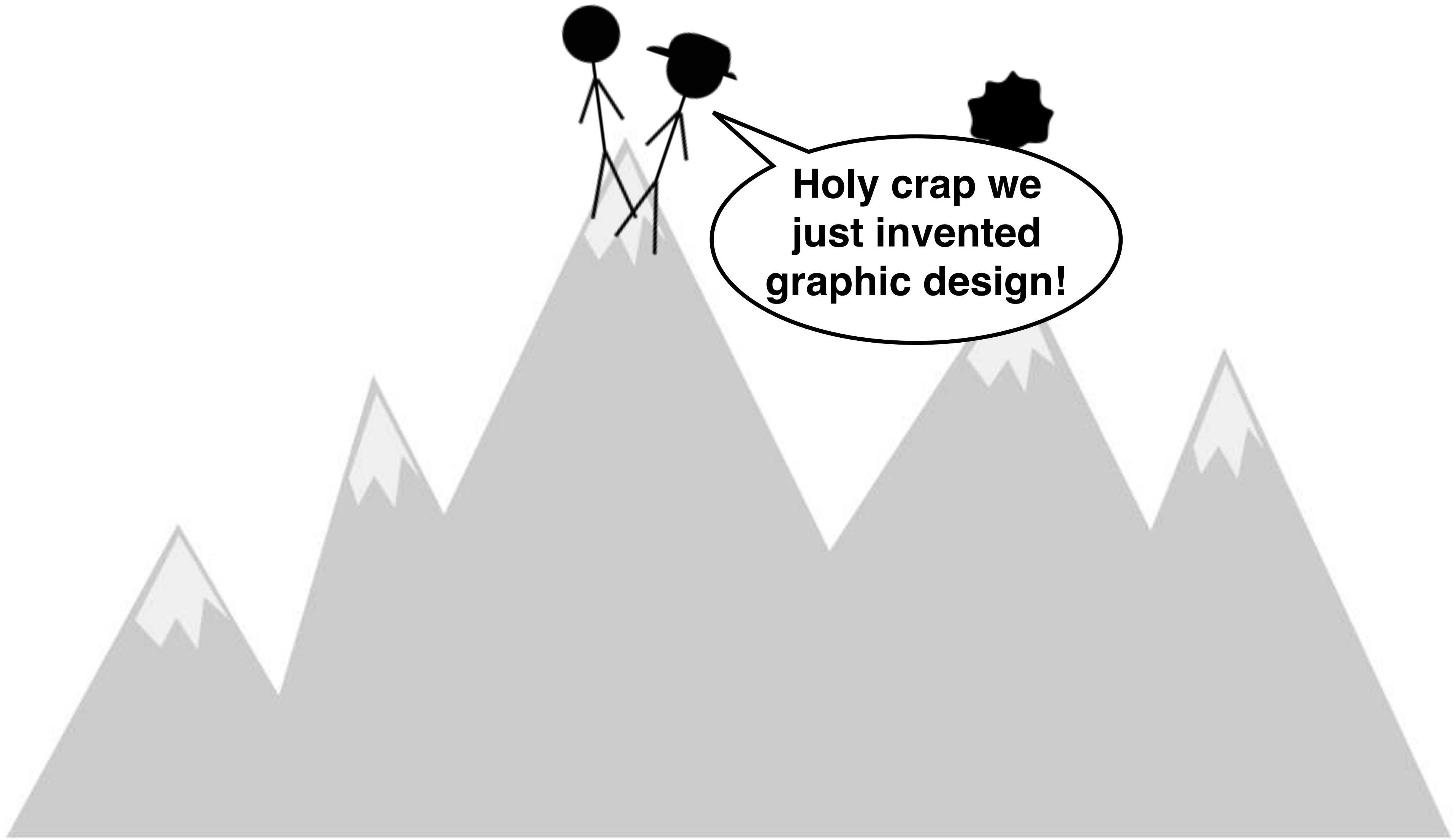
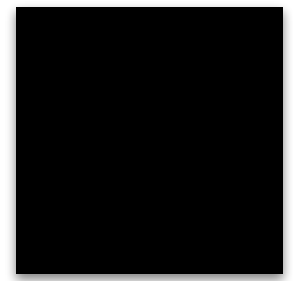


КНИГИ

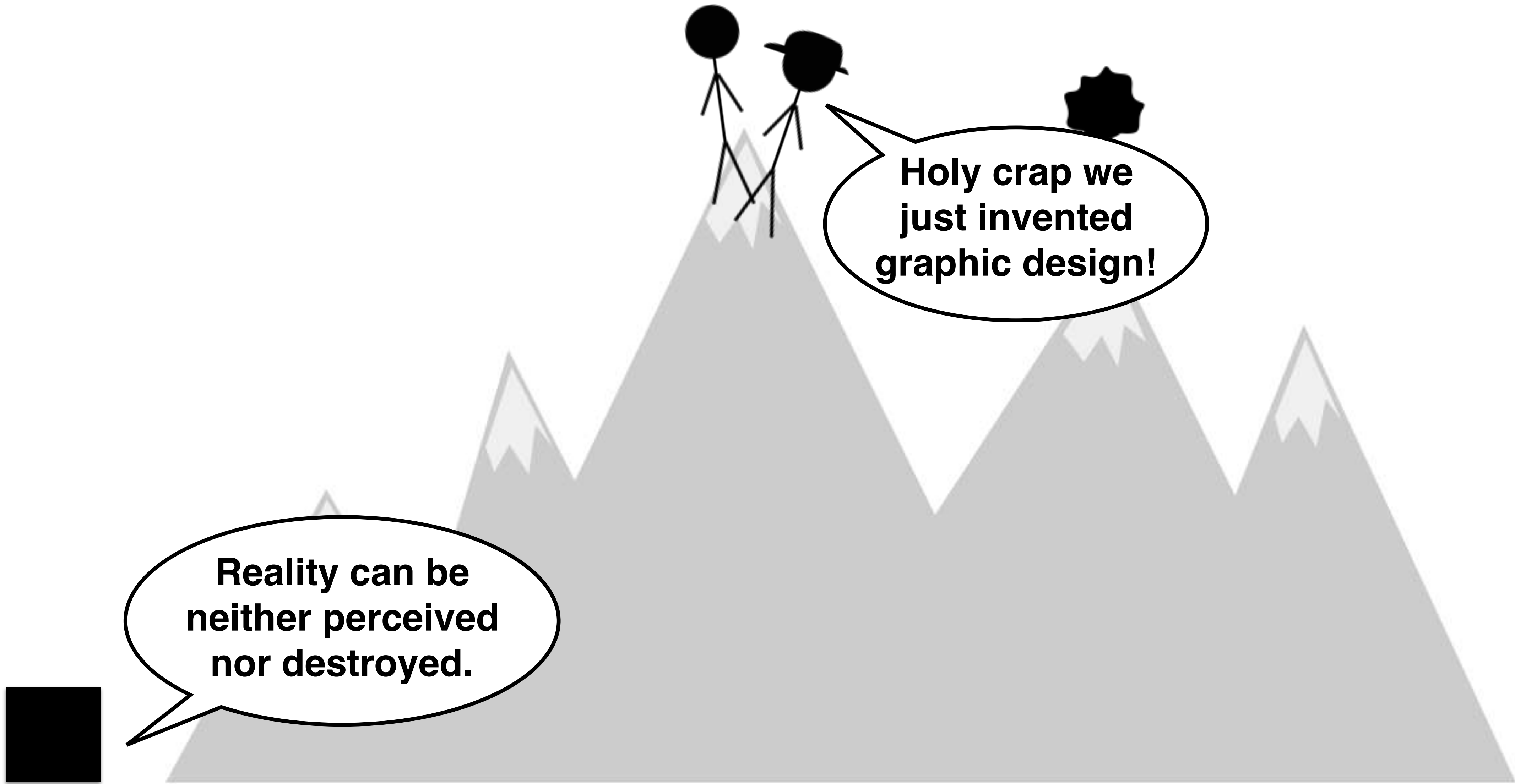
ПО ВСЕМ
ОТРАСЛЯМ
ЗНАНИЯ

Maybe I could
use art as... like...
visual
communication





**Holy crap we
just invented
graphic design!**



**Holy crap we
just invented
graphic design!**

**Reality can be
neither perceived
nor destroyed.**

**THE PERSPECTIVE THAT
HELPS YOU BREAK
THROUGH MAY NOT BE WHAT
YOU THINK.**







**To get something new, our
perspectives need to
actually mash together.**

Cognitive Friction

**How we got
hip-hop**



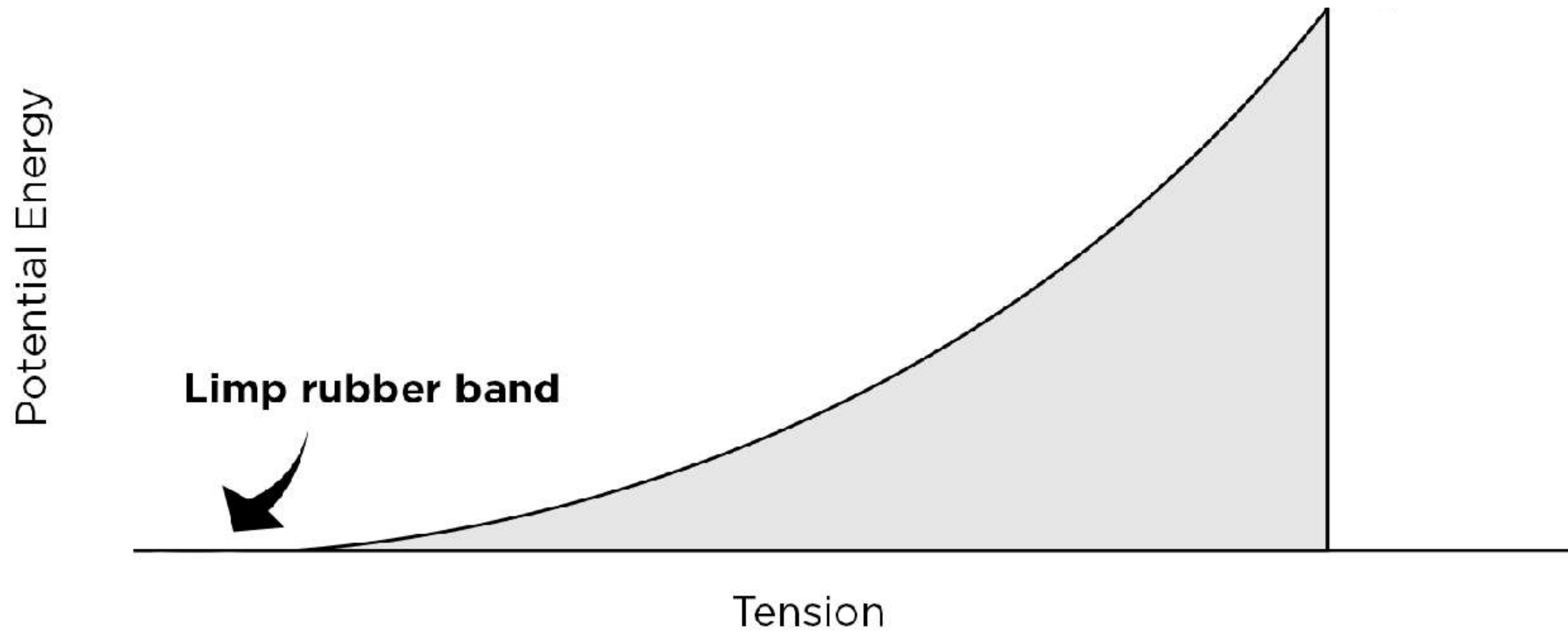




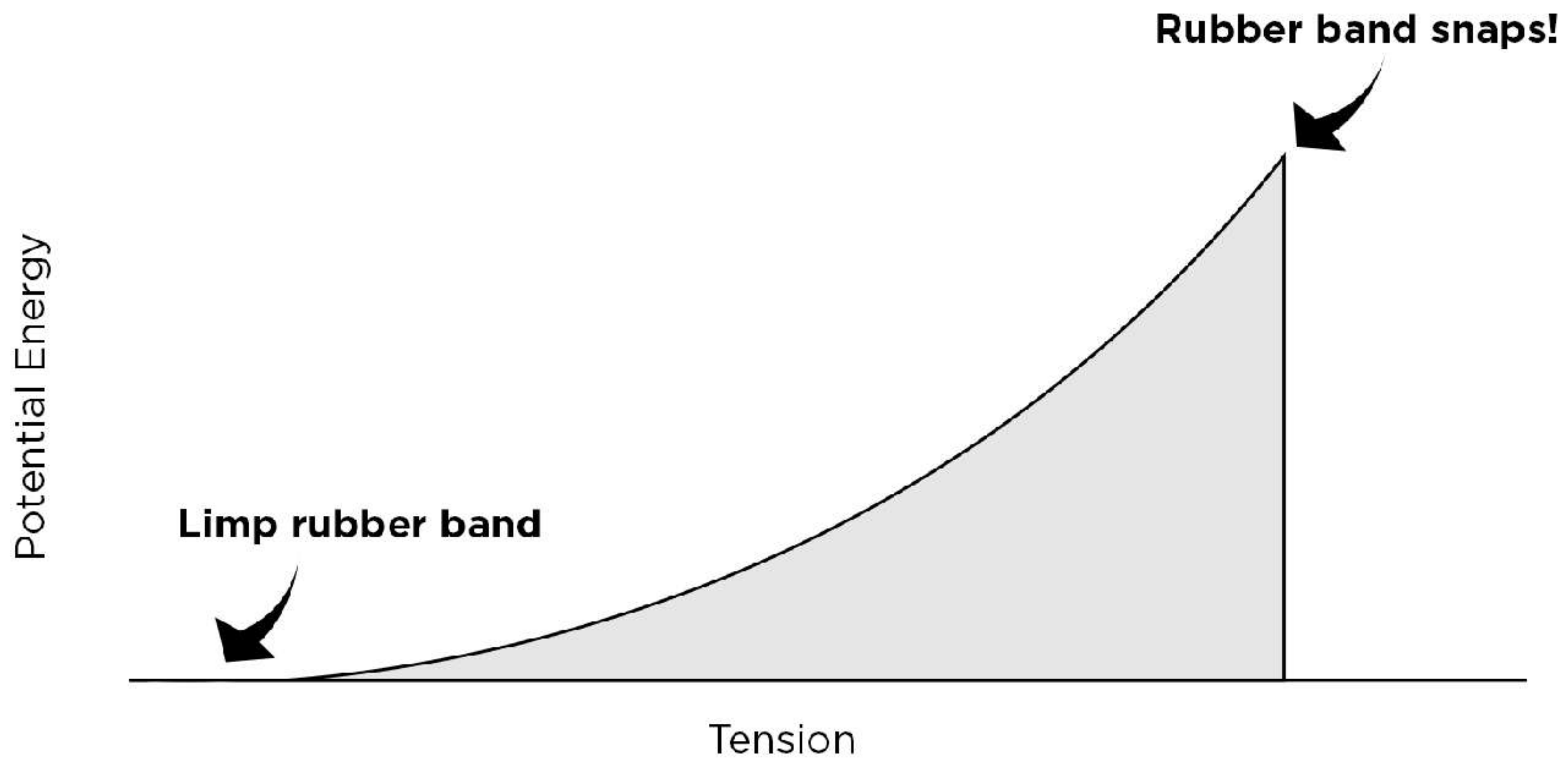
**Lateral Thinking is born of
the friction between
different ways of thinking.**

**“When steel
strikes steel,
both blades
get sharper.”**



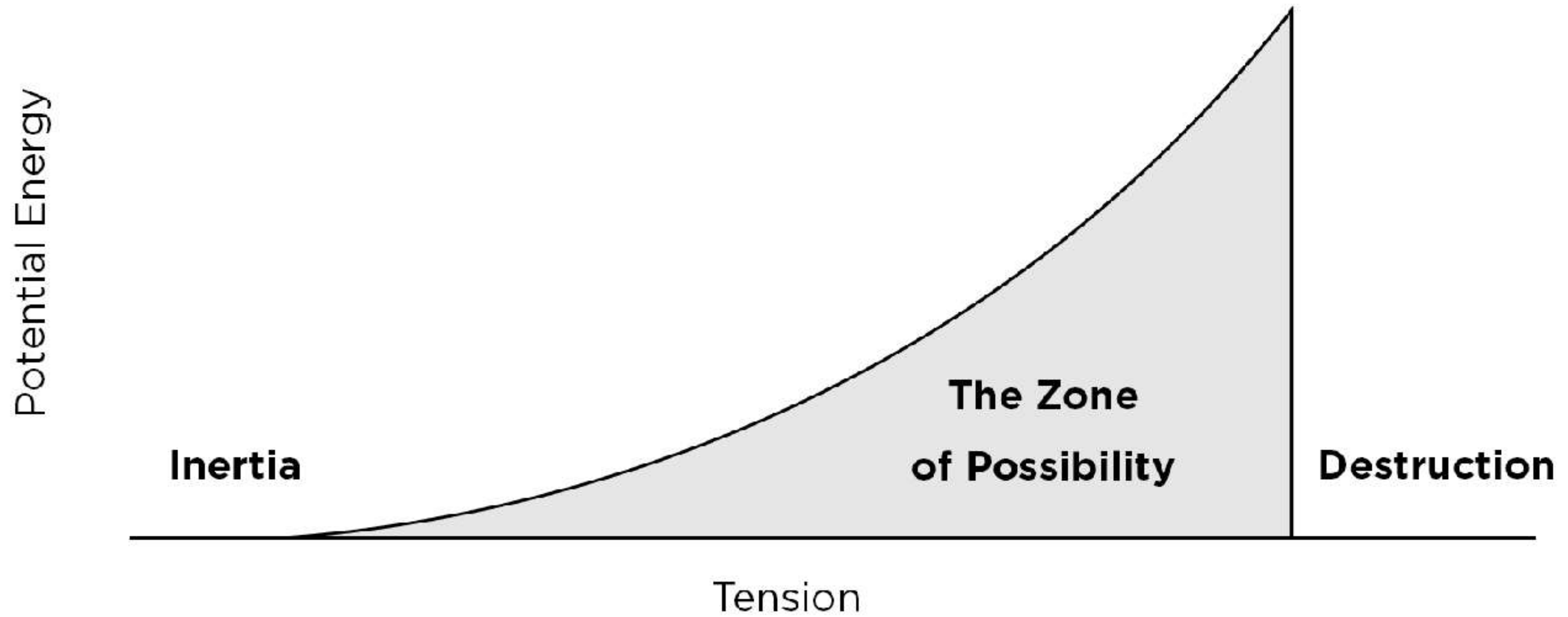


BUT AT A CERTAIN POINT...



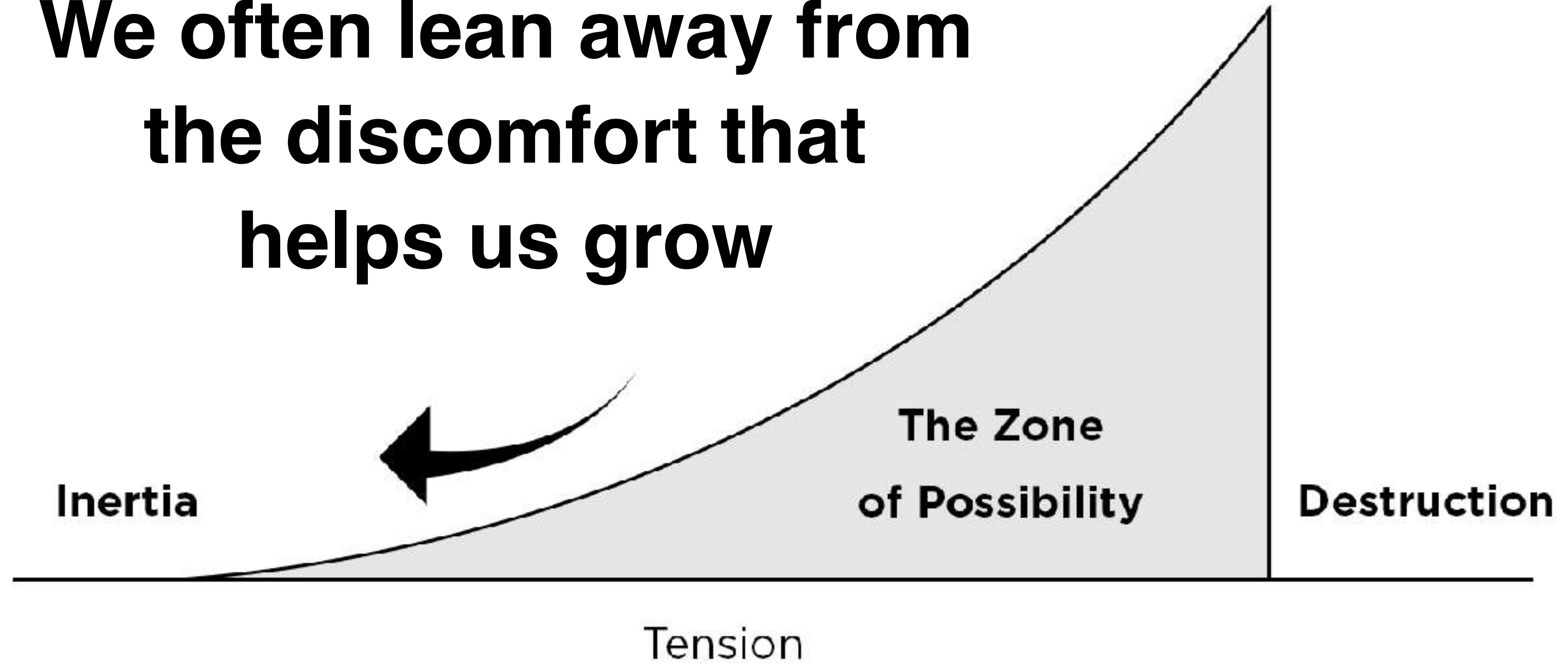


**Be careful with
your sword's
double edge.**

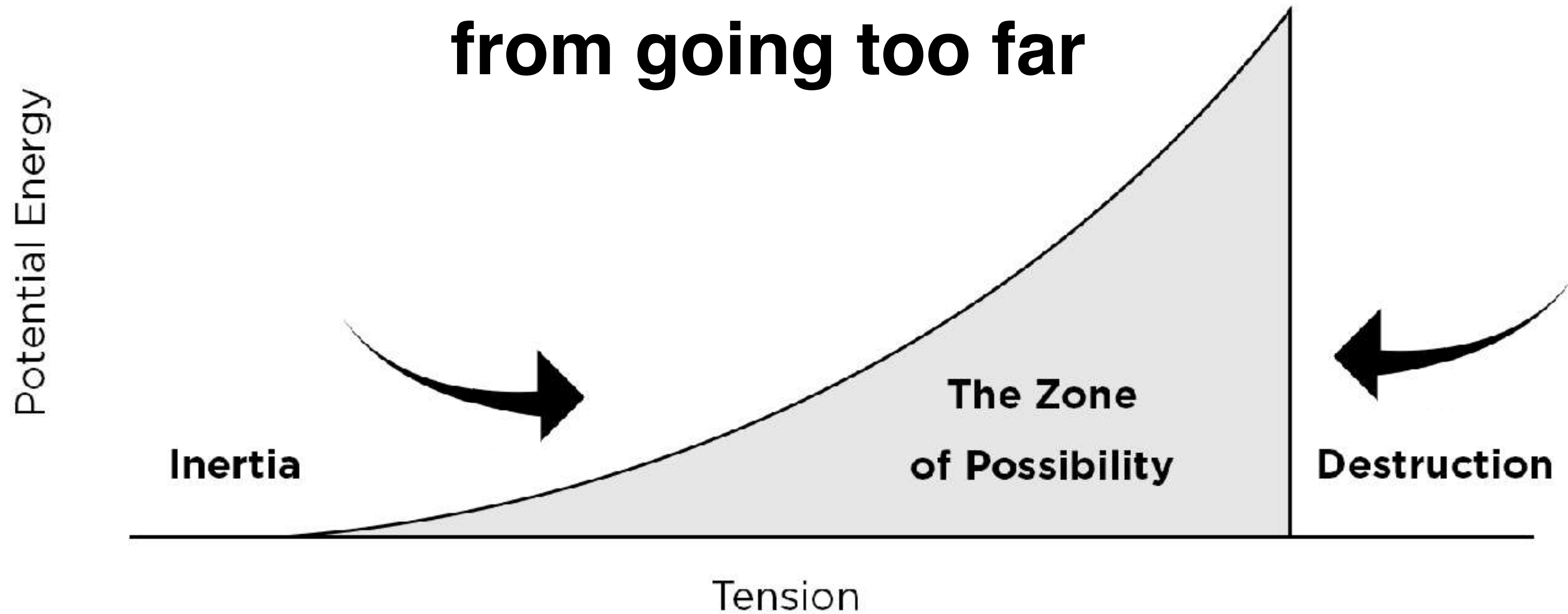


**We often lean away from
the discomfort that
helps us grow**

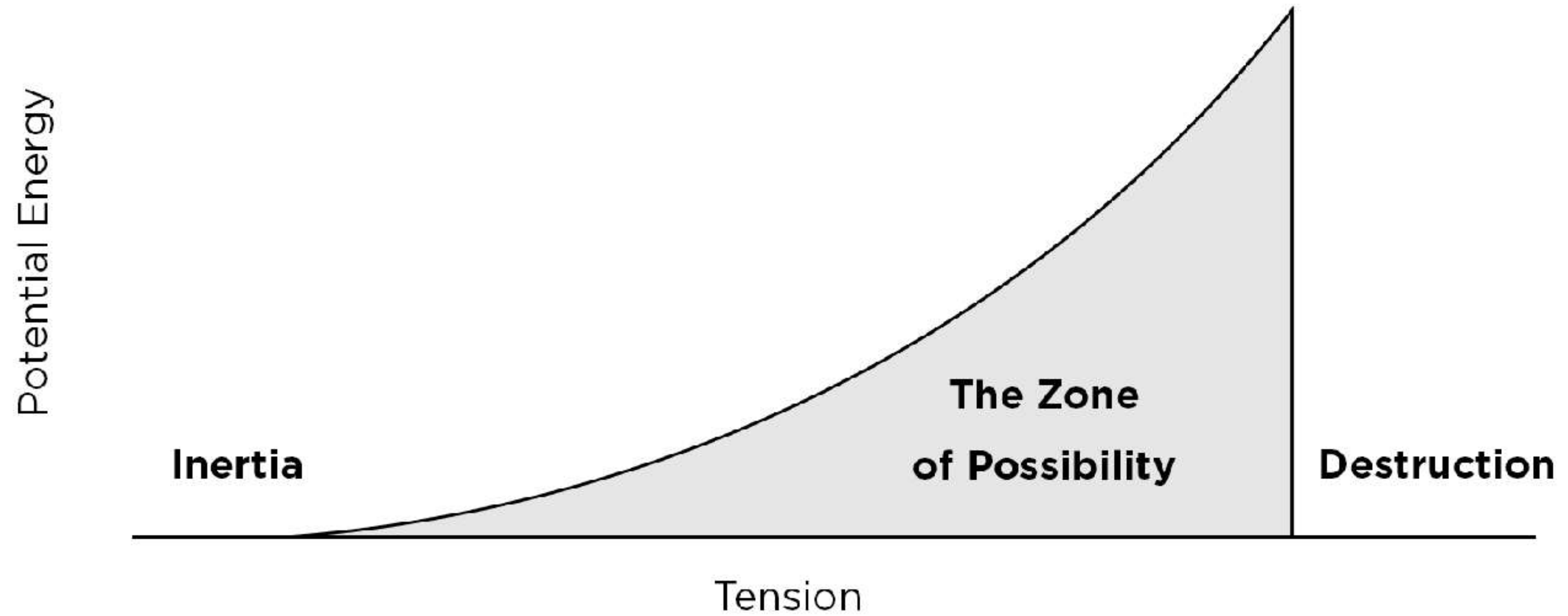
Potential Energy



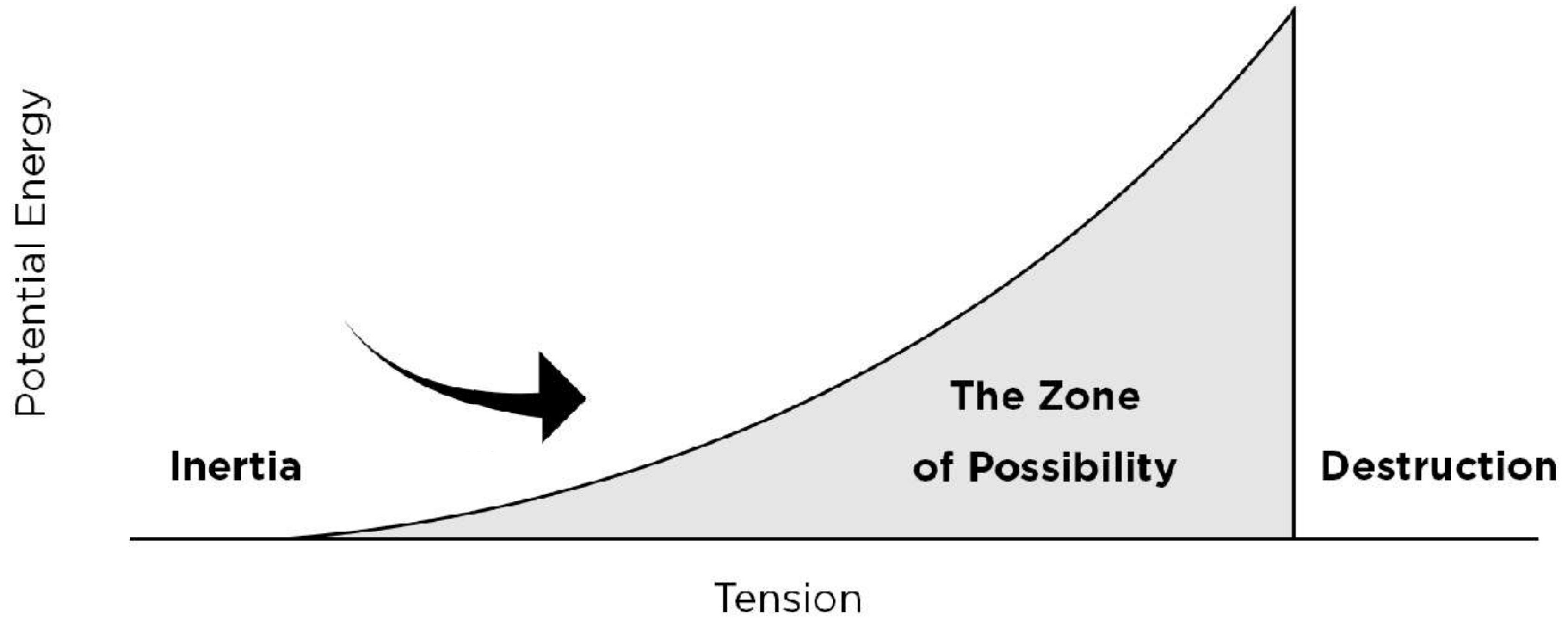
**Instead, we should lean
in—and focus on
keeping the tension
from going too far**



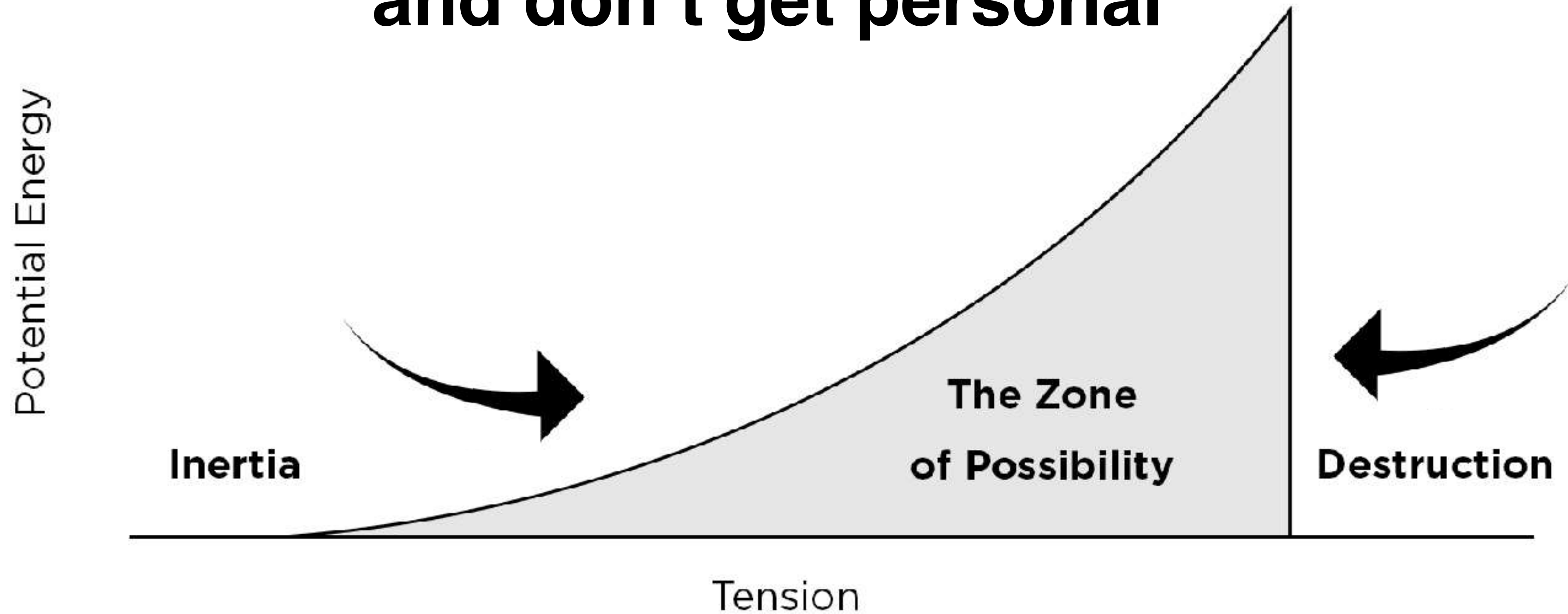
E.G.



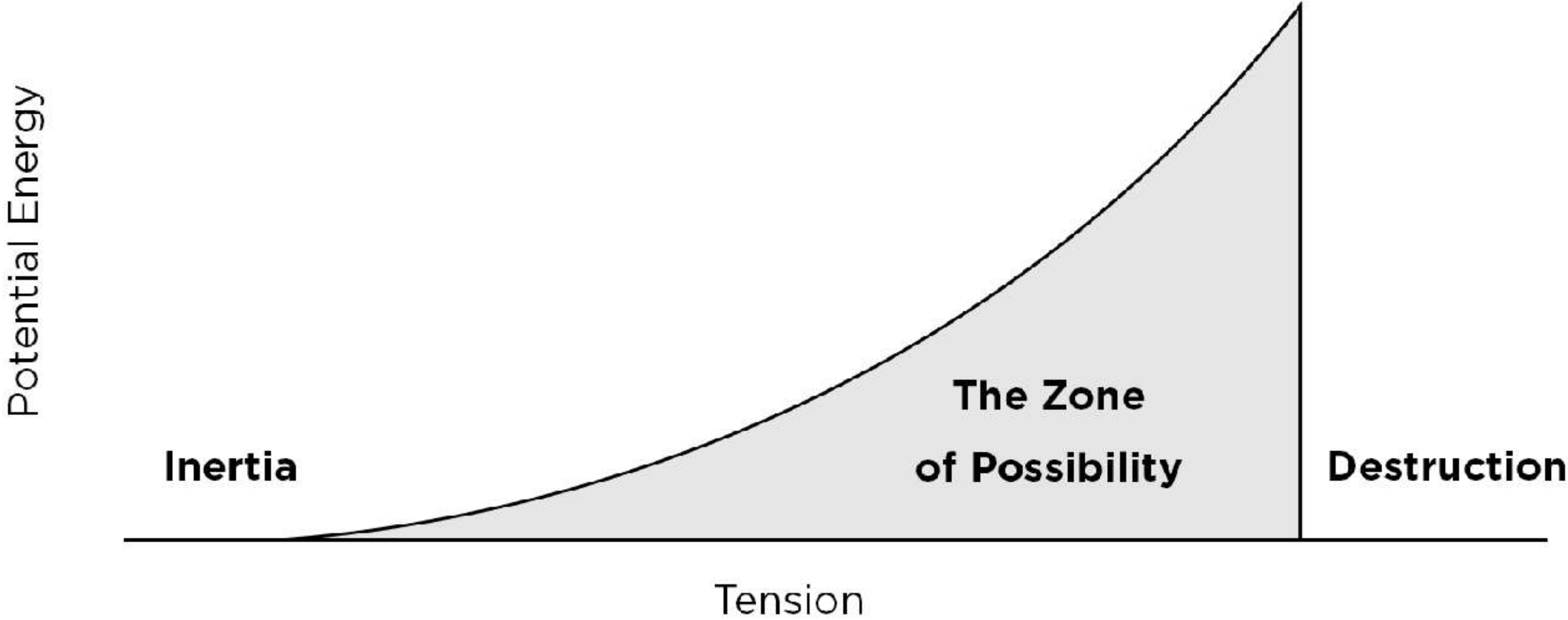
E.G. Instigate debates



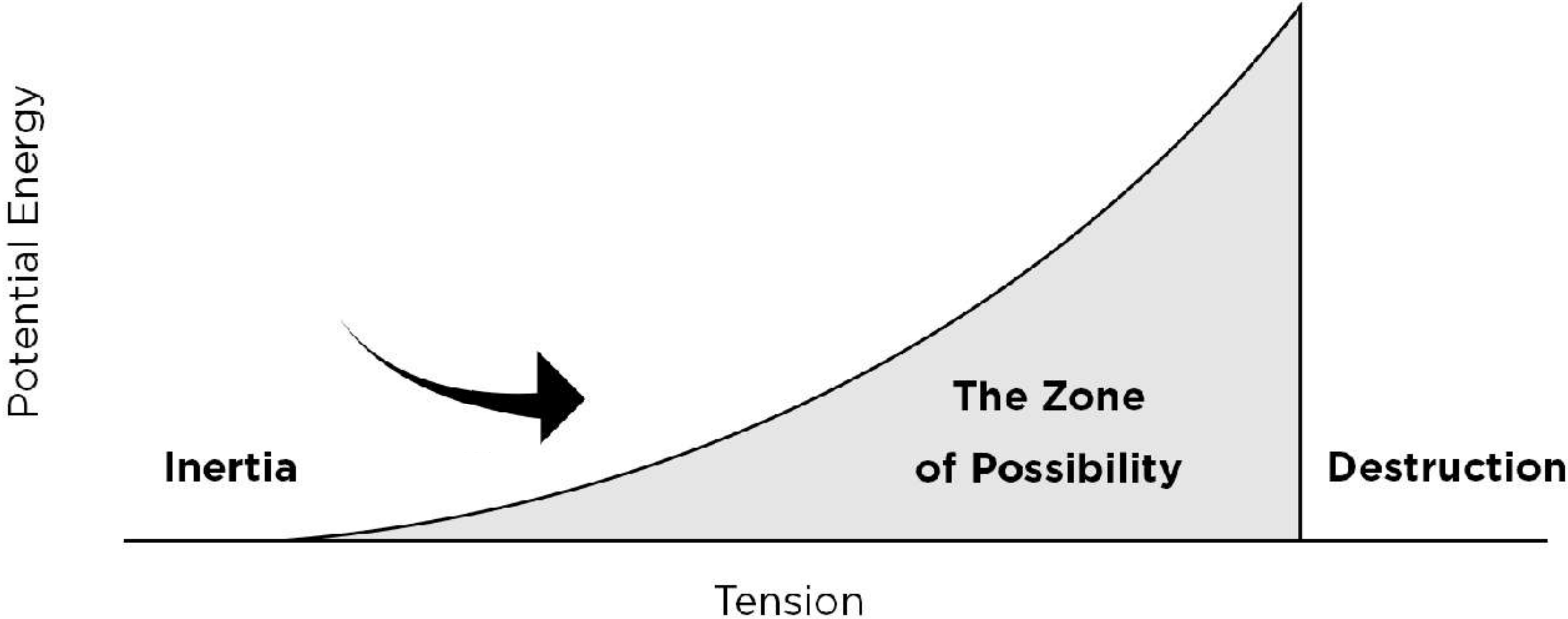
**E.G. Instigate debates
that are about ideas
and don't get personal**



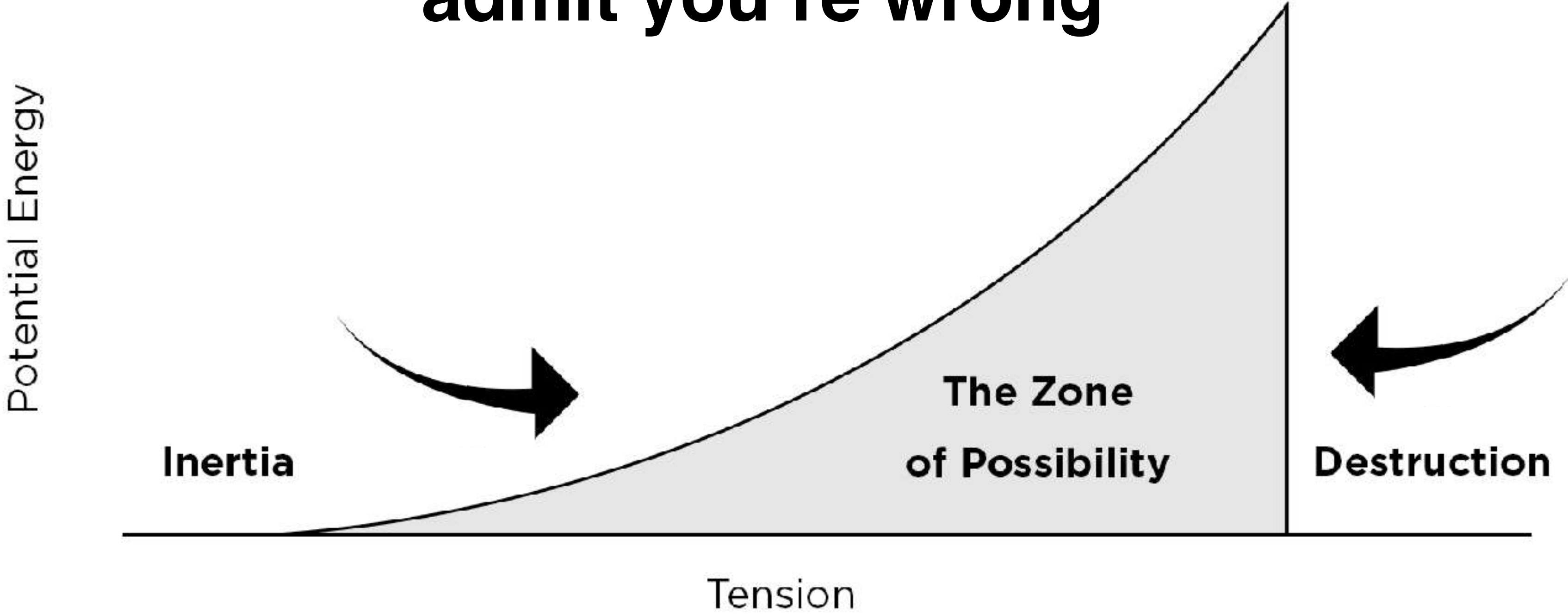
E.G.



E.G. Invite dissent



**E.G. Invite dissent
and be the first to
admit you're wrong**



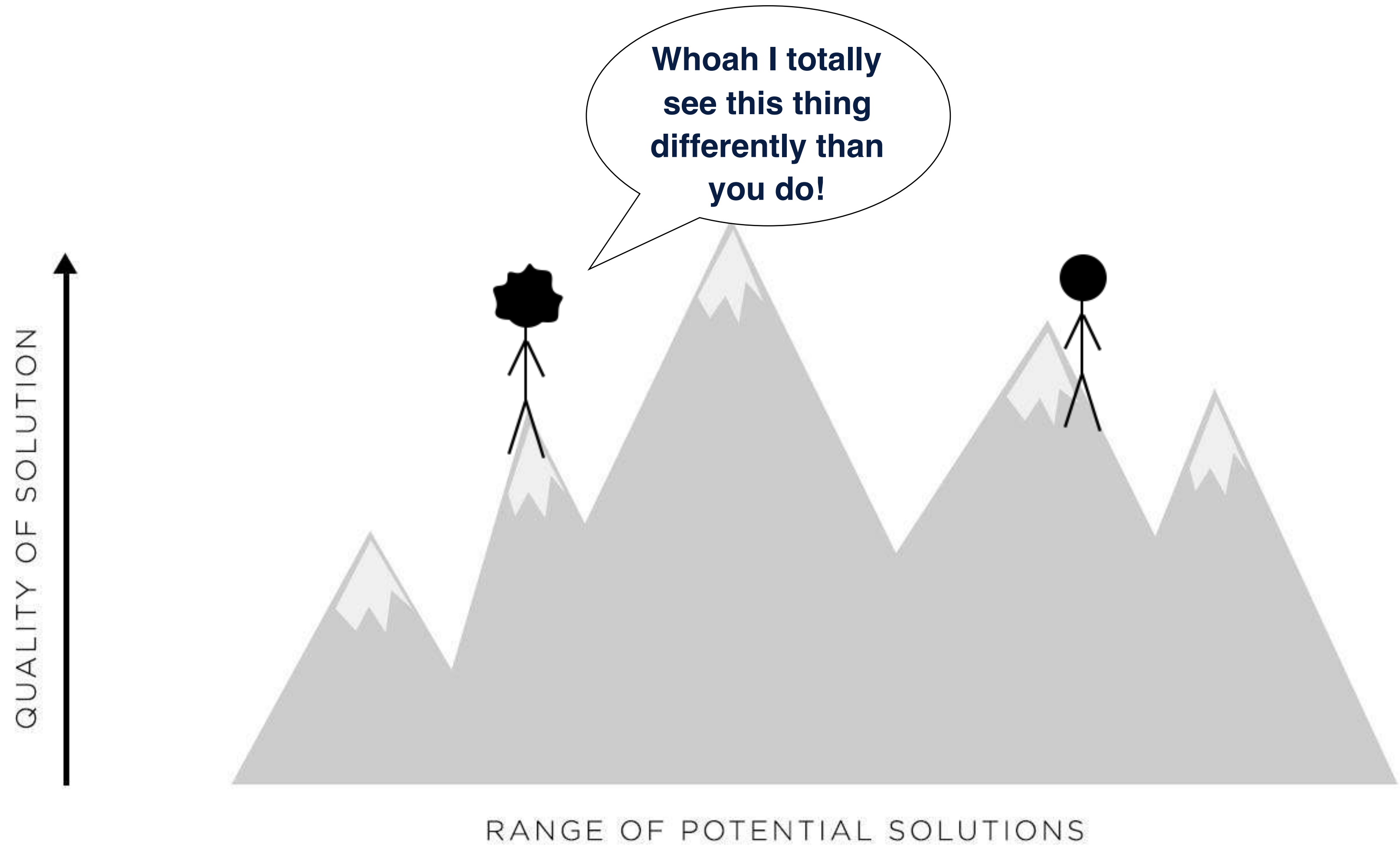
INTELLECTUAL HUMILITY

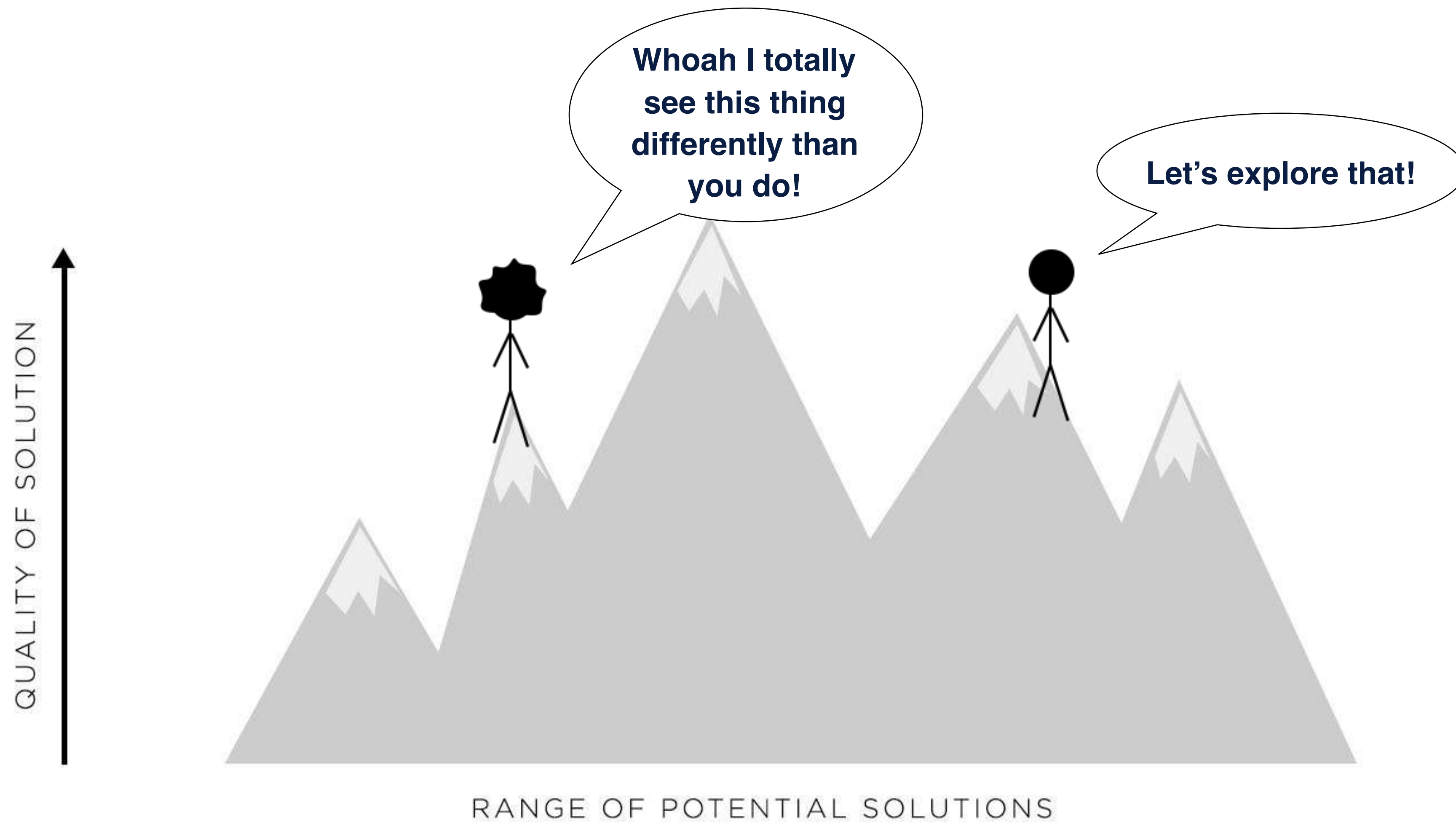


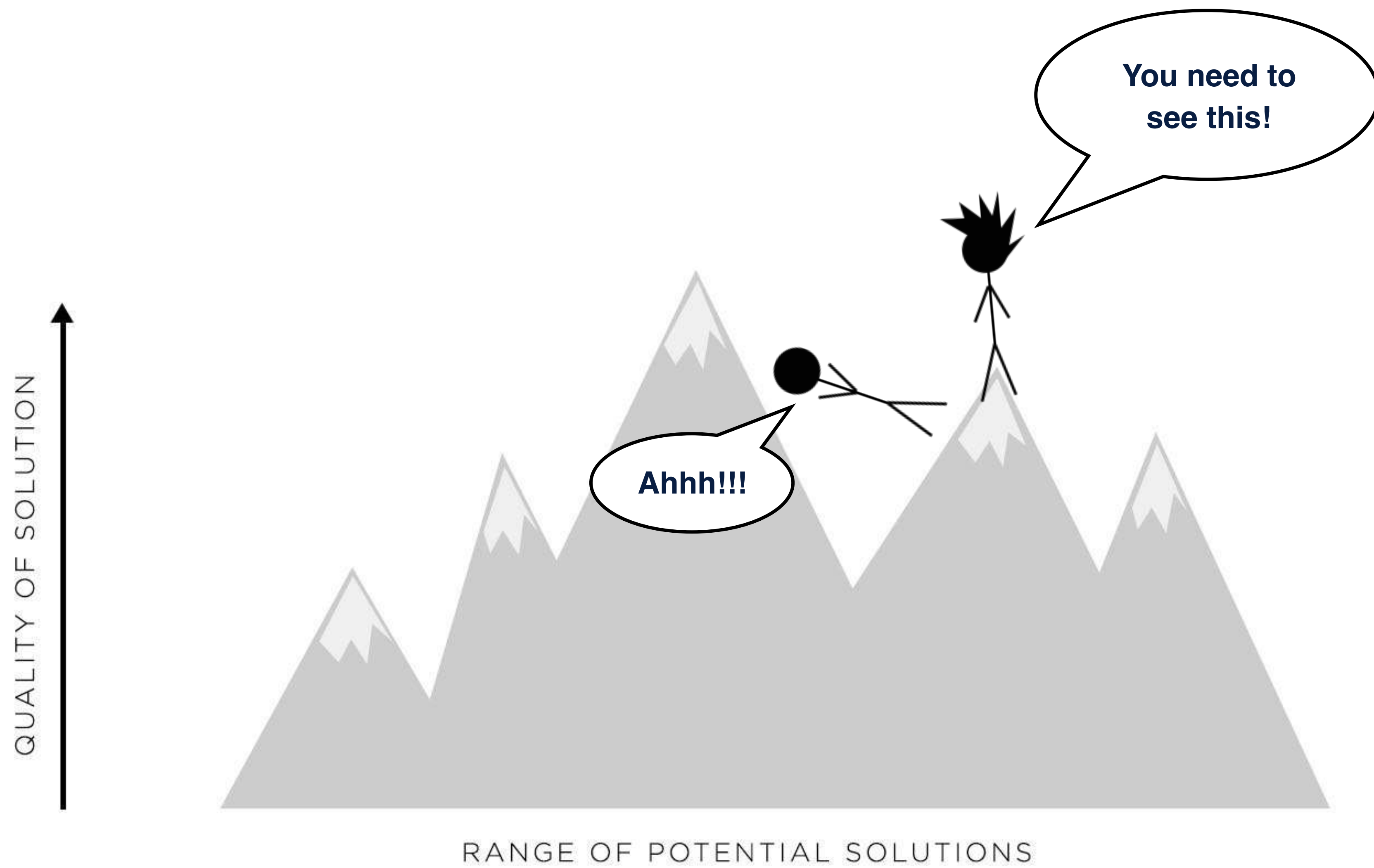


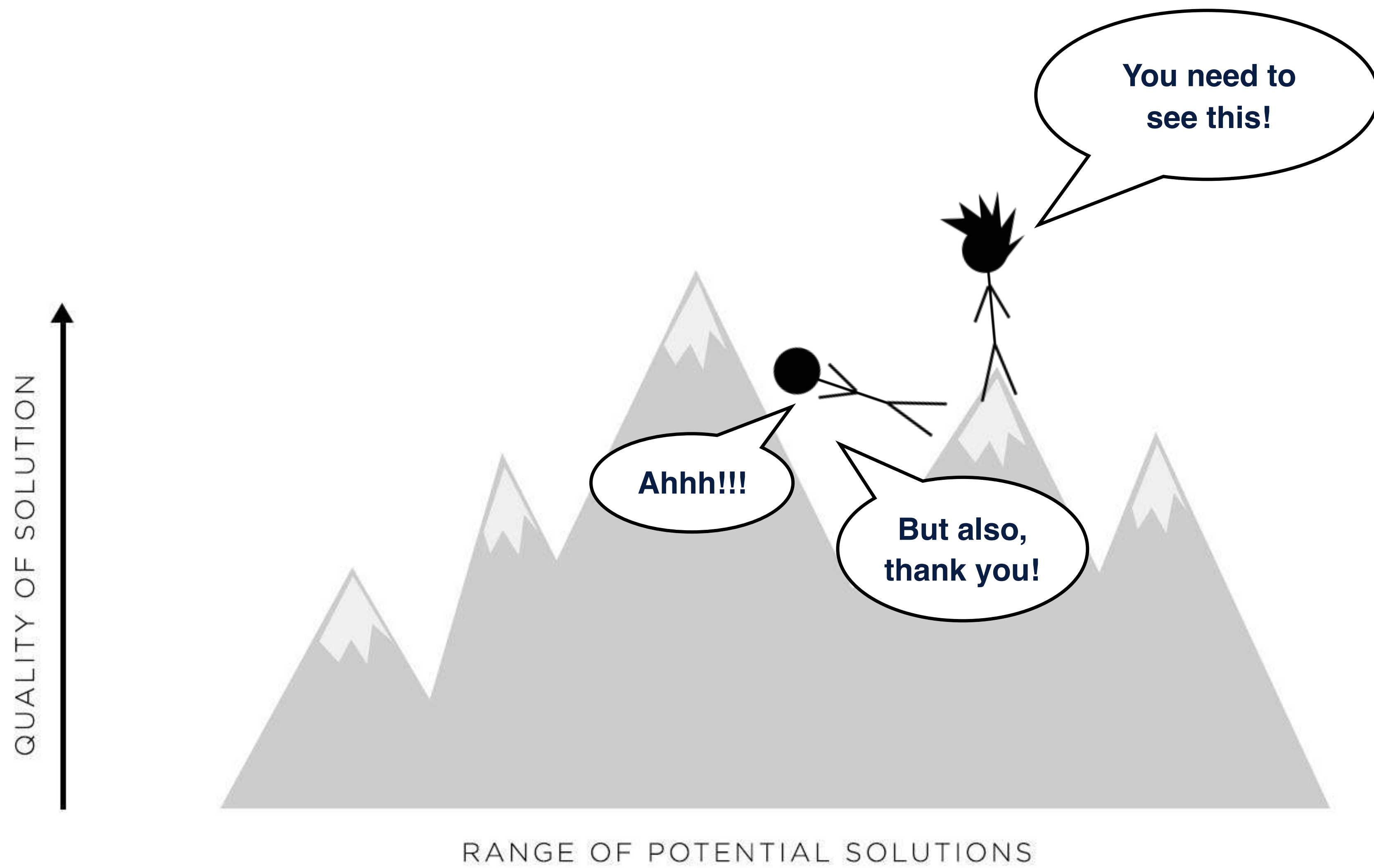
**Intellectual Humility is
the ability to transcend
your current way of
thinking**

shanesnow.com/cema





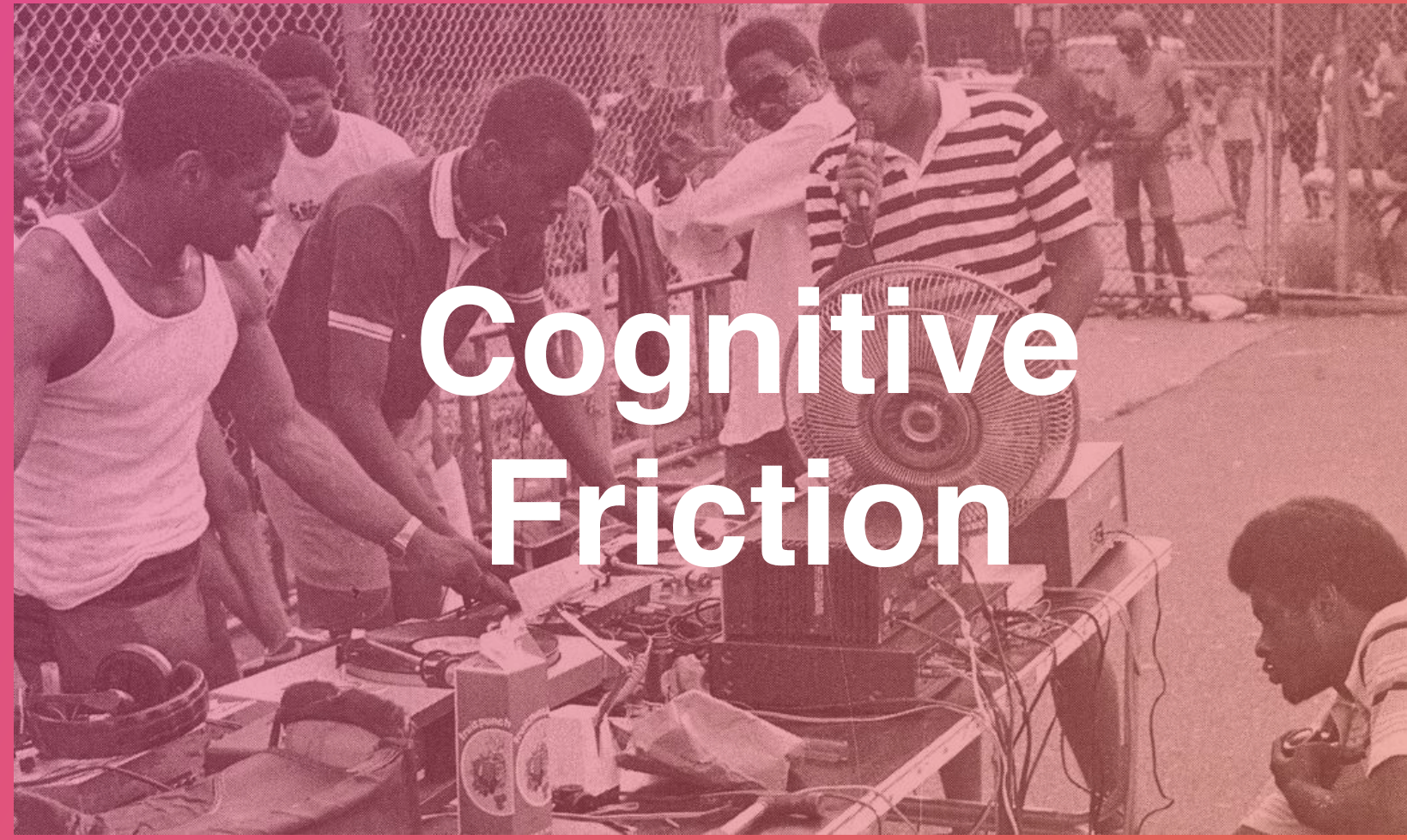




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Combining Perspectives



Cognitive Friction



ASTRO TELLER



**“It’s easier to make something
10x better than 10% better.”**

10X THINKING



Private space companies

@SHANESNOW



Qua
es is comm
conomical

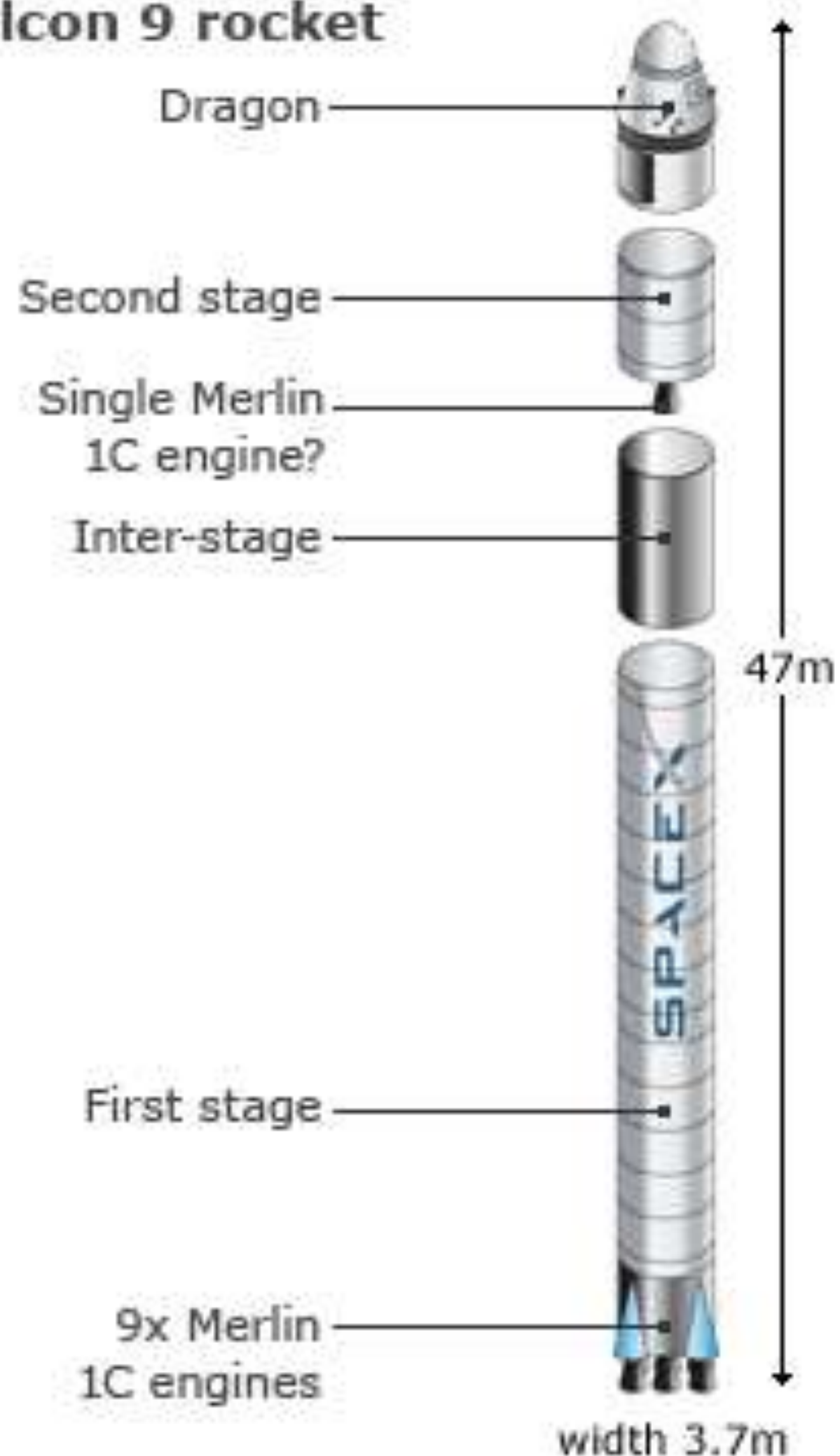
SPACEX

“I want to die on Mars.”

@SHANESNOW



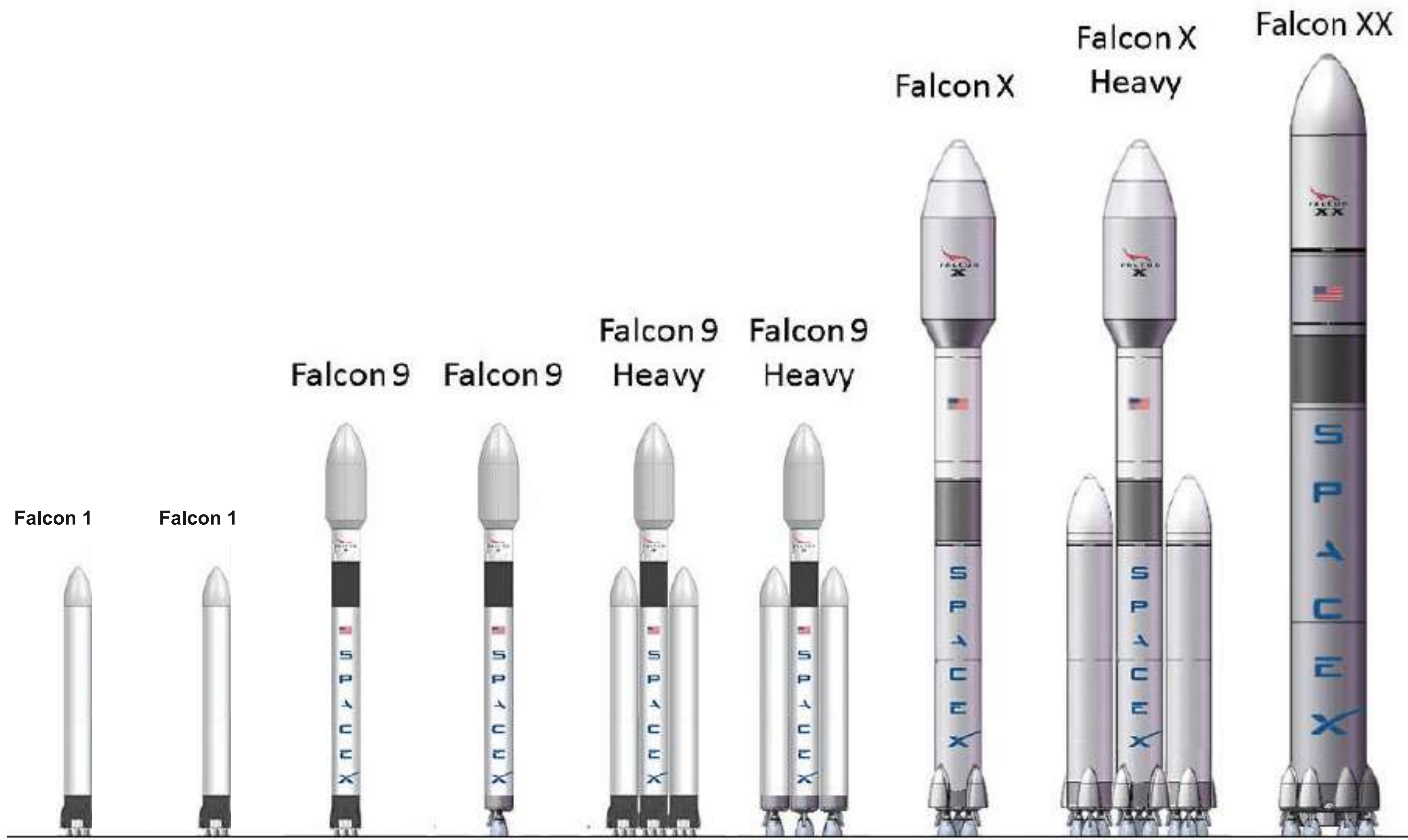
Falcon 9 rocket



Mass: 333t (735,000 lb)
Thrust: 4.94MN (1,110,000 lbf)



10... 9... 8...



Falcon 1

Falcon 1

Falcon 9

Falcon 9

Falcon 9
Heavy

Falcon 9
Heavy

Falcon X

Falcon X
Heavy

Falcon XX



**Big ideas, a big story.
Outsize support.**

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This is why...

It's easier to start a revolution.

STAYING INNOVATIVE

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**DOING THINGS
DIFFERENTLY**

@SHANESNOW

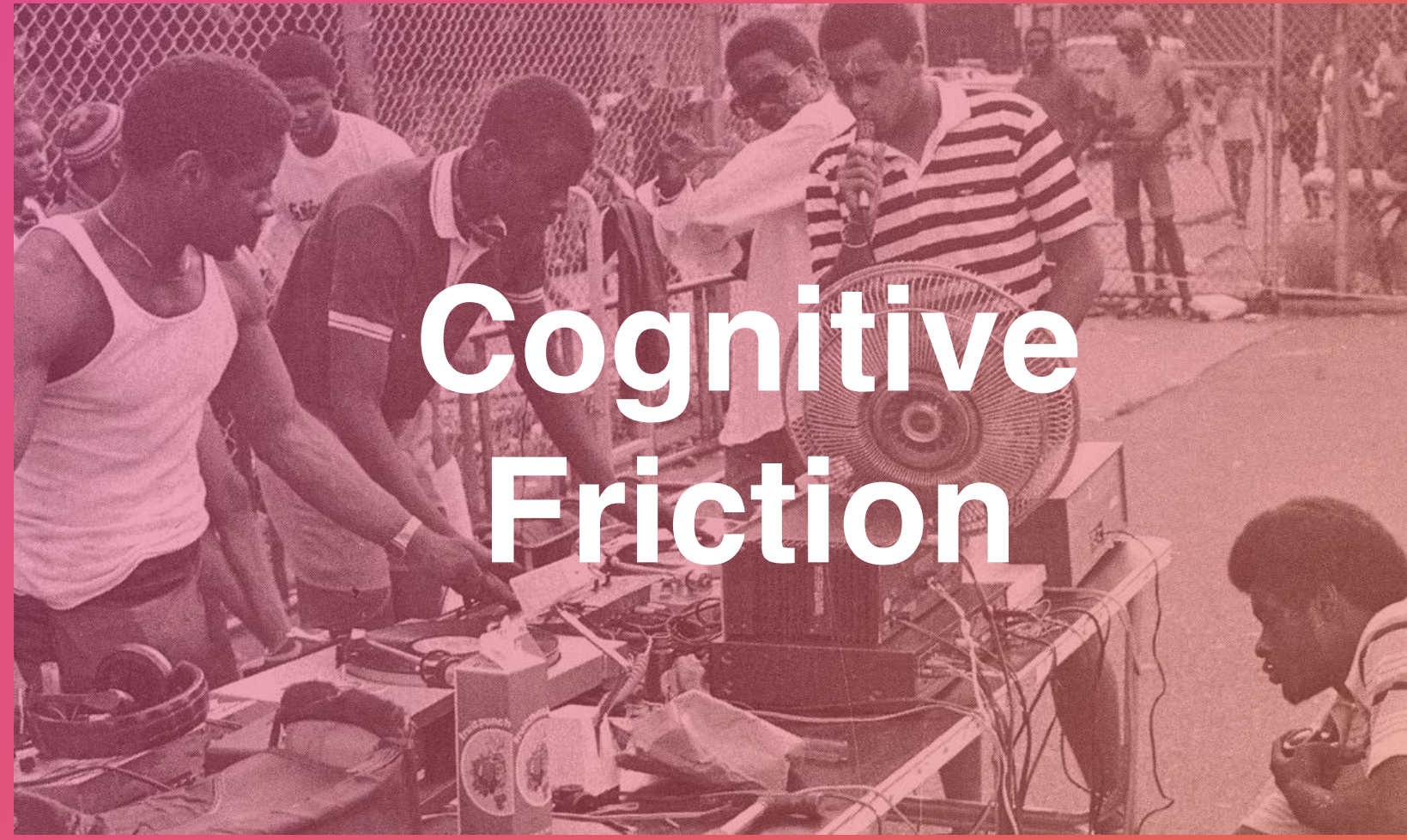
LATERAL THINKING:



Combining Perspectives

АННОМ
КРАС
БЕЙ

The image features a complex abstract composition with overlapping geometric shapes in red, white, and black. Cyrillic text is scattered throughout, including 'АННОМ' at the top left, 'КРАС' on the left side, and 'БЕЙ' at the bottom right. A red arrow points from the top right towards the center.



Cognitive Friction

A black and white photograph showing a group of people, likely students or researchers, gathered around a table. They are focused on a piece of electronic equipment, possibly a radio or a small computer system, which includes a fan and various wires. The setting appears to be an outdoor or semi-outdoor workspace.



10x Thinking & Storytelling

A photograph of a SpaceX Falcon Heavy rocket launching from the Kennedy Space Center. The rocket is shown in the middle of its ascent, with a large plume of fire and smoke at the base. The background is a clear sky over the ocean.

YOU MAY HAVE NOTICED THE PATTERN:

**MAKING BREAKTHROUGHS
IS A TEAM SPORT**

@SHANESNOW

**No one ever changed
the world by doing
more of the same.**

@SHANESNOW

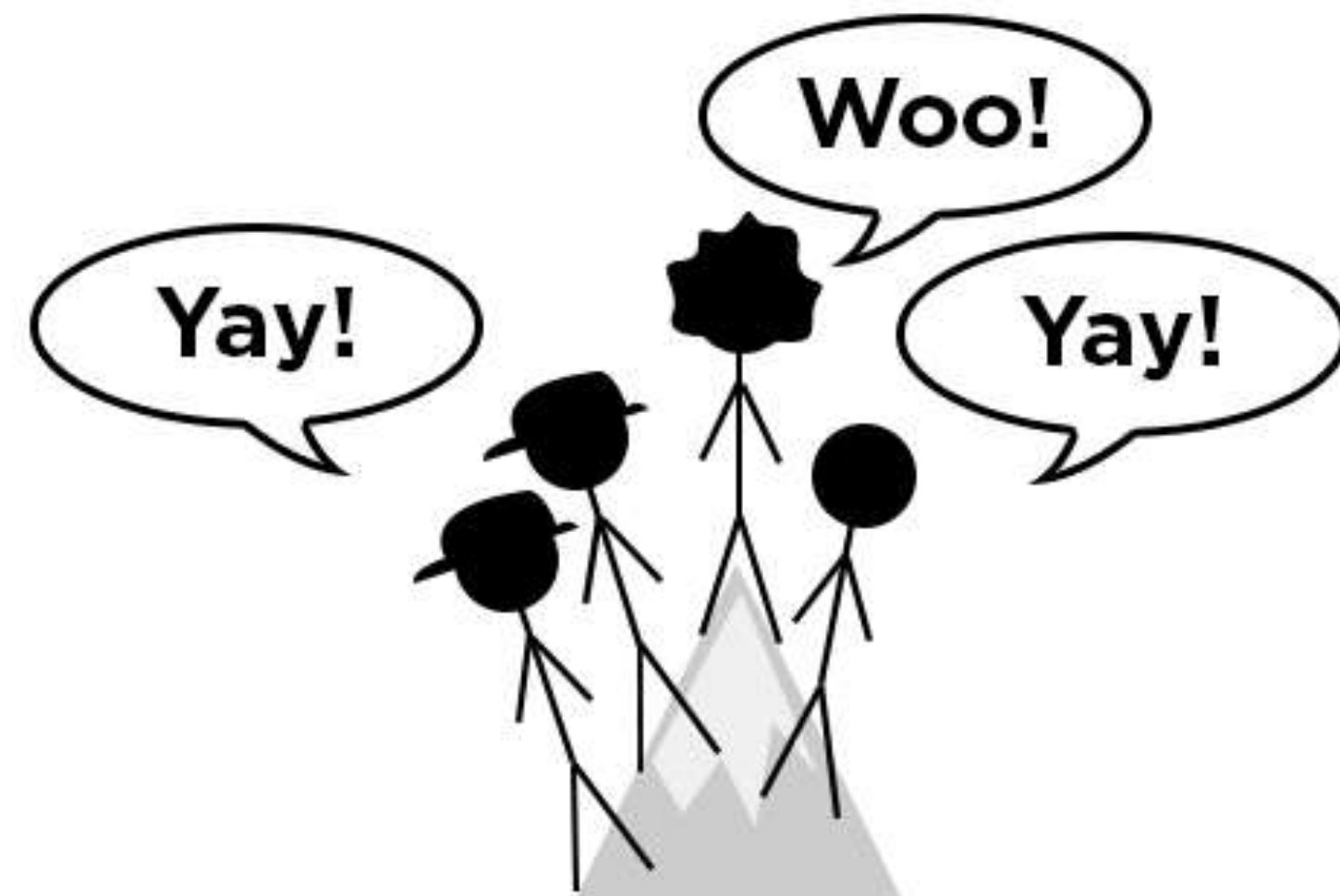
**No one ever changed
the world by cutting
corners.**

**No one ever made a
breakthrough without
breaking
the mold.**

@SHANESNOW

SO LET'S BREAK IT.

@SHANESNOW



THANK YOU!

shanesnow.com/cema