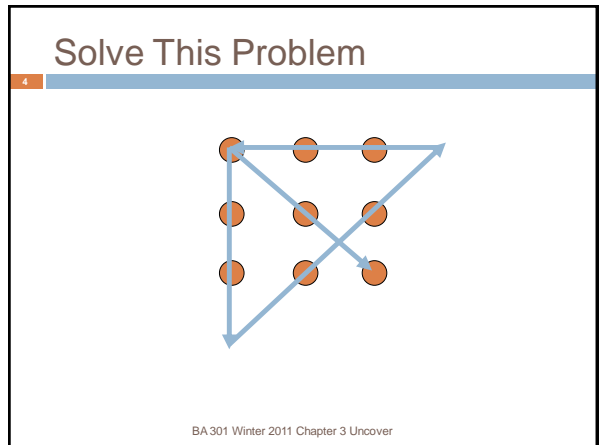
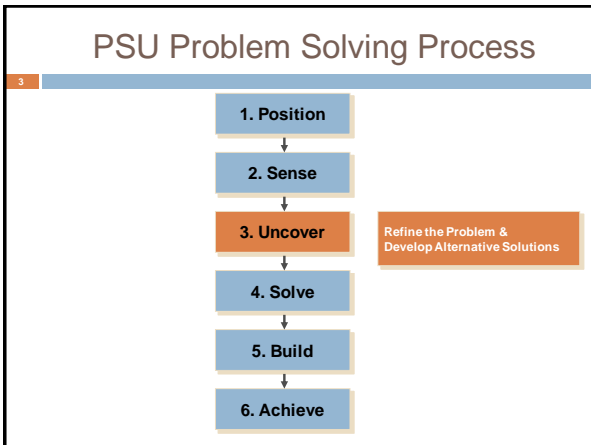
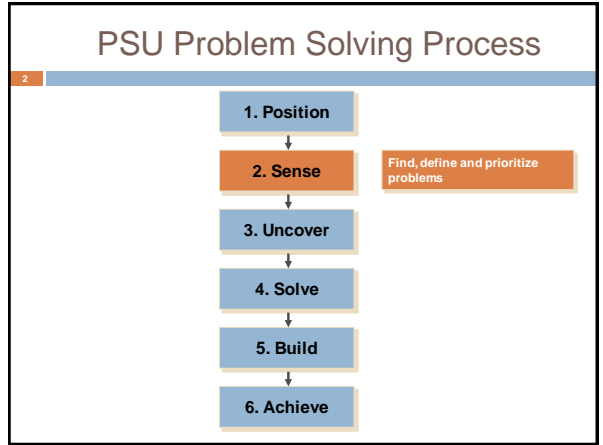


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Encouraging Creativity

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- What is creativity?
 - From Wikipedia – a mental process involving the generation of new ideas or concepts, or new associations between existing ideas or concepts
- Convergent versus divergent thinking:
 - Convergence - narrowing our thinking about a problem or an issue.
 - Divergence – branching out and taking a broader perspective.

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What Prevents Creativity?

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- We seem to frown on it in education. Why?
 - Because we judge you with testing, and encourage you to provide the **RIGHT** answer.
 - Not the most original, not the most creative answer, but the single right answer.
 - Business is often not that straightforward...
- Being creative means:
 - Taking risks, looking silly, and failing more often.
 - Our business culture doesn't like failure.
- The expert syndrome.
 - Expertise is a prime commodity.
 - Expertise can cause tunnel vision.

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Causes of Mental Blocks

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- Poor problem definition or ambiguous definition.
- Attacking the symptoms and not the problem.
- Assuming there is only one right answer.
- Getting “hooked” on the first solution that comes along.
- Getting “hooked” on a solution that almost works (but really doesn't).
- Being distracted by irrelevant information, called “mental dazzle.”
- Getting frustrated by lack of success.
- Being too anxious to finish.

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Enhancing Creativity

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- There are tons of techniques to help enhance creativity:
 - The techniques aren't creative, you are!
 - But, they push you to a different starting point, help you make new associations (divergence), and help you take a fresh view.
 - Brainstorming is one approach.
- Comments that reduce brainstorming to braindrizzling:
 - That won't work; that's too radical; it's not our job; we don't have enough time; that's too much hassle; it's against our policy; we haven't done it that way before; that's too expensive; that's not practical; we can't solve this problem.

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FOUR Commandments

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- I. The more ideas the better.
- II. Build one idea upon another.
- III. Wacky ideas are okay.
- IV. Don't evaluate ideas.

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BreatheRight®

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Print Ads

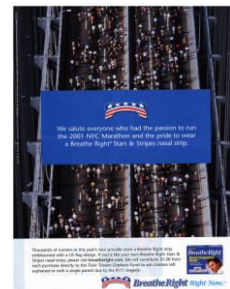
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Special Promotions

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Ground Rules

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- I. Strive for quantity of ideas, without special concern for quality.
- II. Piggy-backing on another person's ideas is okay, even encouraged.
- III. Stress creativity by looking at a problem from another point-of-view.
- IV. Don't evaluate ideas.

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TV Advertising

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Brainstorming Techniques

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- Nominal Group
 - Start on paper
 - Share and build on ideas in group setting
 - Discuss and vote on the best ideas
- 6-3-5
 - Six people
 - Three minutes
 - Five ideas
 - Work off other ideas!
- Delphi Technique
 - Ideas submitted to group leader
 - Summarize and evaluate

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Problems With Brainstorming

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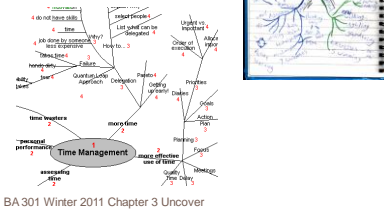
- Some research indicates that group interaction reduces ideation:
 - Large groups might inhibit some group members – try smaller groups.
 - “Production Blocking” – the tendency to take turns – might block good ideas while waiting through mediocre ideas.
 - Start with ideas on paper
 - Use electronic brainstorming
 - Stay on track with a good moderator

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Other Useful Tools & Tricks

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- Mental Maps
 - ▣ Use a white board or flip-pad
 - ▣ ID important factors and sub-factors

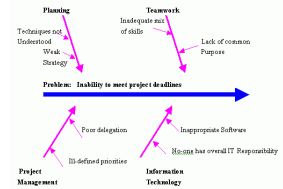


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Other Useful Tools & Tricks

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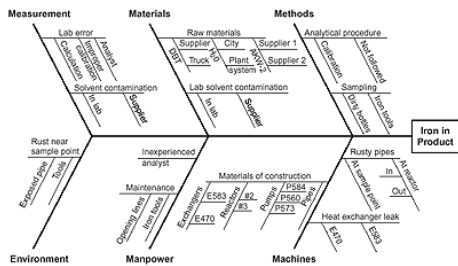
- Fishbone Diagrams
 - ▣ Problem, causal categories, specific possible causes
 - ▣ Understanding this causality can help generate solutions



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Manufacturing Example

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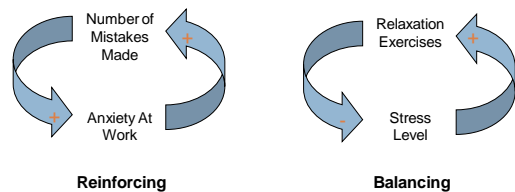


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Useful Tools & Tricks

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- Causal Loops
 - ▣ Identifies positive and negative relationships



Reinforcing

Balancing

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More Approaches

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- ISSUE: Incrementalizing when asked to come up with a new idea
 - Use the Gordon Technique – focus on the function, not the form.
 - Use Idea Checklists – ask questions about something we already have.
 - SCAMPER – Substitute?, Combine?, Adapt?, Modify?, Put to other uses?, Eliminate?, Reduce?

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Creative Organizations

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- Stable and secure internal environment
- Open channels of communication
- Encourage outside contacts
- Free idea units of other responsibilities
- Heterogeneous personnel policy
- Investment in basic research
- Decentralized and diversified
- Risk-taking culture
- Not run as a “tight-ship”

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PSU Problem Solving Process

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