

Facilitating, Creativity, Innovation, Change & Leadership Capability

*Presented
by
Sebastian Salicru*

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

Look at the chart and say the COLOUR not the word

YELLOW **BLUE** **ORANGE**

BLACK **RED** **GREEN**

PURPLE **YELLOW** **RED**

ORANGE **GREEN** **BLACK**

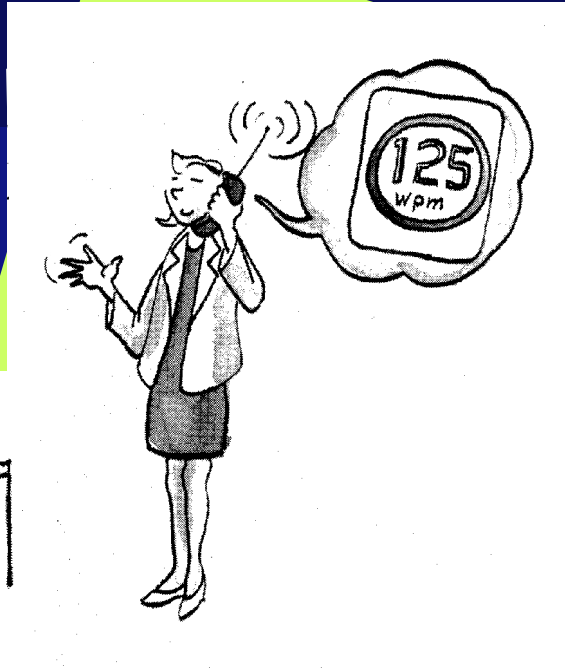
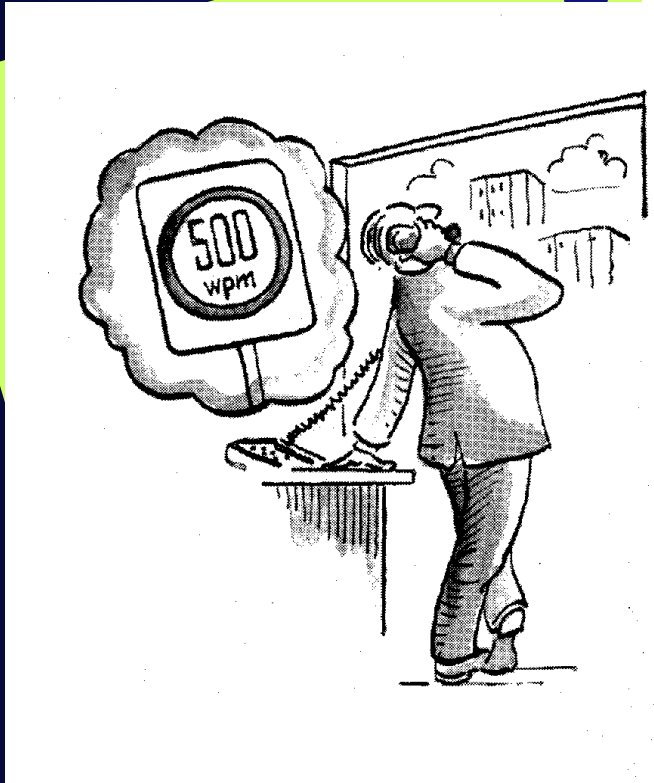
BLUE **RED** **PURPLE**

GREEN **BLUE** **ORANGE**

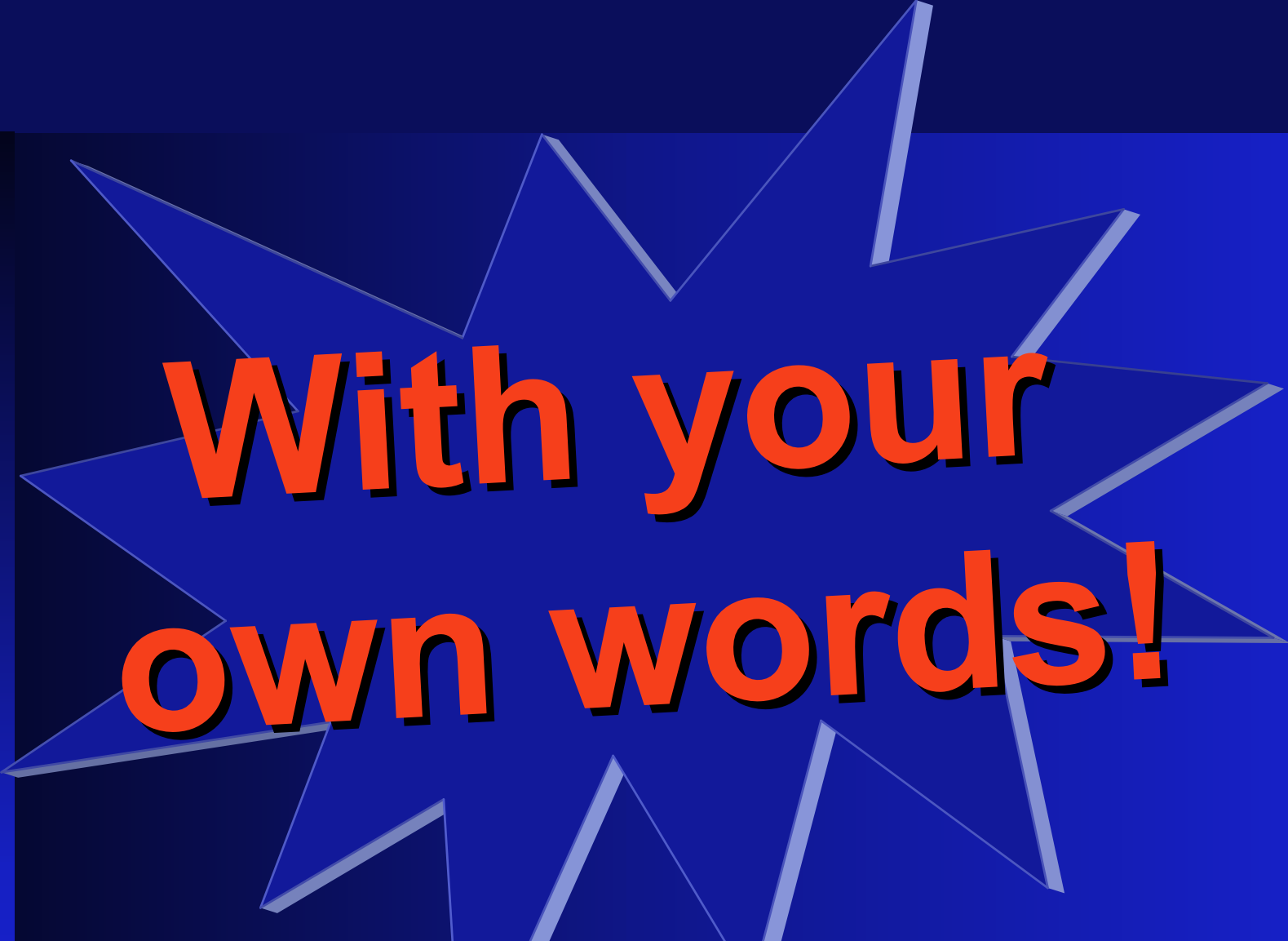
Left – Right Conflict

Your right brain tries to say the colour but your left brain insists on reading the word.

*How many words per minute
can you deliver when speaking?*



So, how are you filling the spare capacity (375) of your hard drive?

A large, multi-pointed starburst graphic in a medium blue color, centered on a dark blue background. The starburst has several sharp points extending outwards, creating a dynamic, energetic shape.

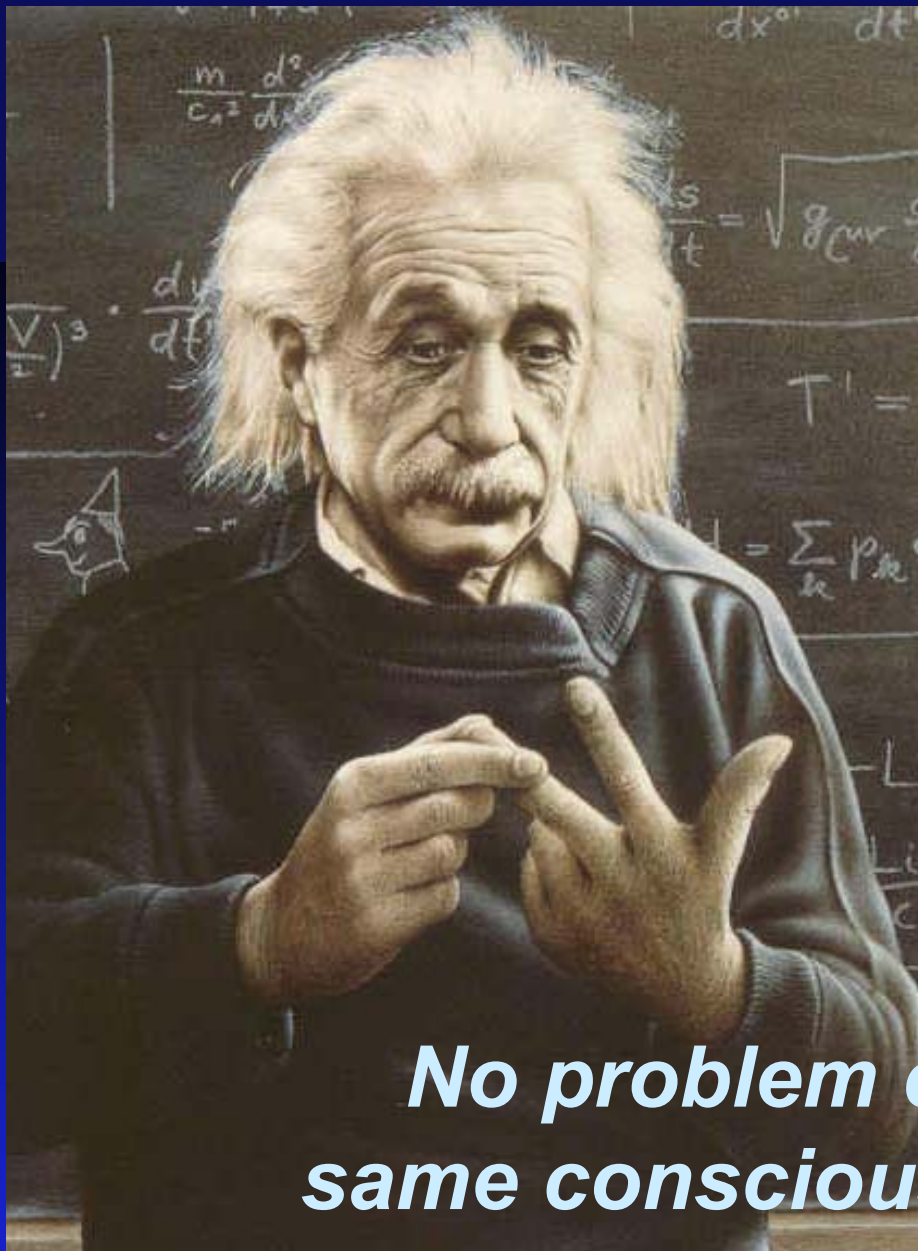
**With your
own words!**

In & Out Thinking

- The American Psychological Association have found that at any given time during a seminar, speech or workshop:
 - 57% are thinking about something else
 - 25% are having erotic thoughts
 - 18% are really listening to the presenter
- Because your mind thinks faster than people speak, you're only fully attentive during the first 13 to 18 seconds of any presentation.

Around the world in 80 seconds!

In & Out Thinking Sheets



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

Albert Einstein



GANESH is the elephant headed god. He is the Lord of wisdom and remover of obstacles.

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 Greensboro (NC)

Characteristics of a Creative Product or Service

NOVELTY

Originality

- *Does it work?*
- *Does it solve or helps to manage the challenges or problems?*
- *Is it useful?*
- *Does it provide value?*
- *Is it practical?*

- *Is the product coherent?*
- *Is it understandable?*
- *It is well presented?*
- *Is it credible?*

**ELABORATION &
SYNTHESIS**

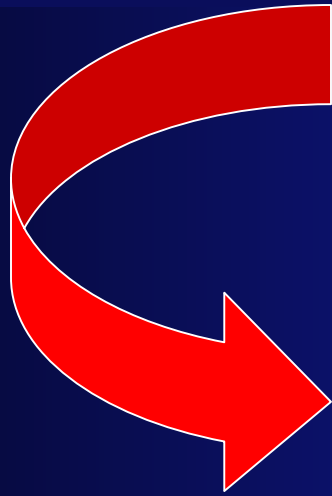
RESOLUTION

What is Innovation?

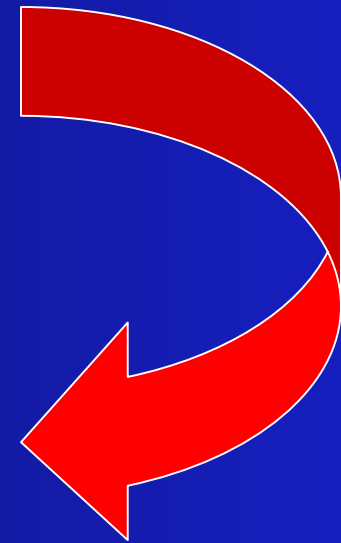
Put simply creativity is about the generation of ideas and innovation is about putting them into action.

Gurteen (1986, p. 6)

If it's "Creative" then it's



New
&
Useful



***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)

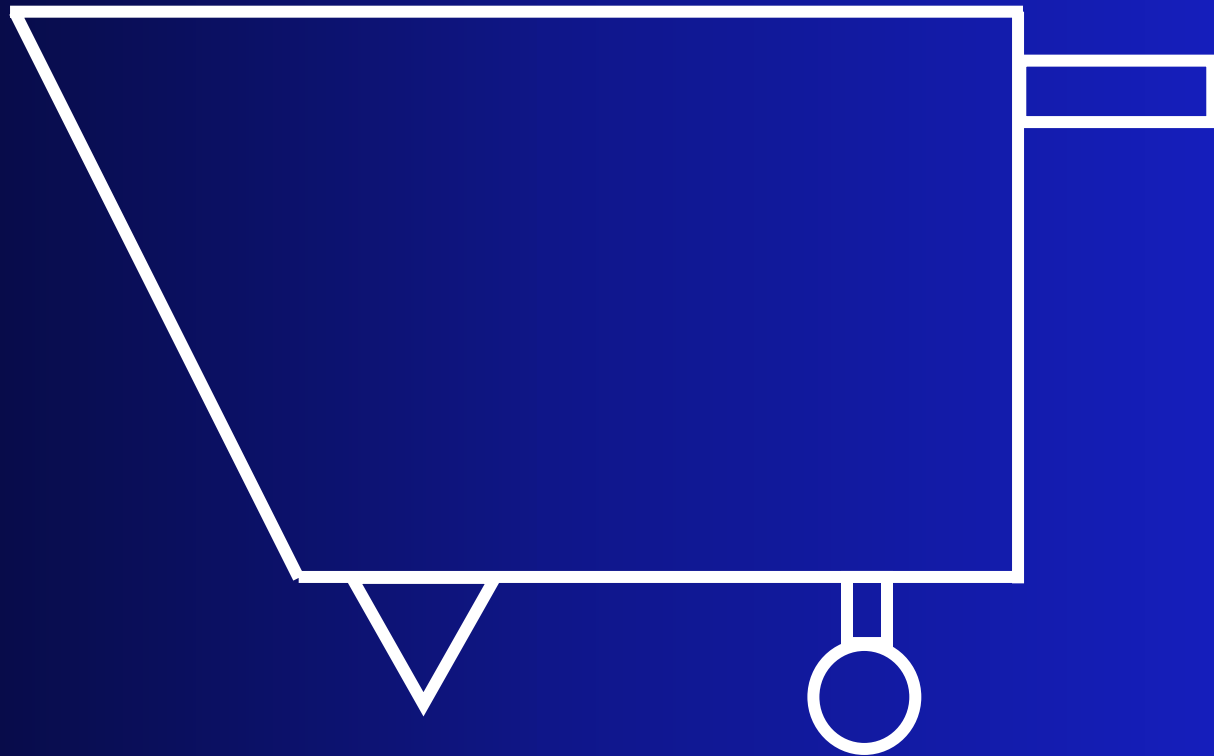
Creativity Myths & Realities

Myth

Reality

- Mysterious - Understandable
- Magical - Natural
- Madness - Healthy

Wheelbarrow Design



Main Barriers to Creativity

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

Praise to Criticism Ratio

- Use praise to support people and ideas, rather than criticism to “correct” them.
- Praise can be a tool for positive change.
- Praise-to-criticism ratio required to keep students on track 4:1
- Praise-to-criticism ratio required to change behaviour 8:1

Breaking Habits

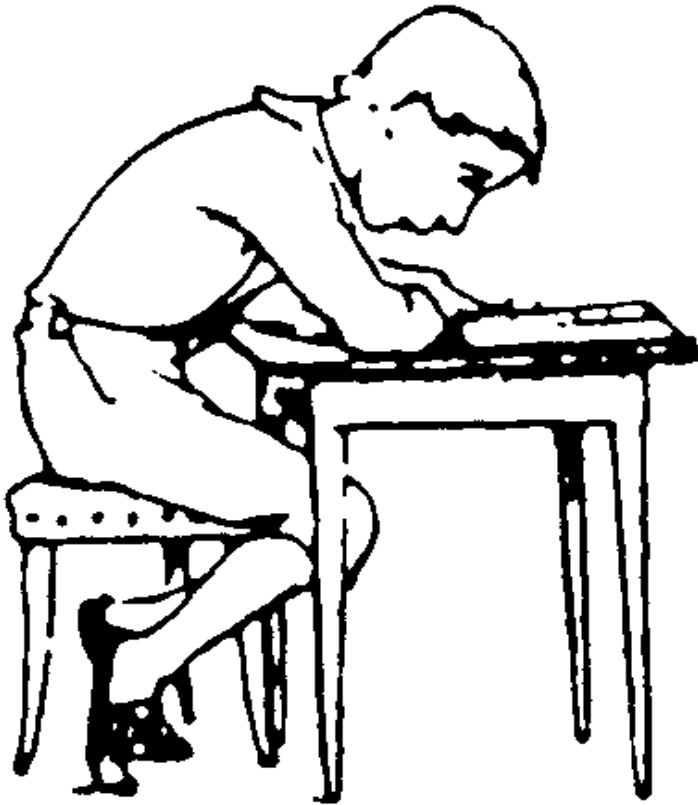


Thoughtful action is any action which
is not automatic or reflex.

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

The Unlearning Process

I WAS EDUCATED ONCE,

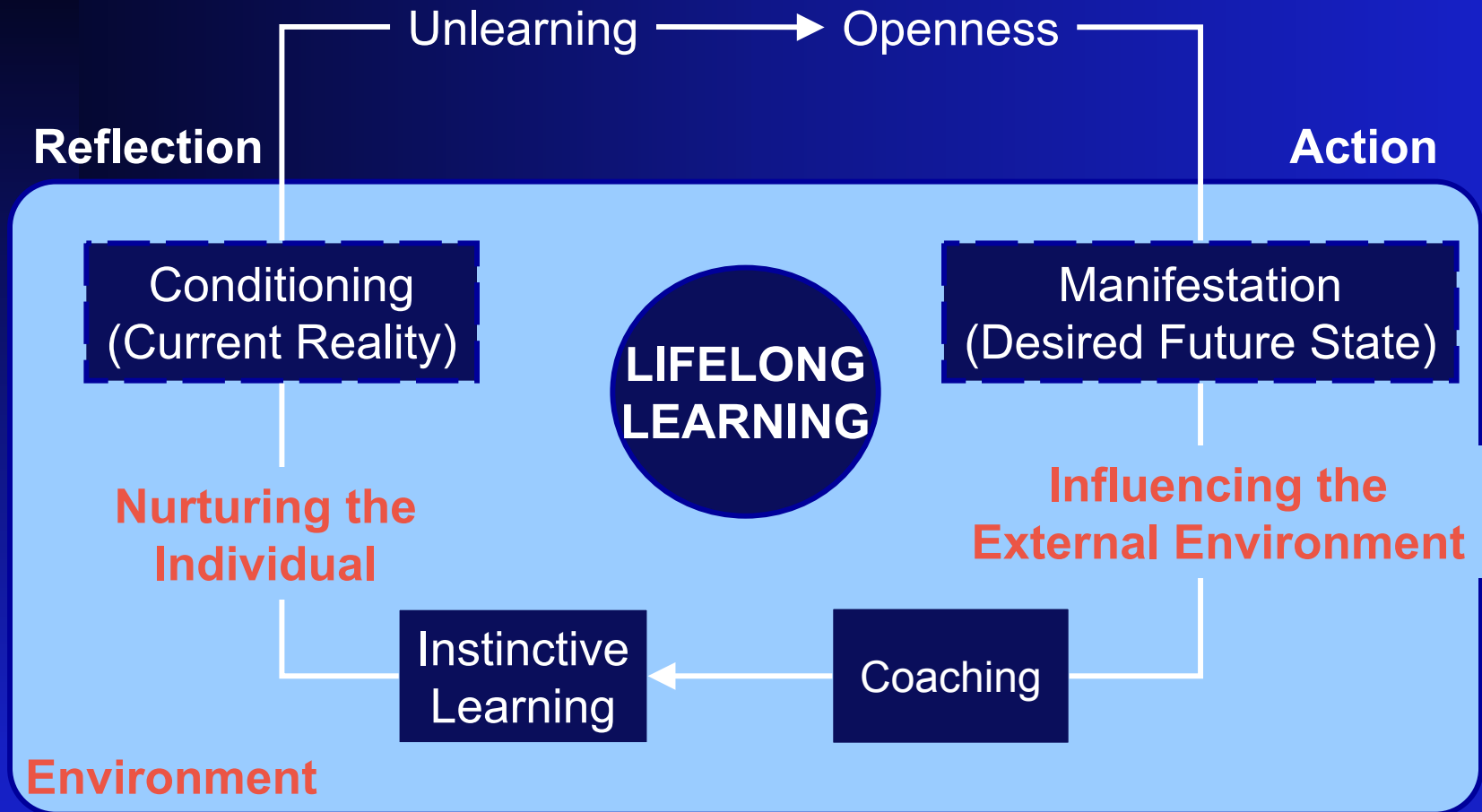


**AND
IT TOOK ME
YEARS
TO GET OVER IT.**

***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



Main Elements of Creativity

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

K = Knowledge

I = Imagination

E = Evaluation

*a = **Attitude!***

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 <ul style="list-style-type: none"> • Lateral Thinking • DATT • Six hats • Six action shoes 	Array of diverging thinking techniques coupled with strategies 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 discrete 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

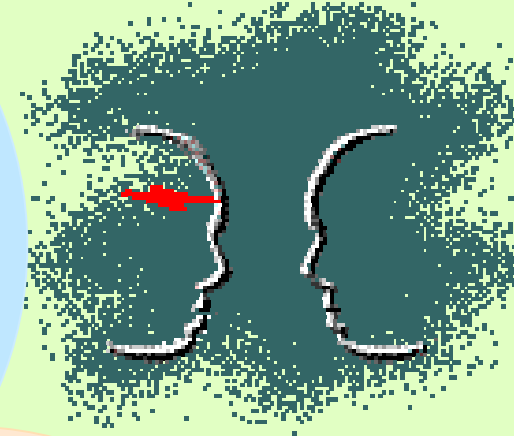
Explore the Challenge

1



Generate Ideas

2



The CPS Model

3

Three
Components

Prepare for Action



Explore the Challenge

1

1. Identify the Goal, Wish or Challenge



2. Gather Data



3. Clarify the Problem



Generate Ideas

2

4. Generate Ideas



5. Select & Strengthen Solutions



6. Plan for Action



Prepare for Action

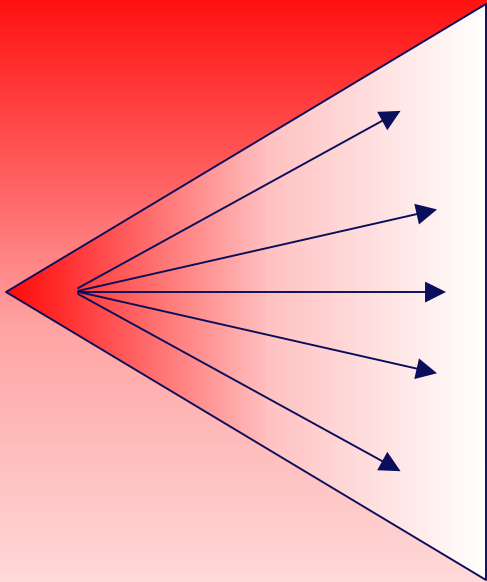
3

In addition, two mutually exclusive mental activities take place at each stage

Three Components and Six Stages

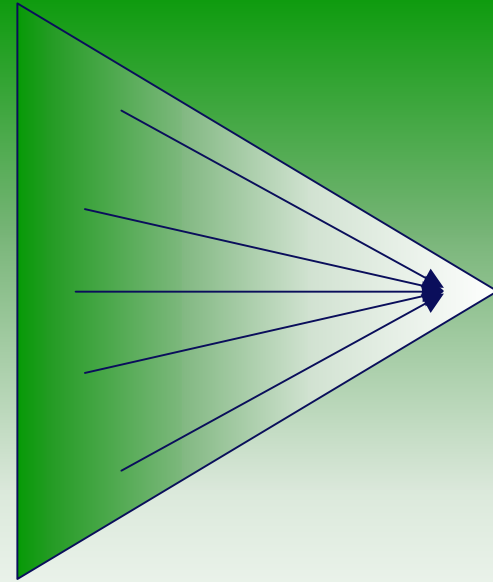
Diverging & Converging

DIVERGING THINKING



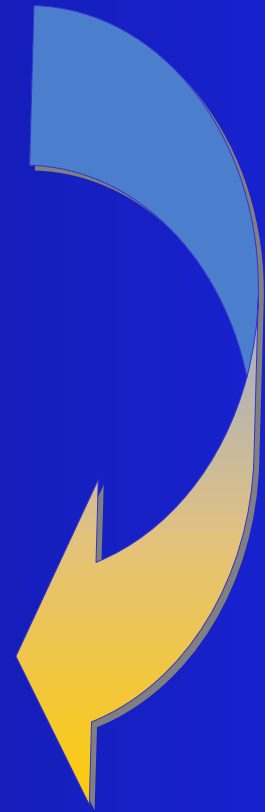
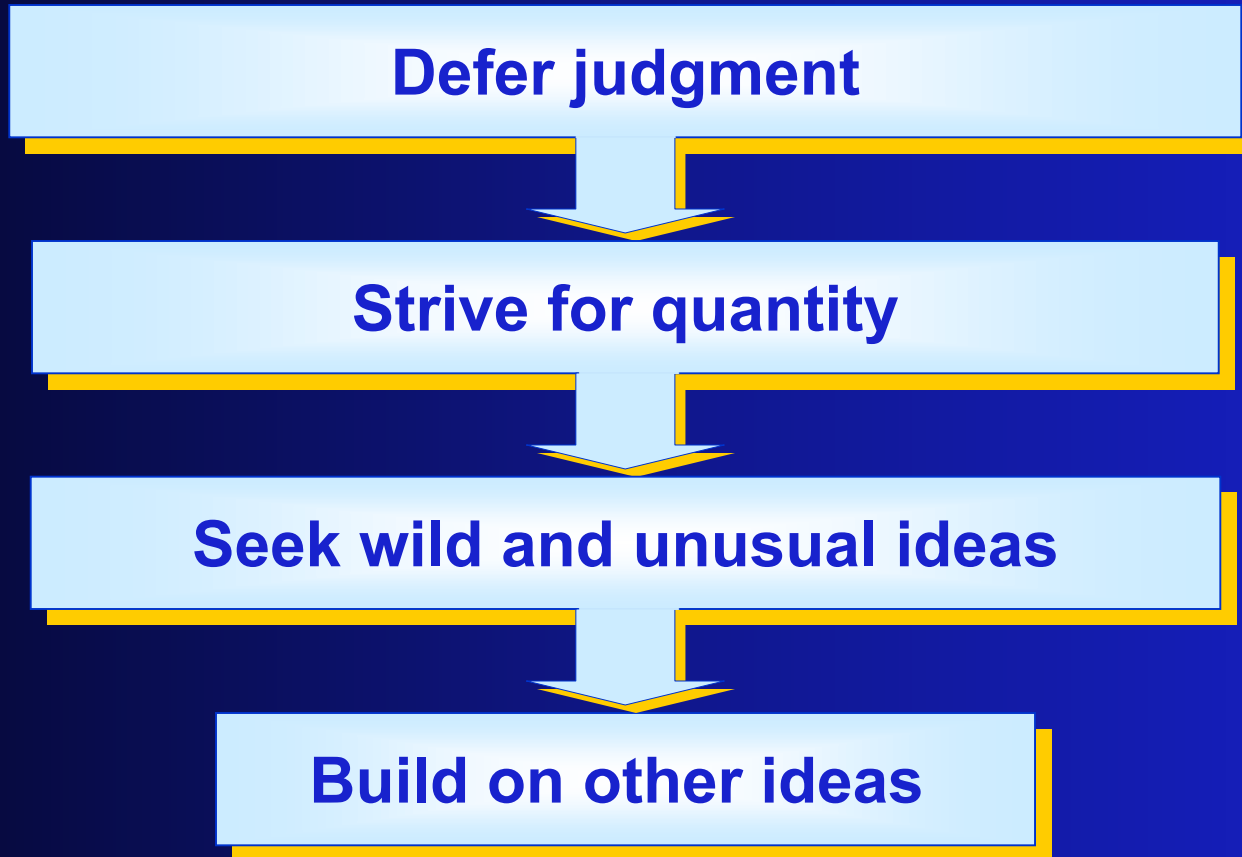
Generating lots of options, making lists.

CONVERGING THINKING



Judging & assessing options, focusing, making decisions.

Diverging Guidelines



Converging Guidelines

Be affirmative

Be deliberate

Check objectives

Improve ideas

Consider novelty



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	

Which tool to use?

More structured, adaptive ideas, generally easier to implement

More intuitive, novel, bigger ideas that take longer to implement



Idea Box

Stick 'em up Brainstorming

Brainstorming

Visual Connections

Brainwriting

Forced Connections

Excursions

SCAMPER

Statement Starters?

“How to ...”

H2

“How might ...”

HM

“In what ways might ...”

IWWM

“What might be all the ...”

WMBAT

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

Level of use of CPS

```
graph TD; A[Level of use of CPS] --> B[Individual]; A --> C[Group]; A --> D[Organisation];
```

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

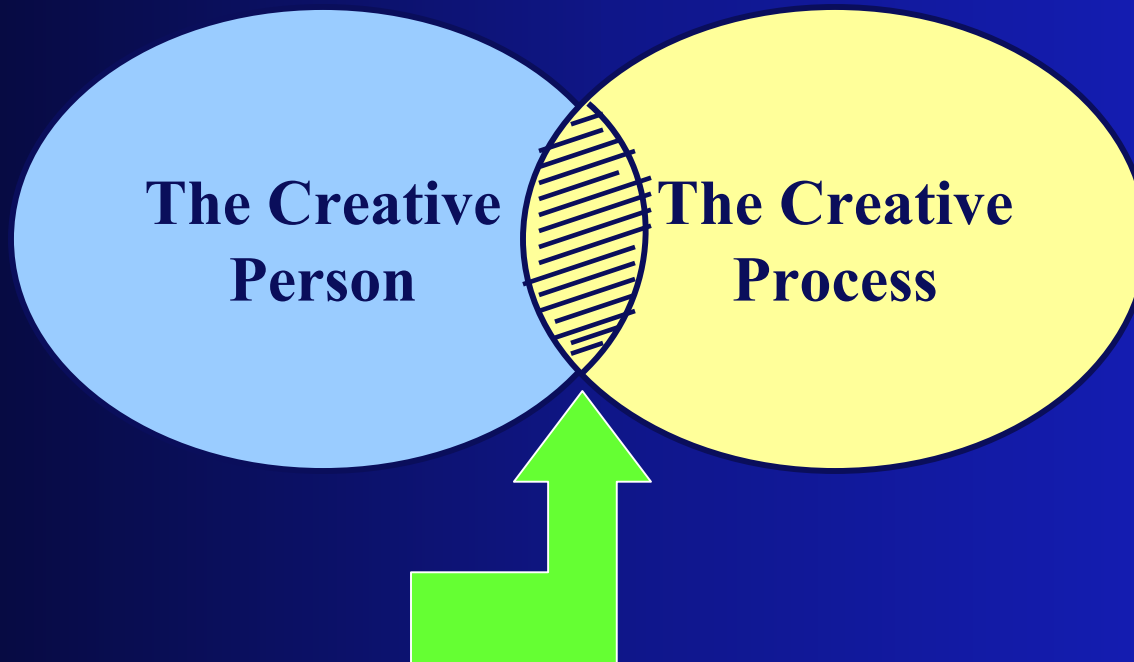
1. Drive organisational change
2. Develop new products and services
3. Bring new life into existing products and services
4. Invigorate your organisational research and development work
5. Develop human resources
6. Appreciate and manage diversity

*The Buffalo **C**reative 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.

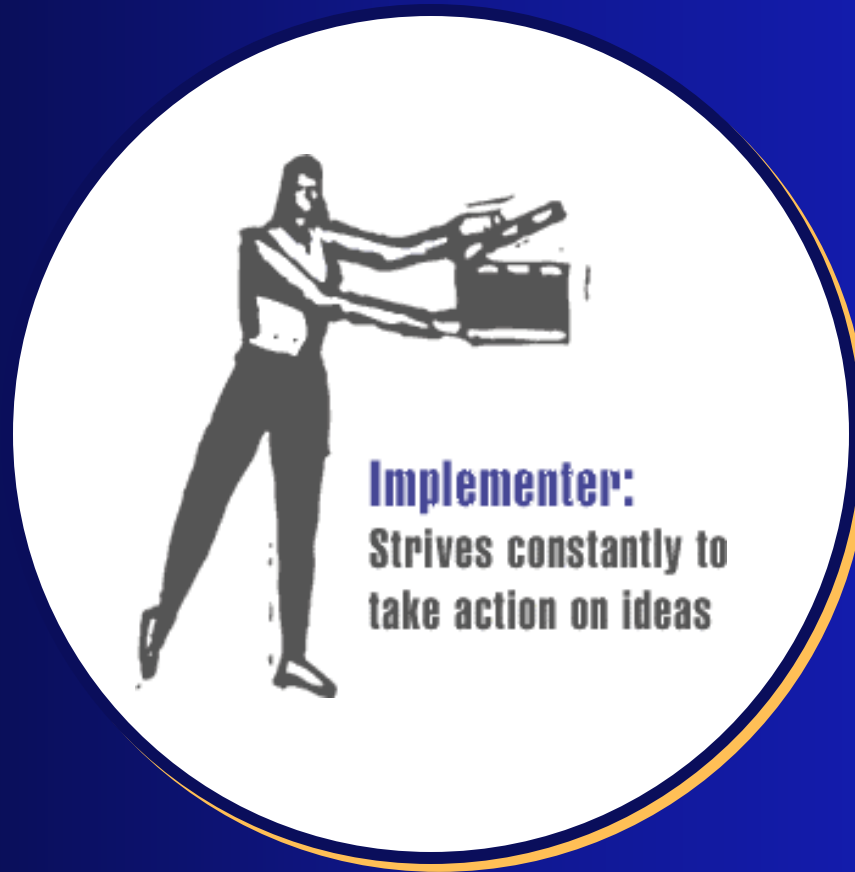
Person meets Process





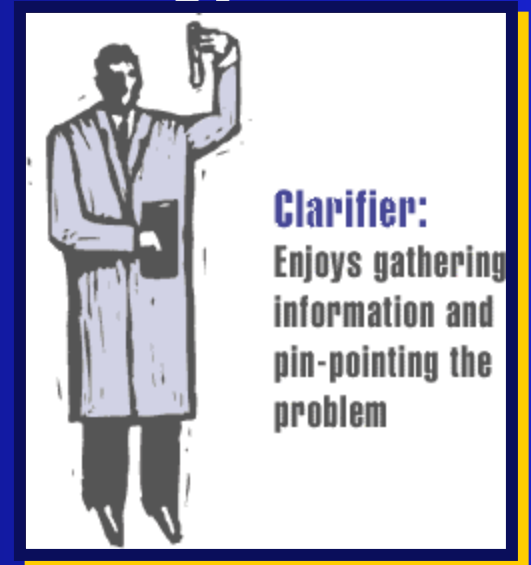
**What makes you
creative?**

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**

Clarifier



Clarifier:
Enjoys gathering
information and
pin-pointing the
problem

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When you Clarify

Be conscious to...

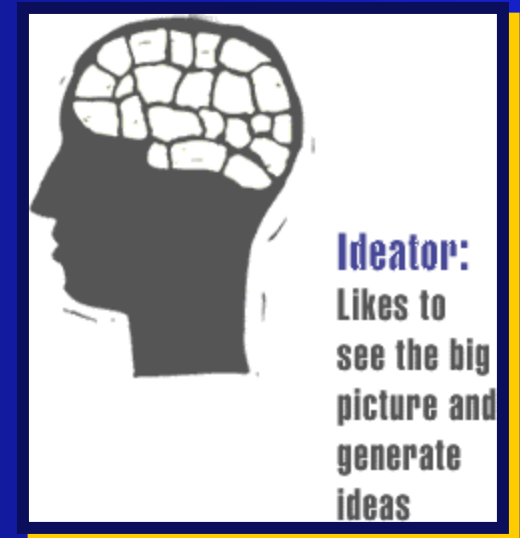
- Look at the situation from all angles
- Make sure you understand the background information
- Identify the key data
- Find out what else you need to know
- Isolate obstacles that stand in your way
- Know what is and is not relevant

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!”

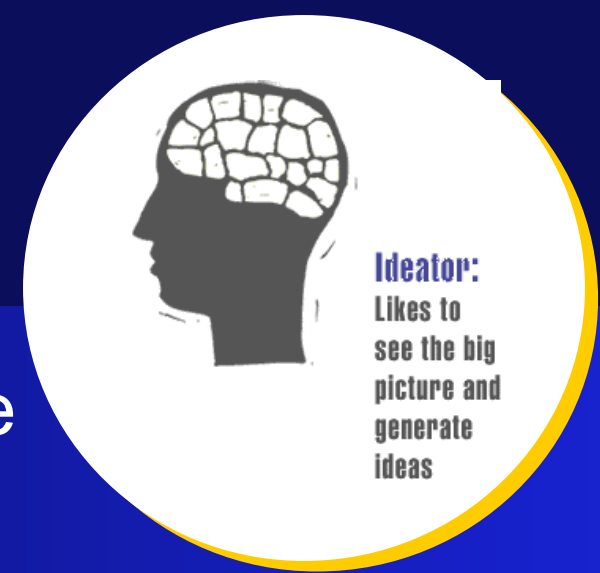
- *I'm original*
- *I'm fun-loving*
- *I'm off-the-wall*
- *I'm out-of-the-box*
- *I can't stop thinking of new ideas*



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**

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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**

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Developer:
Focuses on
evaluating,
refining and
improving
potential
solutions

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**



Implementor



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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

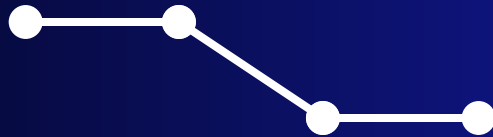
Implementer

Your Scores

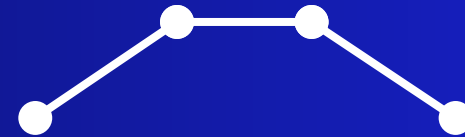
- What are your highest and lowest preferences?
- Your scores represent a profile of your BCPI style
- Your BCPI style reveals how you work through the creative process - where you may excel and where you may need to focus more attention

2-way Styles

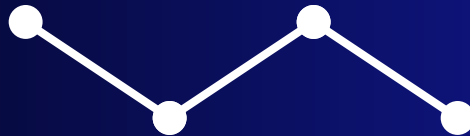
“Early Bird”



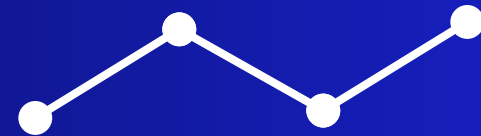
“Idealist”



“Converger”



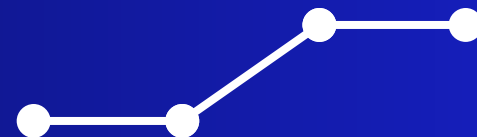
“Driver”



“Diver”

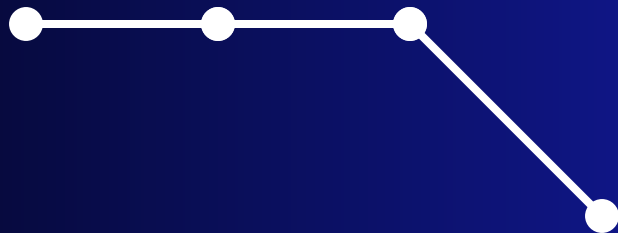


“Finisher”

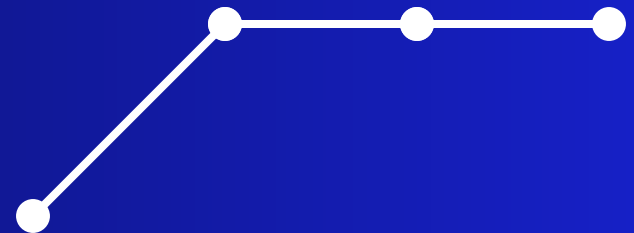


3 and 4 way Styles

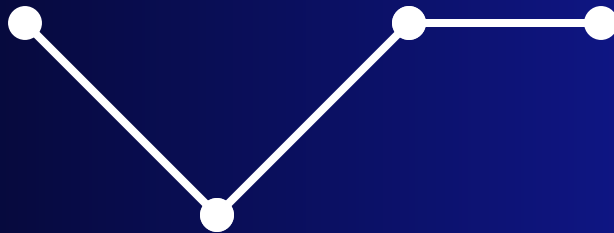
“The Hare”



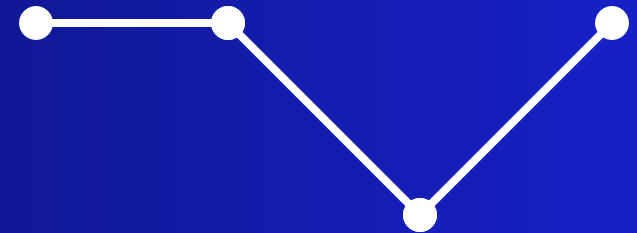
“Optimist”



“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?



Aha!