"The first step for any group seeking to tackle a tough challenge ... is not to learn more about the problem itself ... not to probe deeper into its various dimensions, [but] to take a step back and ask:

Where are the gaps in our collective understanding? Are we beset by conceptual blinkers?

... Unless this deeper question is confronted, organisations run the risk of ... examining a problem, looking ever-deeper, while doing little more than reinforcing their blind spots."

“Or, to take ... [an] example, suppose you are considering starting a new taxi company. The first assumption might be: ‘taxi companies own cars.’ The reversal would be: ‘taxi companies own no cars.’ Twenty years ago, that might have sounded crazy. Today, the largest taxi company that has ever existed doesn’t own cars: Uber.”