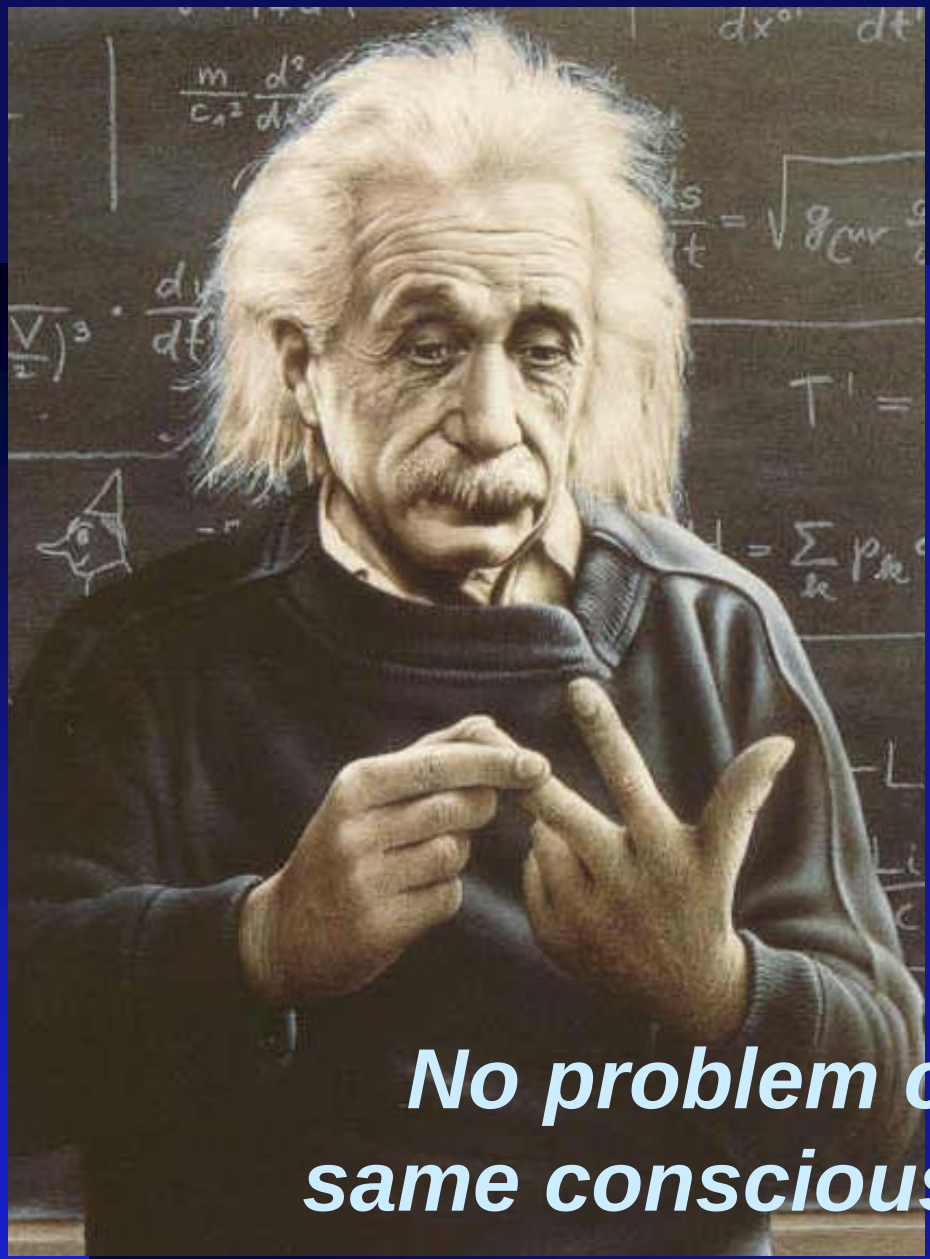
Facilitating Creativity and Innovation

Presented
By
Sebastian Salicru

What if you and your team created solutions more effectively…and made them happen?

PTS (Professional Consulting & Training Services)



No problem can be solved by the same consciousness that created it.

Albert Einstein

No great improvements in the lot of mankind are possible until a great change takes place in the fundamental constitution of their modes of thought.

John Stuart Mill

What is Creativity?

What is Creativity?

Creativity is the urge to express our aliveness, to put our human awareness into action.

Miller (1999, p. 93)

What is Creativity?

The ability to make new combinations. The new combination is termed an innovation. High creativity is the ability to make innovations of especially great social worth.

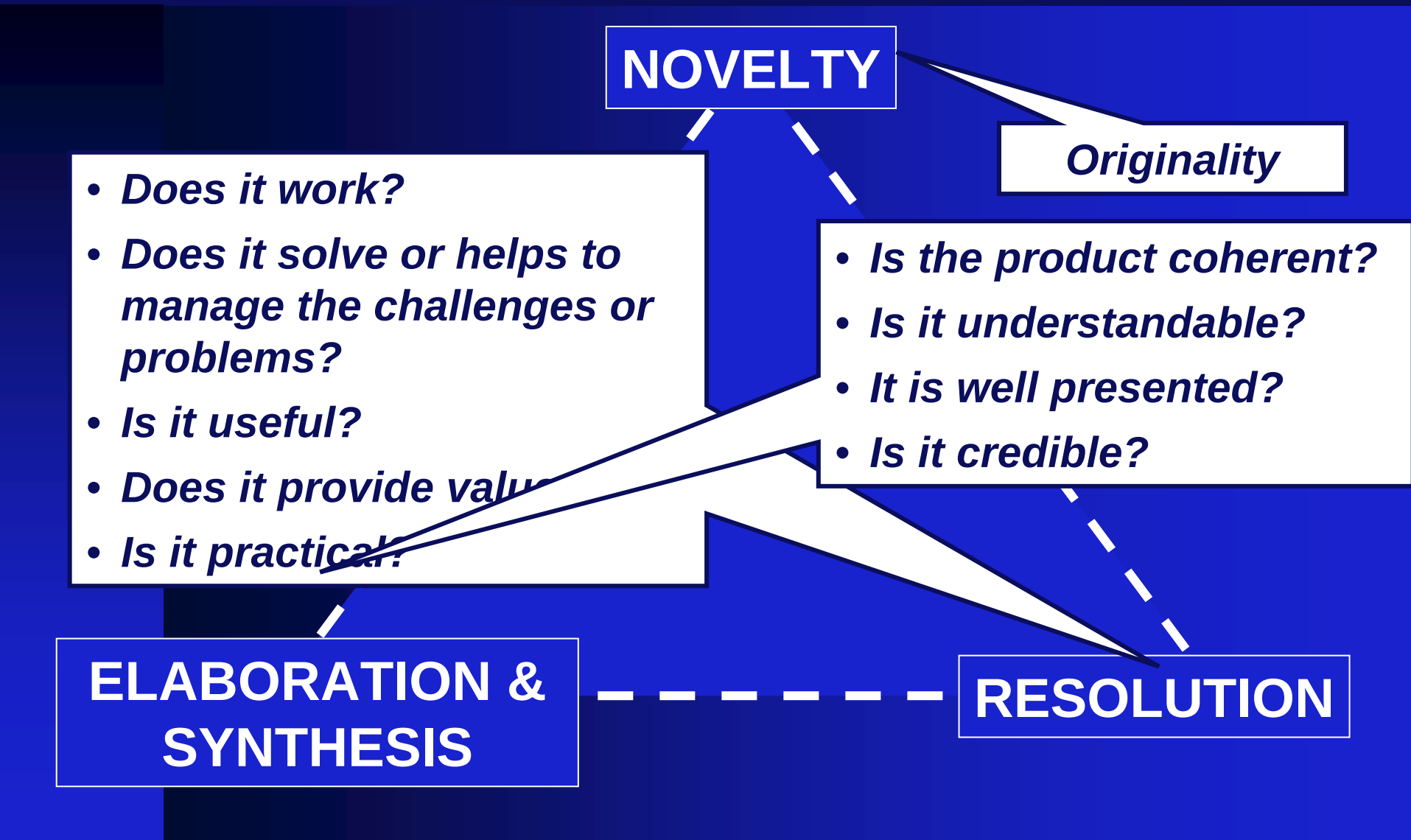
Haefele (1962, p. 6)

What is Creativity?

Novelty that is useful.

Stan Gryskiewicz
Center for Leadership in Ggreensboro (NC)

Characteristics of a Creative Product or Service



What is Innovation?

Put simply creativity is about the generation of ideas and innovation is about putting them into action.

Gurteen (1986, p. 6)

If it's "Creative" then it's

Creativity is Destructive

What is Creativity?

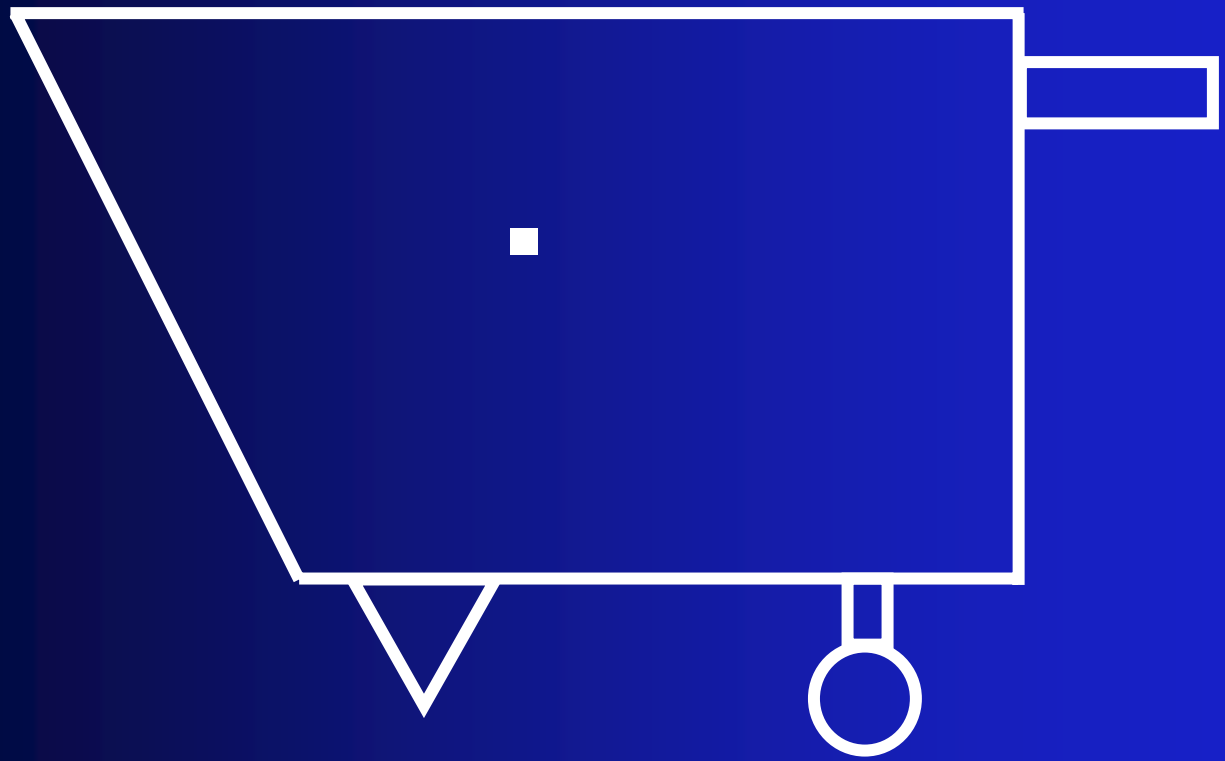
Creativity and change both imply new direction. They are both associated with uncertainty and risk …There is anxiety, fear, and disapproval associated with newness…However, there is also joy, excitement, and approval.

Adams (1986, p. 3)

Creativity Myths & Realities

Myth		Reality
Mysterious	-	Understandable
Magical	-	Natural
Madness	-	Healthy

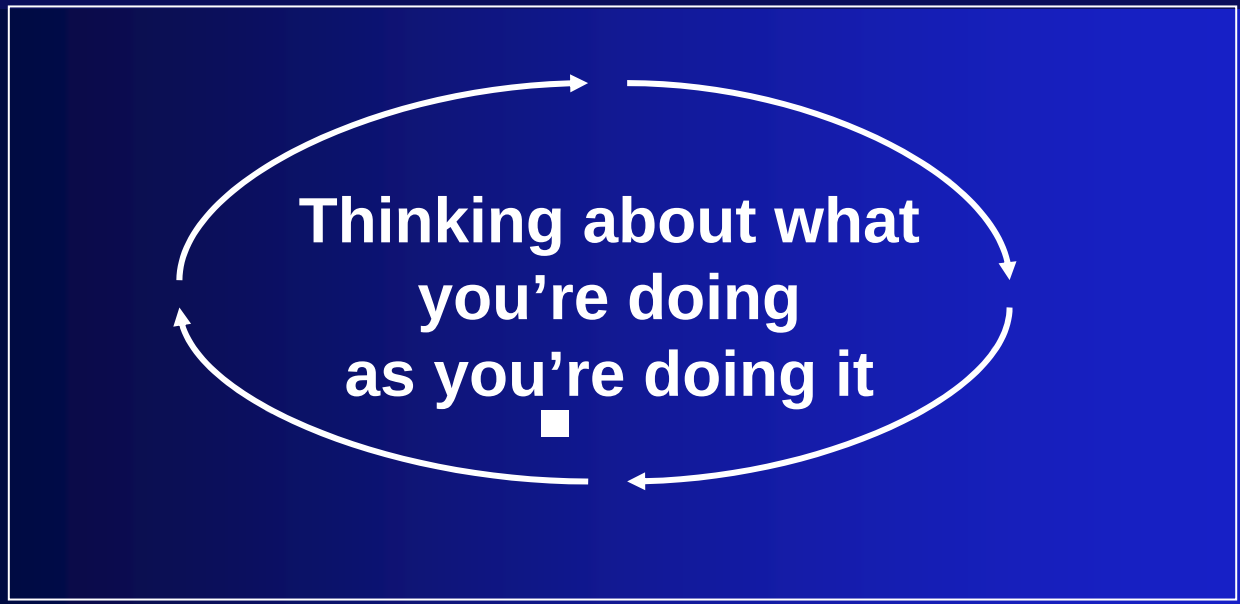
Wheelbarrow Design



Main Barriers to Creativity

- Habits
- Perception
- Past experience
- Formal education
- Environment/Organisational Culture

Breaking Habits



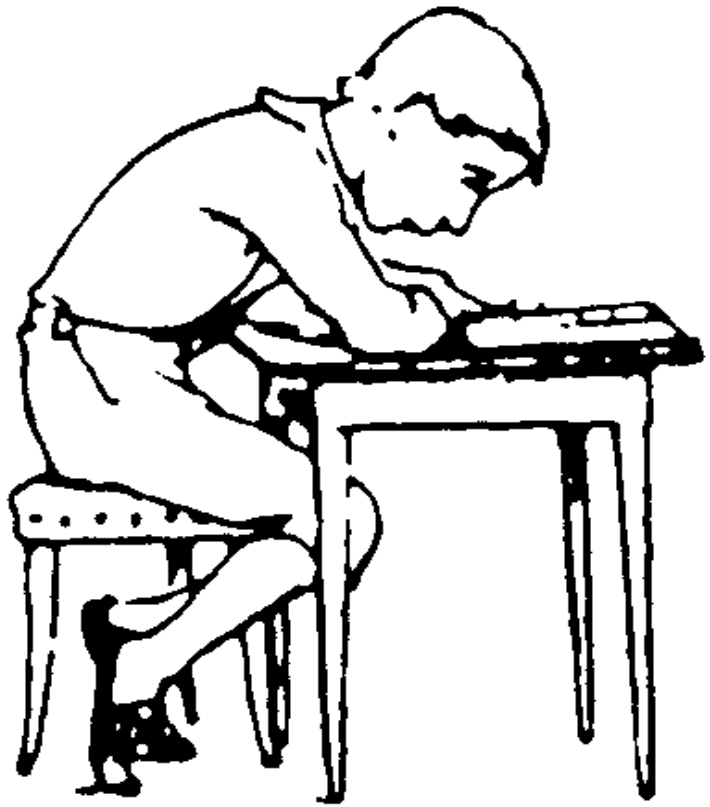
Thoughtful action is any action which

is not automatic or reflex.

It follows a *plan*, *act*, *review* sequence.

The Unlearning Process

I WAS EDUCATED ONCE,

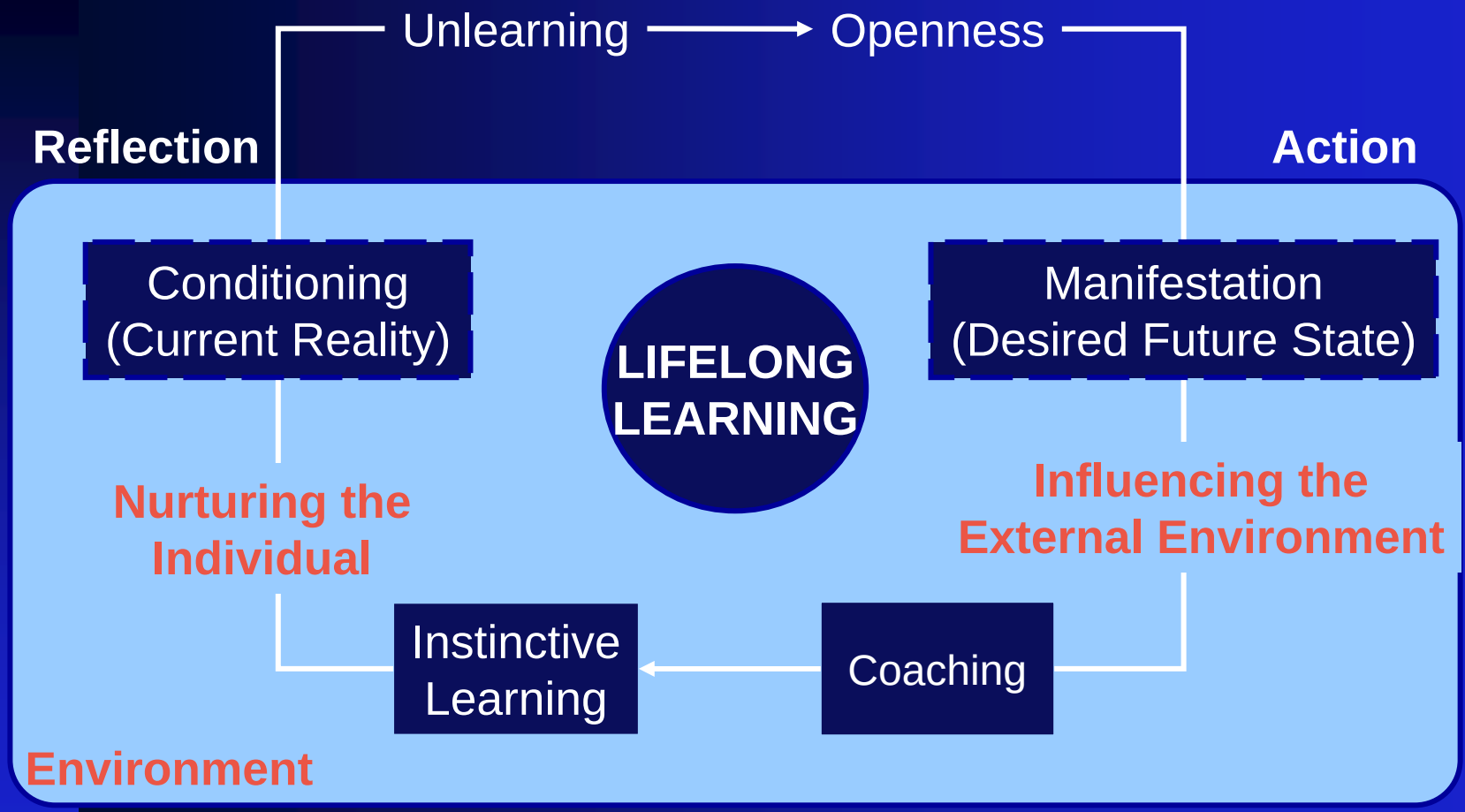


AND
IT TOOK ME
YEARS
TO GET OVER IT.

We must continually learn to unlearn much that we have learned, and learn to learn that we have not been taught. Only thus do we and our subject grow.

R.D. Laing

The Unlearning Framework



(Source: The Mithya Institute for Learning, 1995)

Main Elements of Creativity

$$C = fa\,(K, I, E)$$

K = Knowledge

I = Imagination

E = Evaluation

*a = **Attitude!***

Ruth Noller

Creativity Methodologies

METHOD	FOCUS	USES
CPS (Creative Problem Solving) **or Buffalo Method**	Multilevel process that , generates, evaluates develops, refines and implements solutions.	Complete and flexible all-purpose problem solving.
Edward de Bono • Lateral Thinking • DATT • Six hats • Six action shoes	Array of diverging thinking techniques coupled with stratgeies to sharpen situation-defining skills and DM.	Generate new ideas, weight risks, reach solutions and strengthen decision making
Mind Mapping	Representing thoughts and information non- sequentially (through association) in a spatial manner.	To provide an overview of a large subject area. To gather and hold large amount of data. Allows to see the big picture and details at he same time
Synectics	Complete problem-solving method. It focuses in putting distance between you and the problem.	Generates high degrees of novelty and brings new insights into complex issues.
TRIZ (Theory of Inventive Problem Solving)	Is a scientific-knowledge based method that focuses on resolving contradictions in technical systems.	Used for technical problems that might be best resolved by looking at historical data.

Activity

What is CPS (Creative Problem Solving)?

CPS is a systematic process that help individual and teams analyse problems, generate and refine ideas, and implement action plans more effectively.

Research shows….

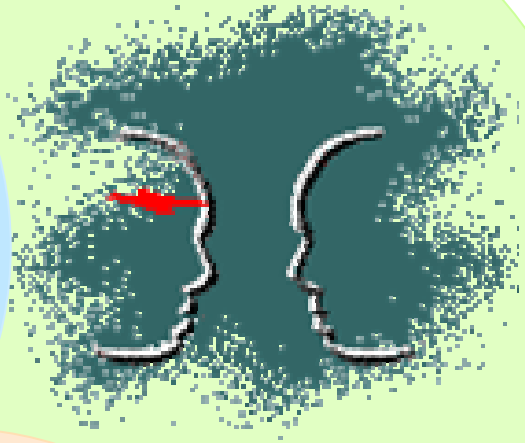
- The creative process is universal
- It has discreet steps
- Each step requires unique mental skills
- Most of us prefer some over others
- Those biases show up as strong points and potential blind spots when solving problems

The CPS Model

Explore the Challenge

1

Generate Ideas

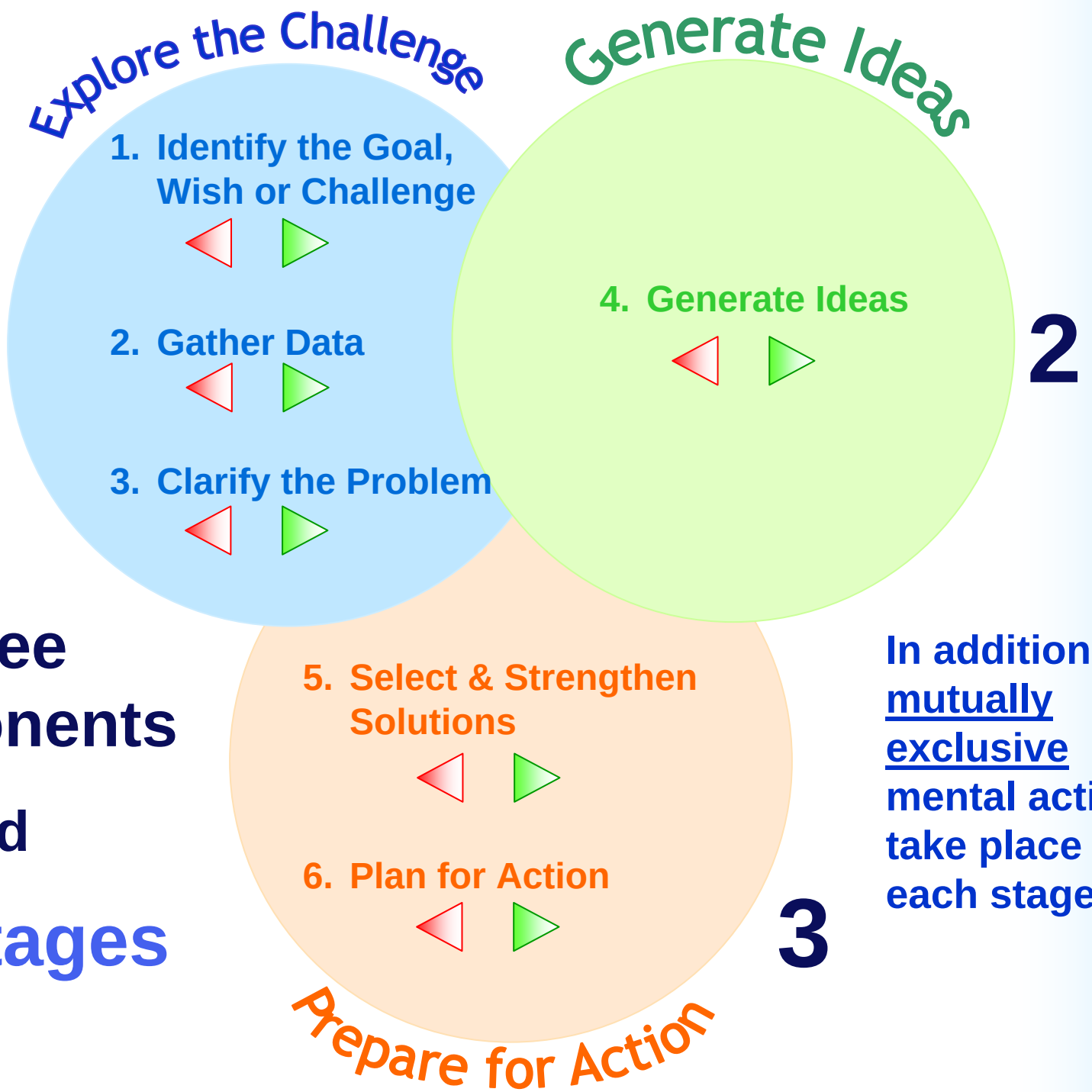


2

3

Prepare for Action

Three Components



Three Components

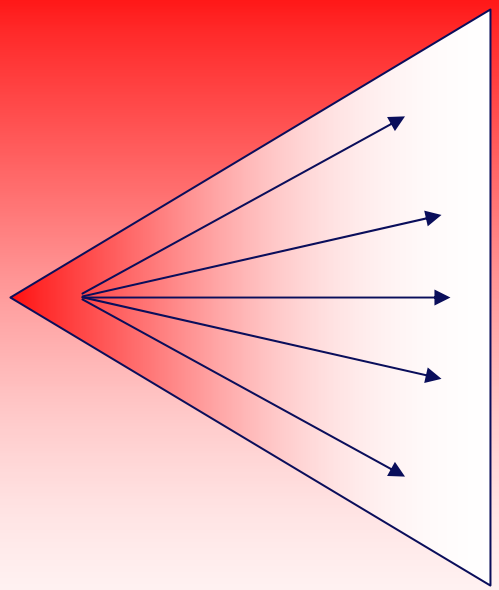
and

Six Stages

In addition, <u>two mutually exclusive</u> mental activities take place at each stage

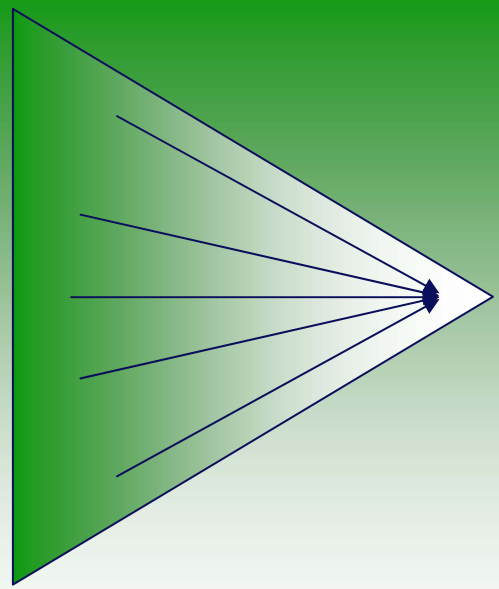
Diverging & Converging

DIVERGING THINKING



Generating lots of options, making lists.

CONVERGING THINKING

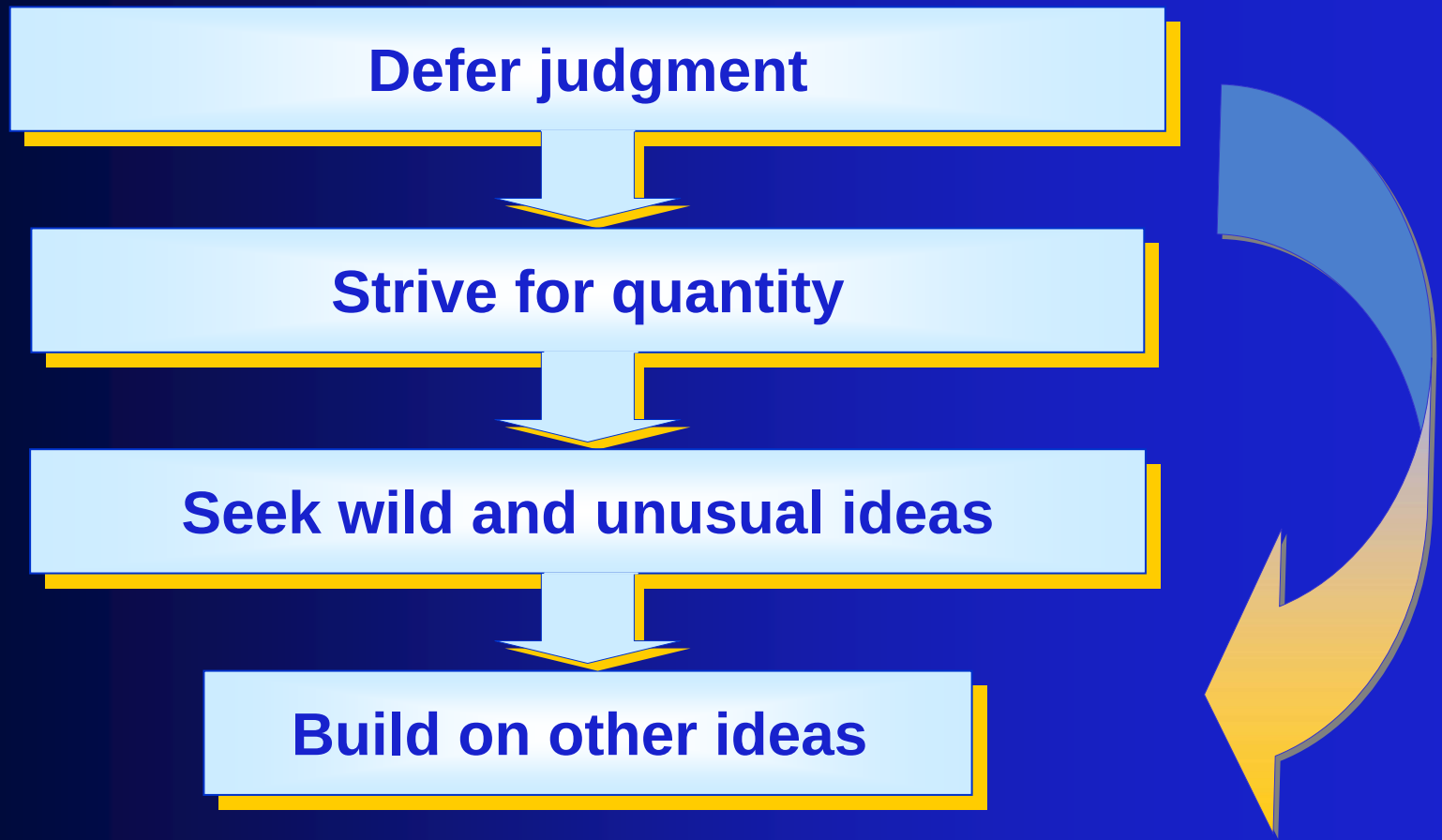


Judging & assessing options, focusing, making decisions.

CPS Tools

DIVERGING TOOLS	CONVERGING TOOLS
Brainstorming	Highlighting
Brainstorming with Post-its	Restating Clusters
Brainwriting	PPCO
Forced Connections	Card Sort
Word Dance	Evaluation Matrix
SCAMPER	Targeting
Idea Box	
Visual Connections	
Ladder of abstraction	
Excursion	

Diverging Guidelines

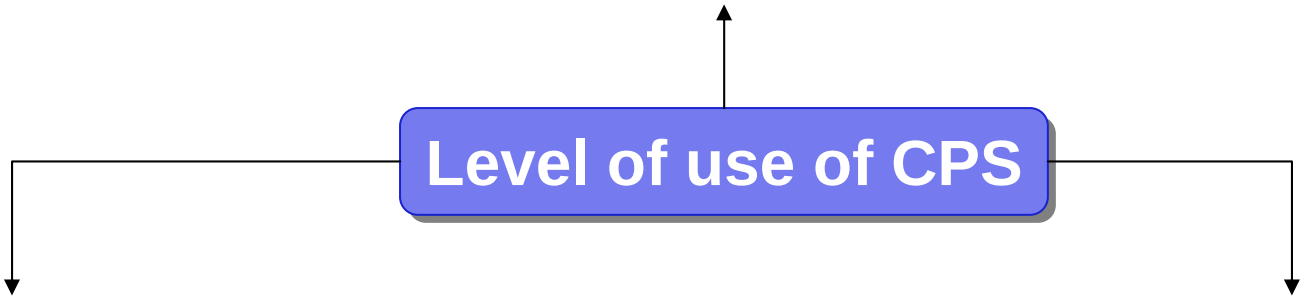


Converging Guidelines

Designing level of use

1. To improve your own creative abilities
2. Understand your own skills and preferences
3. Address life management challenges
4. Develop and maintain personal relationships

Individual



Group

1. Improve interaction
2. Get better productivity from people's individual strengths and styles
3. Manage team projects more efficiently
4. Increase collaboration in team decision-making and problem solving activities

Organisation

1. Drive organisational change
2. Develop new products and services
3. Bring new life into existing products and services
4. Invigorate your organisational research and development work
5. Develop human resources
6. Appreciate and manage diversity

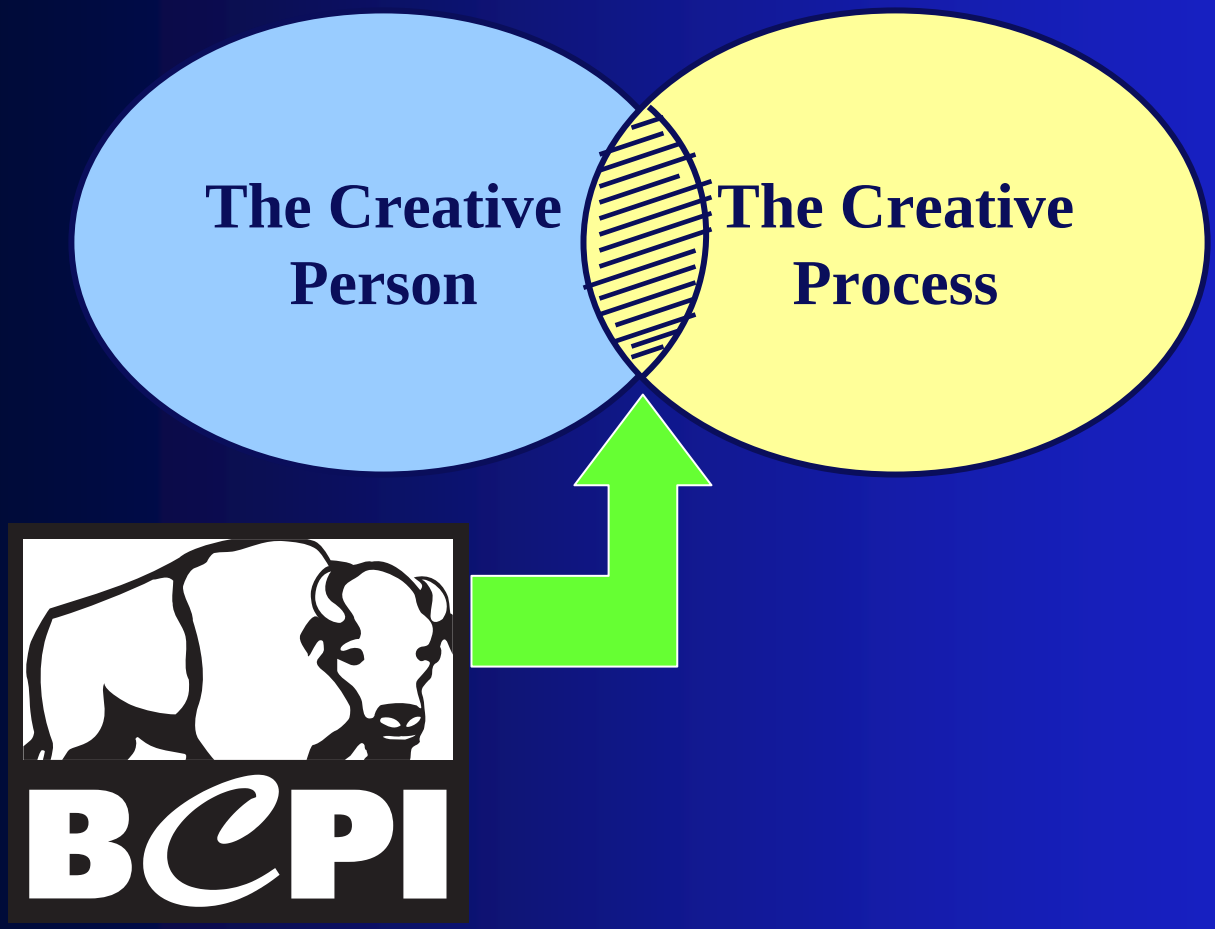
The Buffalo Creative Process Inventory:

A Brief Overview

What is Purpose of the BCPI?

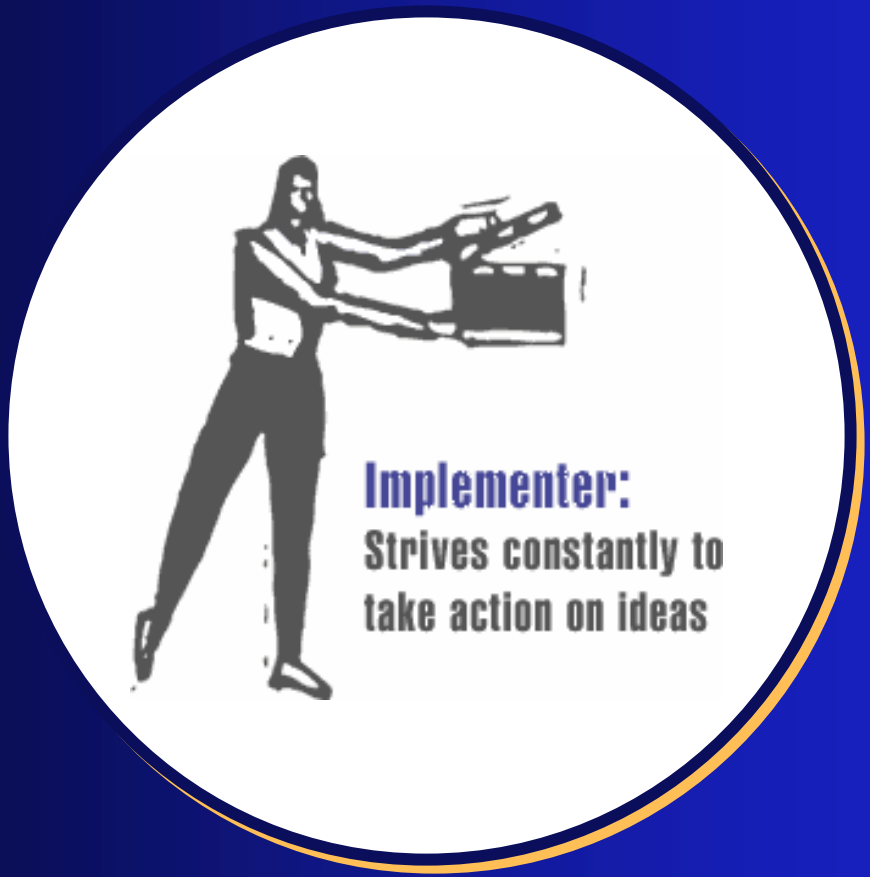
The purpose of the BCPI is to help individuals to understand how they naturally link with the CPS process.

Person meets Process



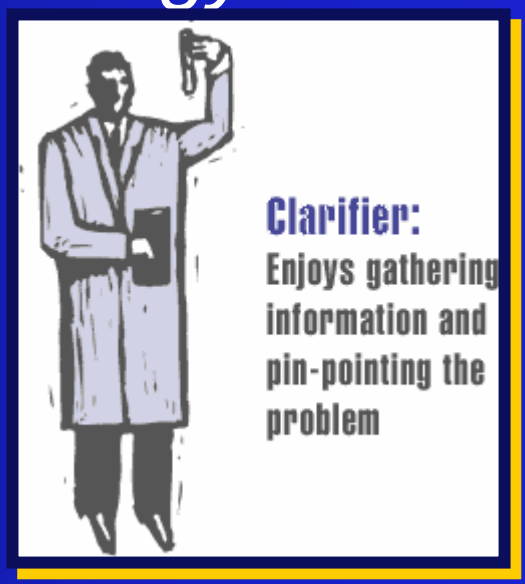
What makes you creative?

BCPI Preferences



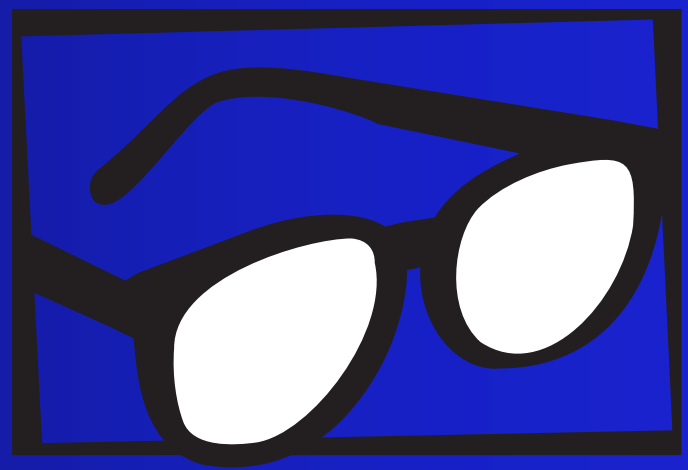
“I can pinpoint a problem.”

- *I always know the right problem to solve*
- *I put my hands on the facts*
- *I do my homework*
- *I know where to focus my energy*
- *I don’t rush off to solve a problem I don’t yet understand*



Clarifier

- Likes to spend time clarifying the problem
- Doesn't like to move too quickly to a solution
- Wants to be sure the right problem is addressed
- Gathers information to understand the situation
- Likes to look at the details
- ***May*** **analyze to the extreme and not move forward**



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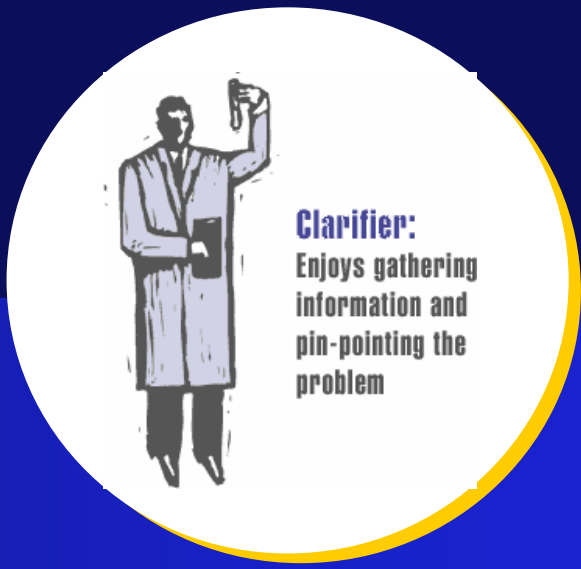

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When you Clarify

Be conscious to...

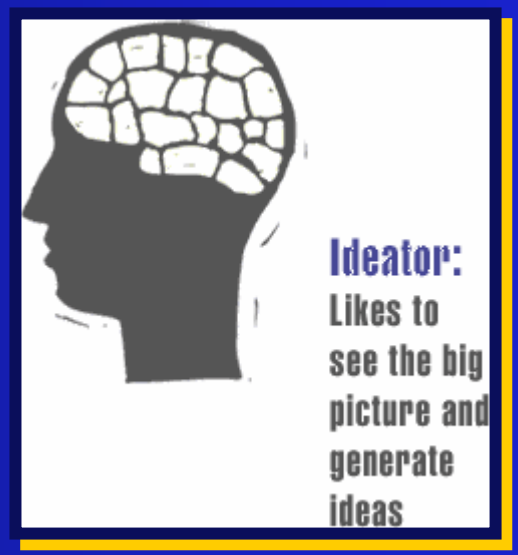
- Look at the situation from all angles
- Make sure you understand the background information
- Identify the key data
- Find out what else you need to know
- Isolate obstacles that stand in your way
- Know what is and is not relevant

Clarifier qualities

- Clarifiers **are**... Focused, methodical, orderly, deliberate, serious, organized
- Clarifiers **need**... Order, the facts, an understanding of history, access to information, to be able to ask questions
- Clarifiers **annoy others by**... Asking too many questions, pointing out obstacles, identifying areas that haven't been well thought out, overloading people with information, being too realistic

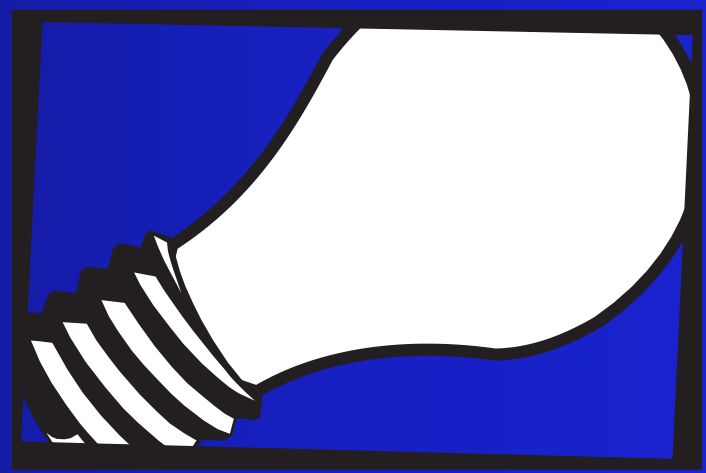
“I have great ideas!”

- *I’m original*
- *I’m fun-loving*
- *I’m off-the-wall*
- *I’m out-of-the-box*
- *I can’t stop thinking of new ideas*



Ideator

- Likes to look at the big picture
- Enjoys toying with ideas and possibilities
- Likes to stretch his or her imagination
- Sometimes takes a more intuitive approach to problem solving
- Enjoys thinking in more global and abstract terms
- ***May*** **overlook the details**



Ideator

Ideator:
Likes to see the big picture and generate ideas

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When you Ideate

Be conscious to...

- List lots of ideas
- Be playful
- Look at the problem from a new angle
- Use brainstorming to come up with many diverse ideas
- Use random associations to think outside of the box

Ideator qualities

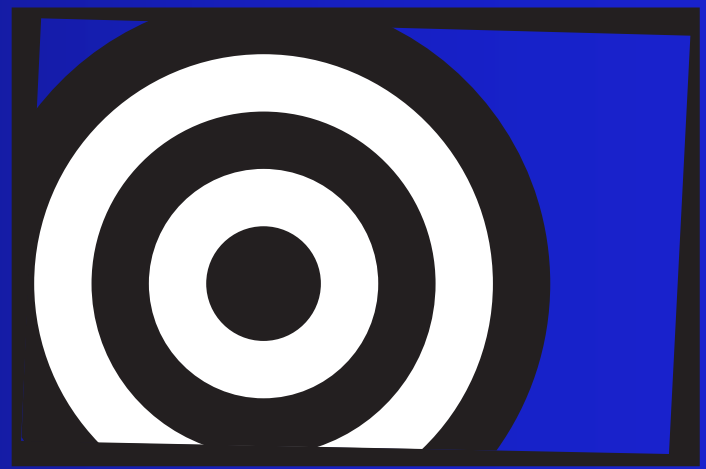
- Ideators **are**... Playful, imaginative, social, adaptable, flexible, adventurous, independent
- Ideators **need**... Room to be playful, constant stimulation, variety and change, the big picture
- Ideators **annoy others by**... Drawing attention to themselves, being impatient when others don't get their ideas, offering ideas that are off-the-wall, being too abstract, not being able to stick to one idea

“I can improve an idea.”

- *I can see all the possibilities*
- *I can anticipate the forks in the road*
- *I won’t just take a raw idea and rush headlong into action*
- *It’s all in the details*

Developer

- Enjoys putting together workable solutions
- Enjoys thinking about and planning the steps to implement an idea
- Enjoys analyzing and comparing potential solutions
- Likes to examine the pluses and minuses of an idea
- ***May*** **get stuck in developing the perfect solution**



Developer

Developer: Focuses on evaluating, refining and improving potential solutions

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- ***May*** **get stuck in developing the perfect solution**

When you Develop

Be conscious to...

- Evaluate the pluses and minuses of the proposed solution(s)
- Develop ways to overcome the minuses
- Check solution(s) against success criteria
- Use criteria to rate competing solutions against one another
- Modify solutions, as necessary, to better meet the success criteria

Developer qualities

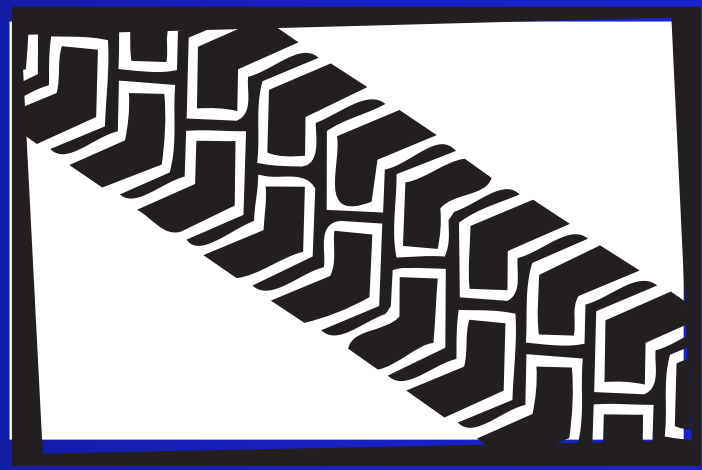
- Developers **are**... Reflective, cautious, pragmatic, structured, planful
- Developers **need**... Time to consider the options, time to evaluate, time to develop their ideas
- Developers **annoy others by**... Being too nit picky, finding flaws in others' ideas, spontaneously seeing the shortcomings in an idea, getting locked into one approach

“I make ideas a reality.”

- *I’m ready to try it*
- *Life is short*
- *I want action*
- *A wish is only a good wish if it comes true*

Implementer

- Likes to see things happen
- Enjoys giving structure to ideas so they can become a reality
- Enjoys seeing ideas come to fruition
- Likes to focus on ideas and solutions they feel are workable
- Likes the ‘Nike’ approach to problem solving (i.e. “Just do it”)
- ***May*** **leap to action too quickly**



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When you Implement

Be conscious to...

- Identify sources that will assist implementation
- Identify sources that will resist implementation
- List steps necessary to implement solution
- Incorporate sources of assistance in action steps
- Identify ways to circumvent sources of resistance
- Create an action plan that sequences the steps to implement solution and identify responsibilities
- Monitor progress and be prepared to cycle back to other phases

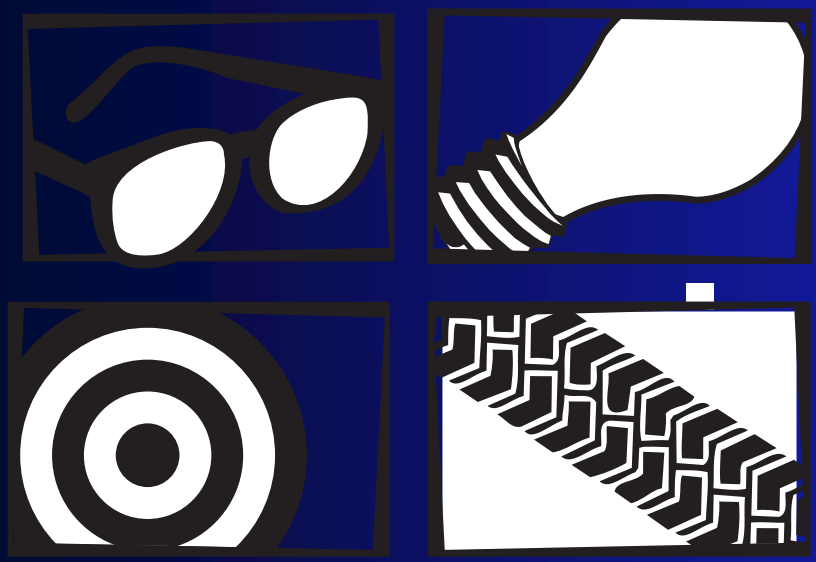
Implementer qualities

- Implementers **are**... Persistent, decisive, determined, assertive, action oriented
- Implementers **need** to... Feel that others are moving just as quickly, have control, receive timely responses to their ideas
- Implementers **annoy others by**... Being too pushy, expressing their frustration readily when others do not move as quickly as they do, overselling their ideas

You're right!

That *is* what makes you creative.

Everyone is creative



- You have a unique creative style
- How does it affect your friends, family and coworkers?
- Find out…

Buffalo Creative Process Inventory

It could be…

- …a painting
- …a scientific formula
- …a way to store the bottles under your kitchen sink

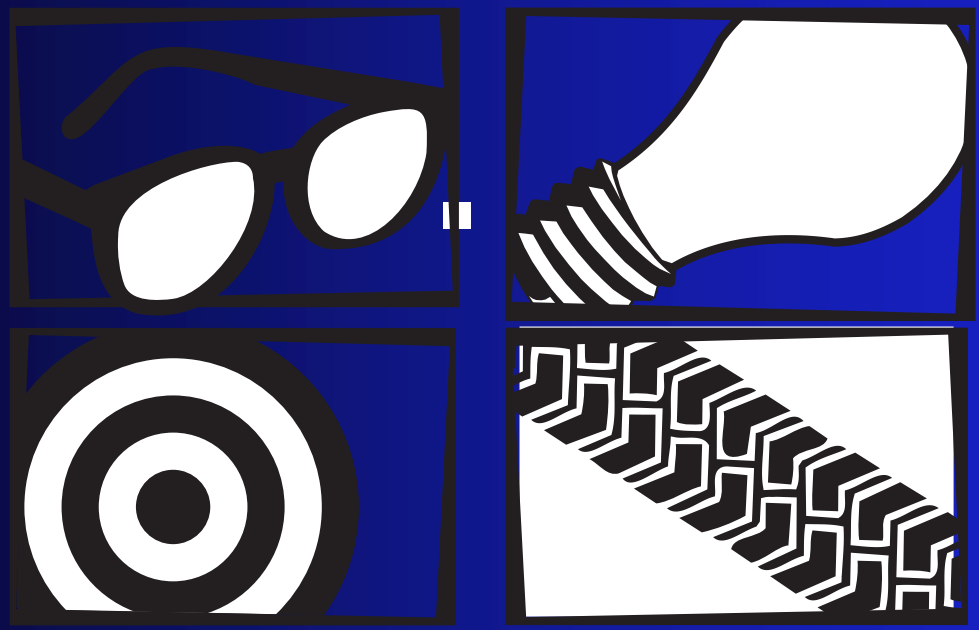
Awareness helps you…

- Leverage style differences
- Build better teams
- Short circuit conflict
- Improve performance
- Become a creative powerhouse!

BCPI Preferences

Clarifier

Ideator



Developer

Implementer

Your Scores

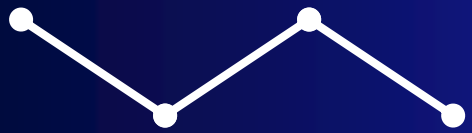
- What are your highest and lowest preferences?
- Your scores represent a profile of your BCPI style
- Your BCPI style reveals how you work through the creative process - where you may excel and where you may need to focus more attention

2-way Styles

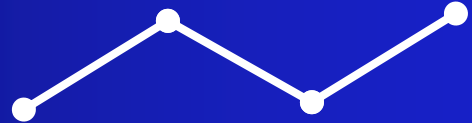
“Early Bird”

“Idealist”

“Converger”

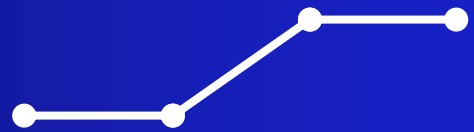


“Driver”



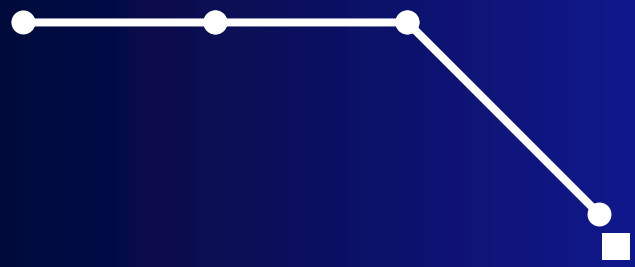
“Diver”

“Finisher”



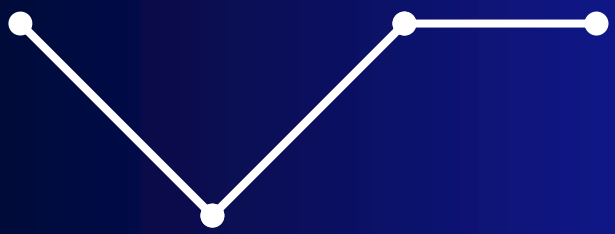
3 and 4 way Styles

“The Hare”

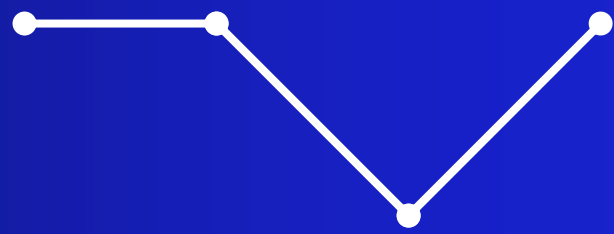


“Optimist”

“Analyst”



“Idea Broker”



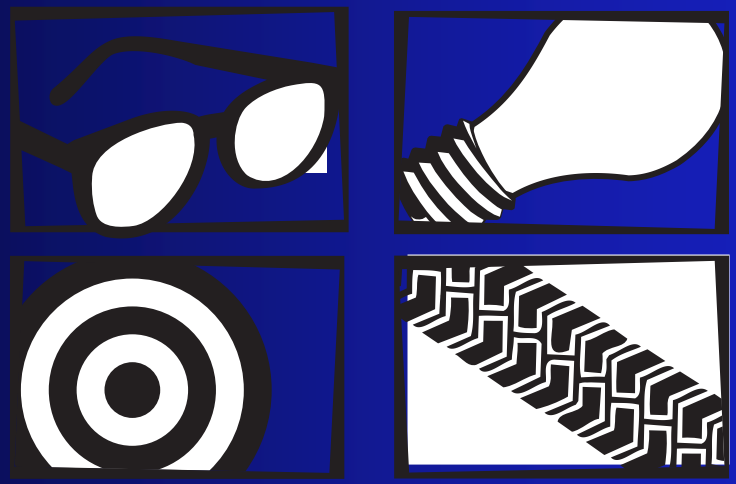
“Chameleon”

Activity

- Find a partner
- Share your BCPI styles
- Identify differences: What bugs you about other styles?
- Discuss how this might impact your working relationship

BCPI - Styles or preferences

Clarifiers
Zero in on
the problem
to solve



Ideators
Come up
with ideas

Developers
Refine ideas
Into solutions

Implementers
Put the plan
Into action

BCPI Applications

- Strategic Planning
- Organizational change
- Problem solving
- Product service development or improvement
- Teambuilding
- Leadership development
- One-to-one and team coaching

Who is using the BCPI?

- **3M**
- **IBM**
- **Stelco**
- **Kraft Foods**
- **Times Mirror Corporation**
- **US Department of Defense**
- **PTS** (Professional Consulting & Training Services)

Conclusion

Creativity is needed at every level and every dimension within an organisation.

Creativity is the responsibility of each functional discipline, each team, each manager and each and every individual.

How might this be useful?