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Creativity and Types of Innovation
What is Creativity?

**Creativity**
Bringing into existence an idea that is new to you

**Creative Thinking**
An innate talent that you were born with and a set of skills that can be learned, developed, and utilized in daily problem solving

**Innovation**
The practical application of creative ideas
What is Creativity?

Creative solutions are more than ideas - they must work in the real world. A creative solution has three attributes:

- It is *new* (otherwise it would not be creative).
- It is *useful*, in that it solves the problem (otherwise it would not be a solution).
- It is *feasible*, given the messy real world constraints like money and time.
Types of Innovation

• **Business Model Innovation** involves changing the way business is done in terms of capturing value e.g. HP vs. Dell, hub and spoke airlines vs. Southwest

• **Process Innovation** involves the implementation of a new or significantly improved production or delivery method.
Types of Innovation

• **Product Innovation**, involves the introduction of a new good or service that is new or substantially improved. This might include improvements in functional characteristics, technical abilities, ease of use, or any other dimension.

• **Service Innovation**, is similar to product innovation except that the innovation relates to services rather than to products.
Don’t Believe the Experts!

“That’s an amazing invention, but who would ever want to use one of them?” (US President Rutherford B. Hayes, after participating in a trial telephone conversation between Washington and Philadelphia in 1876).

“Television won’t be able to hold onto any market it captures after the first six months. People will soon get tired of staring into a box every night” (Darryl F. Zanuck, Head of 20th Century Fox, 1946)
Don’t Believe the Experts!

“The horse is here to stay, but the automobile is only a novelty, a fad” (President of Michigan Savings Bank, 1903, advising Henry Ford’s lawyer not to invest in the Ford Motor Company – disregarding the advice, he invested $5,000 in stock, which he sold several years later for $12.5 million).

“I think there is a world market for about five computers” (Thomas J. Watson Sr., Chairman of IBM, 1943)
Conceptual Blocks to Creativity
Blocks and Blockbusters to Creativity

Making assumptions → Checking assumptions

Following the rules → Breaking the rules
Blocks and Blockbusters to Creativity

Over-reliance on logic → Use imagination and intuition

Fear of failure → Risk-taking culture
Conceptual Blocks

Mental obstacles that constrain the way the problem is defined and limit the number of alternative solutions thought to be relevant.
Conceptual Blocks

The more formal education individuals have

The more experience they have in a job

The less able they are to solve problem in creative ways...
Formal education often produces "right answers", analytical rules, or thinking boundaries.

Experience in job teaches proper ways of doing things, specialized knowledge, and rigid expectation of appropriate actions.

Individuals lose the ability to experiment, improvise, and take mental detours.
Types of Conceptual Blocks

Constancy
- Vertical thinking
- One thinking language

Compression
- Distinguishing figure from ground
- Artificial constraint
Types of Conceptual Blocks

Complacency

Non-inquisitiveness

Non-thinking
Constancy

Vertical thinking

- Defining problem in only one way without considering alternative views
- Lateral thinkers, on the other hand, generate alternative ways of viewing a problem and produce multiple definitions

One thinking language

- Using only one language (e.g., words) to define and assess the problem
- Disregarding other language such as nonverbal or symbolic languages (e.g., mathematics), sensory imagery (smelling), feelings and emotions (fear, happiness) and visual imagery (mental pictures).
Compression

Distinguishing figure from ground

- Not filtering out irrelevant information or finding needed information
- The inability to separate the important from the unimportant, and to appropriately compress problems.

Artificial constraints

- Defining the boundaries of a problem too narrowly
- People assume that some problem definitions or alternative solutions are off-limits, so they ignore them.
Complacency

**Non-inquisitiveness**
- Not asking questions
- Sometimes the inability to solve problems results from a reticence to ask questions, to obtain information, or to search for data.

**Non-thinking**
- An inclination to avoid doing mental work.
Three Components of Creativity
Three Components of Creativity

- Expertise
- Motivation
- Creative Thinking Skills
Three Components of Creativity

Expertise is, in a word, knowledge – technical, procedural, and intellectual.

Motivation

Not all motivation is created equal. An inner passion to solve the problem at hand leads to solutions far more creative than do external rewards, such as money.
Three Components of Creativity

Creative thinking skills determine how flexible and imaginatively people approach problems.
The Paradoxical Characteristics of Creative Groups

Beginner’s Mind <-> Experience

Freedom <-> Discipline

Play <-> Professionalism

Improvisation <-> Planning
Myths about Creativity

1. The smarter you are, the more creative you are

2. The young are more creative than the old

3. Creativity is reserved for the few – the flamboyant risk takers

4. Creativity is a solitary act

5. You can’t manage creativity
Tools for Creating New Ideas
Tools for Creating New Ideas

- Attribute Listing
- Brainstorming
- Visioning
Attribute Listing

- Use Attribute Listing when you have a situation that can be decomposed into attributes - which itself can be a usefully creative activity.

- Particularly useful with physical objects. You can use it elsewhere, too.

For the object or thing in question, list as many attributes as you can.

It can also be useful to first break the object down into constituent parts and look at the attributes of each part in question.
Attribute Listing

For each attribute, ask 'what does this give'? Seek the real value of each attribute. It is also possible that attributes have 'negative value' -- i.e., they detract from the overall value of the object.

Finally look for ways in which you can modify the attributes in some way. Thus you can increase value, decrease negative value or create new value.
Attribute Listing

- Attribute Listing works as a decompositional approach, breaking the problem down into smaller parts that can be examined individually.

- All things have attributes which are sometimes overlooked. By deliberately focusing on these, you can find new ways to be creative.
Brainstorming is probably the best-known creative tool.

It can be used in most groups, although you will probably have to remind them of the rules.

It is best done using an independent facilitator who manages the process (so the group can focus on the creative task).

Typically takes around 30 minutes to an hour.
Brainstorming

- Brainstorming Rules:
  - No criticism or debate
  - Quantity over quality
  - Freewheel
  - Combine and improve
Brainstorming

• Brainstorming works when people use each other's ideas to trigger their own thinking. Our minds are highly associative, and one thought easily triggers another.

• If we use the thoughts of others, then these will stop us getting trapped by our own thinking structures.
• A vision is a 'motivating view of the future'. It creates pull. It gives direction.

• Imagine brilliant and innovative future. Think about what you are trying to achieve.

• Go out into the future. Look around and see what is there.
• Use dynamic and emotive words to paint motivating pictures. Use words like 'sharp', 'now' and 'value'.

• Phrase it in the present tense to make it more immediate. Use 'is' rather than 'will'.

• Use active verbs that talk about what is happening.

• Test it with others to ensure it works for them too.
Visioning works because we are an imaginative species and are motivated by what we perceive as a possible or desired future.
Creating a Creative Climate
Organizational Characteristics that Support Creativity and Innovation

- Risk taking is acceptable to management
- New ideas and new ways of doing things are welcomed
- Employees have access to knowledge sources
- Information is free flowing
- Good ideas are supported by executive patrons
- Innovators are rewarded
Creating a Creative Climate

Motivation
- Challenge
- Fun

Empowerment
- Freedom
- Time
- Support
Creating a Creative Climate

Dynamism
- Energy
- Debate and Dialog

Openness
- Experimentation
- Trust
- Risk
Recommended Further Readings:

1. David A. Whetten and Kim S. Cameron, *Developing Management Skills*, Harpers Collins Publisher
2. Floyd Hurt, *Rousing Creativity*, Crisp Publication
4. www.creatingminds.org
Source:
www.studyMarketing.org