

# THE PARADOX OF PAIN

## 1. Don't Take Customer Change for Granted

The reasons Customer Change is an issue are the same reasons why Organizational Change is such an issue.

## PAIN

### 2. The Paradox of Pain

The paradox of pain is that the way to improve your chances is to put pain at the center of your efforts to Generate, Evaluate, and Communicate ideas.

### 3. There are Two Kinds of People

While some people will adopt an innovation because it is cool, new, or different, most people resist most changes, even changes for the better.

### 4. The Purpose of Pain is to Drive Change

Most people would love a life free from pain, not realizing that our ability to feel pain protects us by letting us know when we need to change.

### 5. Losses Loom Larger Than Gains

The work of Nobel Prize winner Daniel Kahneman and Amos Tversky demonstrates that people find the threat of loss to be far more motivating than the promise of gain.

### 6. Solving a Problem is Not Enough

It isn't enough to just solve a problem. Instead, you must solve a problem that is causing people significant amounts of pain — while not creating too much pain in the process.

### 7. The Problem with Positive Thinking

By equating problems and pain with negativism — and refusing to discuss or even think about them — people are turning their backs on the thing that best predicts when and why people will change.

## GENERATE

### 8. There's More to Innovation Than Creativity

While creativity will help you solve The Problem, it is of limited value when it comes to identifying The Problem or knowing whether it is a good one or not.

### 9. There's a Logic to Opportunity

While it can be hard to understand why some people adopt one product and ignore another, there is far more logic to Customer Change than people realize.

### 10. Get the Sequence Right

If The Problem and The Pain are so important, then innovators who want to be successful will follow the example of 1 innovators like Howard Head and put them first, not last.

### 11. Start Sweating the Small Stuff

If you want to improve your ability to innovate, then you must learn to start noticing those moments of frustration and pain that people typically ignore.

*All experience hath shown that mankind are more disposed to suffer, while evils are sufferable, than to right themselves by abolishing the forms to which they are accustomed.*

The Declaration of Independence



THE SOLUTION-DRIVEN SEQUENCE

The Solution → The Problem → (The Pain)

THE PAIN-DRIVEN SEQUENCE

The Pain → The Problem → The Solution

## Why the Brightest Innovations Tap Into the Darkest Emotions

## 12. Cultivate Indignation

If you want to improve your organization's ability to innovate, then you must create a culture in which it is socially acceptable for people to talk about things that frustrate them.

Good Idea = Good Problem = Pain

## 13. Align the Power and the Pain

In order to generate innovations that The Customer finds valuable — and avoid falling victim to Bureaucrathesia — organizations must put The Power to get things done in the hands of the people who understand The Pain The Customer feels.

## EVALUATE

### 14. The Market Doesn't Care

The Market only cares about its problems.

### 15. Ask the Key Questions

When evaluating an innovation, first be sure to ask The Key Questions.

### THE KEY QUESTIONS

- What problem does this innovation solve?
- What pain does it alleviate?
- What value does it deliver?
- Who cares?

### 16. Beware the Hypothetical Trap

One common characteristic of many failed innovations is a lack of a deep understanding of The Customer, The Problem, or The Pain.

### 17. Know When to Hold 'Em and When to Fold 'Em

When you are trying to decide whether to redouble your efforts, or cut your losses, one thing to look for is resonance on the part of potential customers.

### 18. But is There Pain?

If you are in the difficult position of selling a Solution In Search Of A Problem (or SISOAP), then understanding pain will help you determine which markets are worth pursuing.

## COMMUNICATE

### 19. Pain = The Fifth "P"

While most people have heard of the four P's of marketing — Place, Price, Product, and Promotion — successful innovators also take Pain into account in all of their efforts.

### 20. Answer the Key Questions

Because people are overwhelmed by a constant barrage of messages that are designed to get their attention, when communicating your message, the best way to get people's attention is to focus on answering The Key Questions.

### 21. Lead With Pain

As the Founding Fathers of the United States demonstrated in The Declaration of Independence, the best way to develop and communicate a vision — to both your employees and your customers — is to build it around a Good Problem.

### 22. Create a Problem Statement

One of the first things to do when beginning your efforts is to create a problem statement that explains — to yourself and others — what's wrong with the state of the art.

### 23. Don't Get Lost in the HOW

To be successful, instead of focusing on the thing you love and are the most comfortable talking about — HOW your Thing works — you must first answer the questions The Audience cares about; questions like "What is it?", "Who will buy it?", and "Why will they buy it?"