

Thinking inside and outside your box, the boss' box, and the company's box.

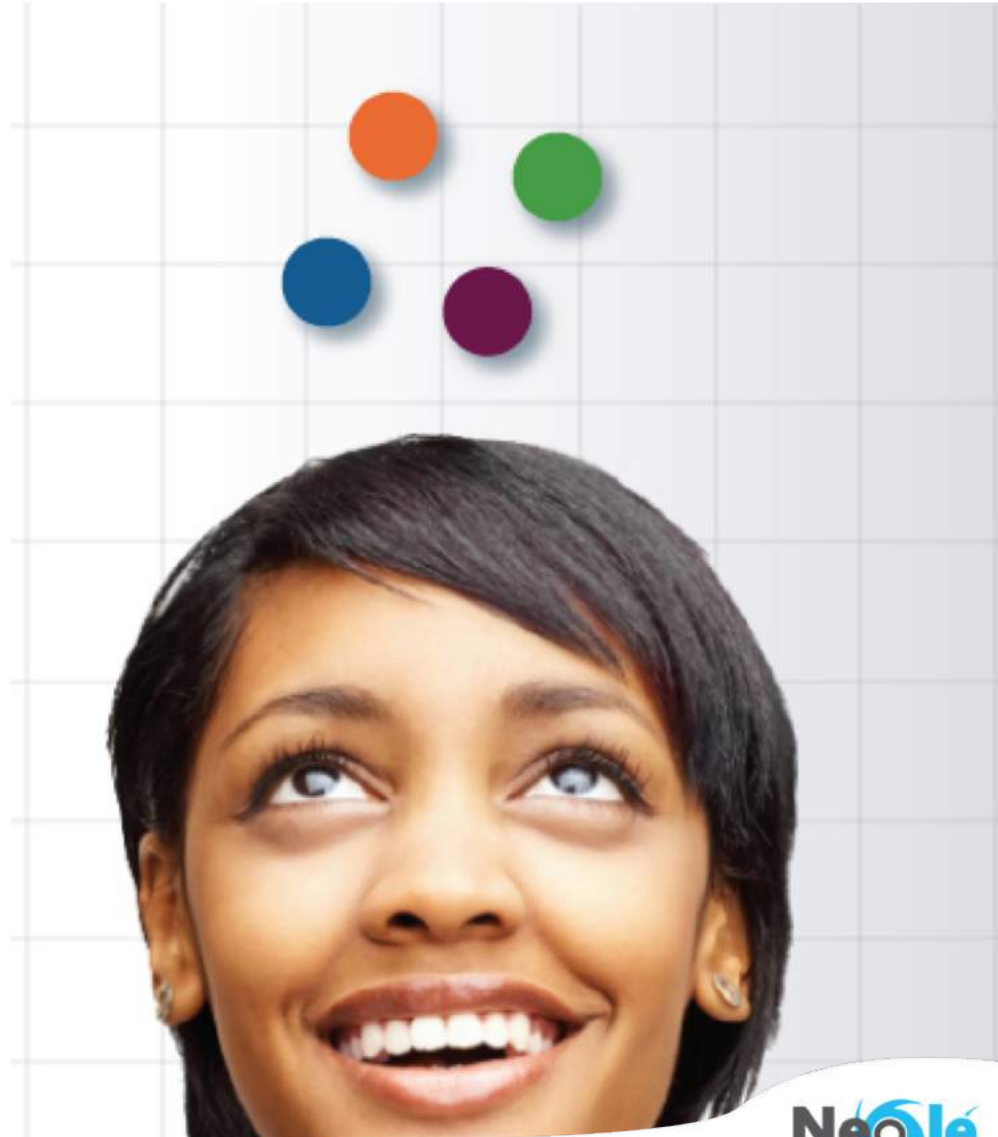


Presented by Ginny Santos, MSc.

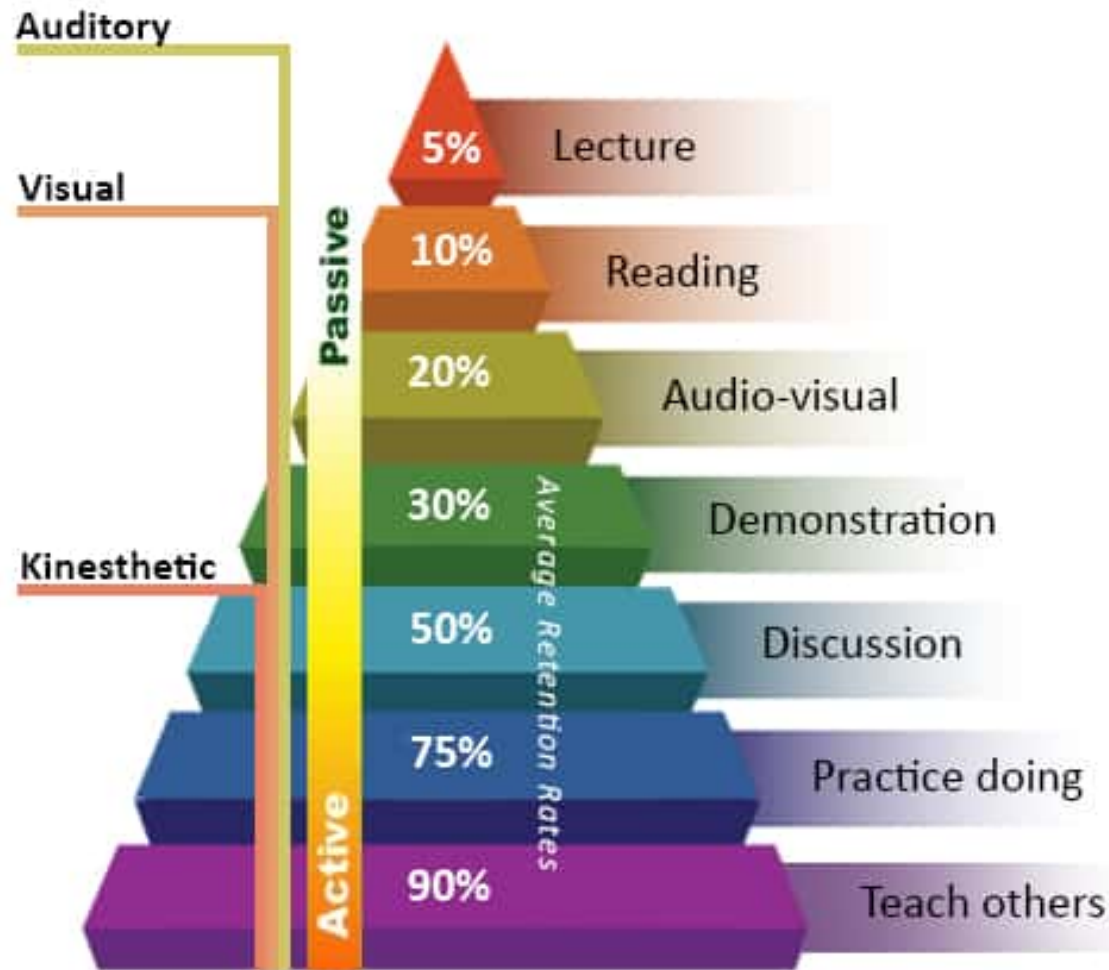
The Key Questions for Today:

How might I stretch
my own thinking?

How might I engage a
team in productive
ideation?



Average Retention Rates



Adapted from the NTL Institute of Applied Behavioral Science Learning Pyramid

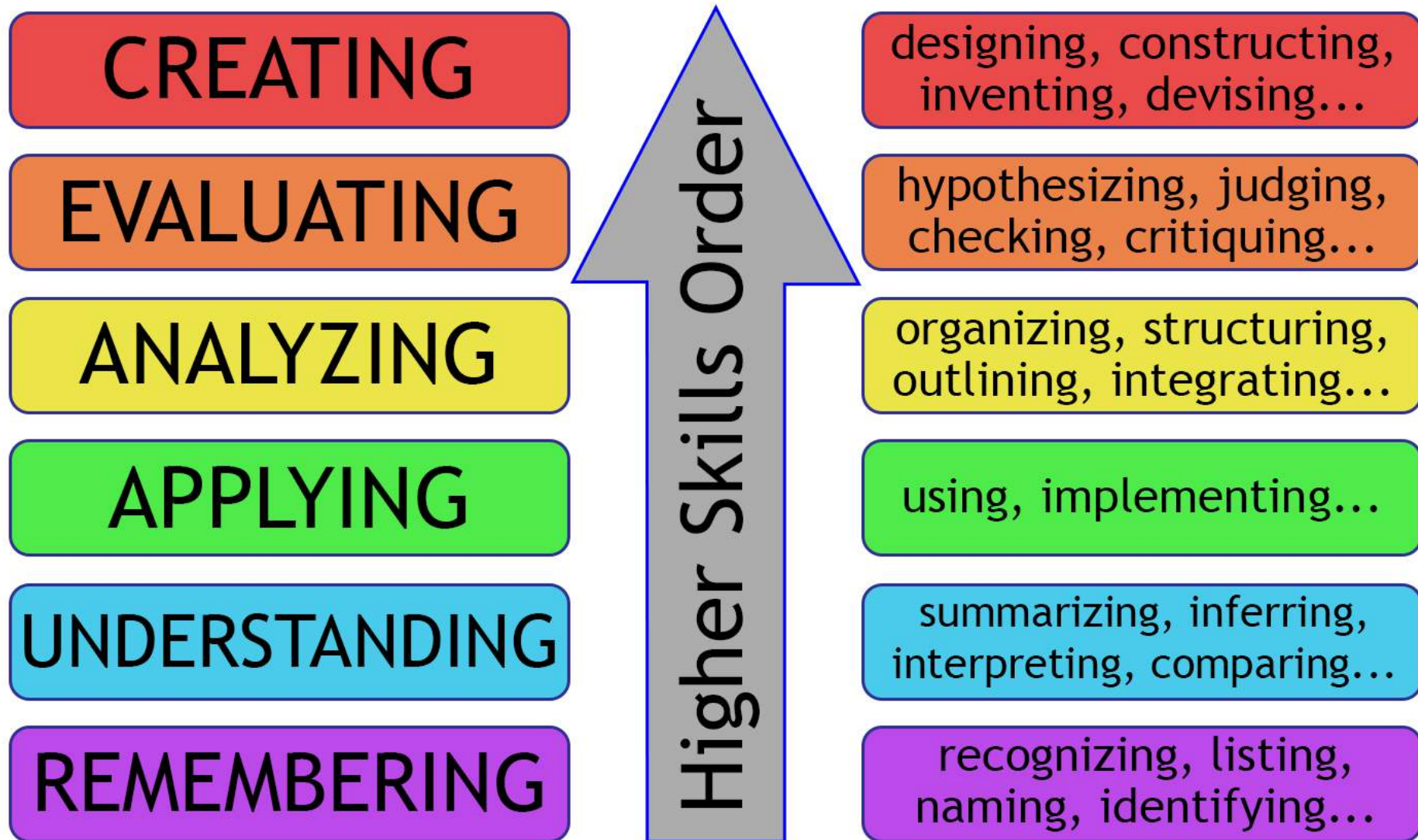
Critical Thinking vs. Creative Thinking

**“That won’t
work!”**

Vs.

**“How might
we make that
work?”**

Who is the smartest of the two?



Bloom's Taxonomy of Cognitive Abilities

Creativity is a Skill

This implies...

- All people have the ability to be creative
- People vary in regard to their creative skills
- Whatever your level of creative skill is, it can be enhanced





The Formula for Creativity

$$C = fA (K + I + E)$$

Levels of Creativity



Mini C



Small C (Everyday C)



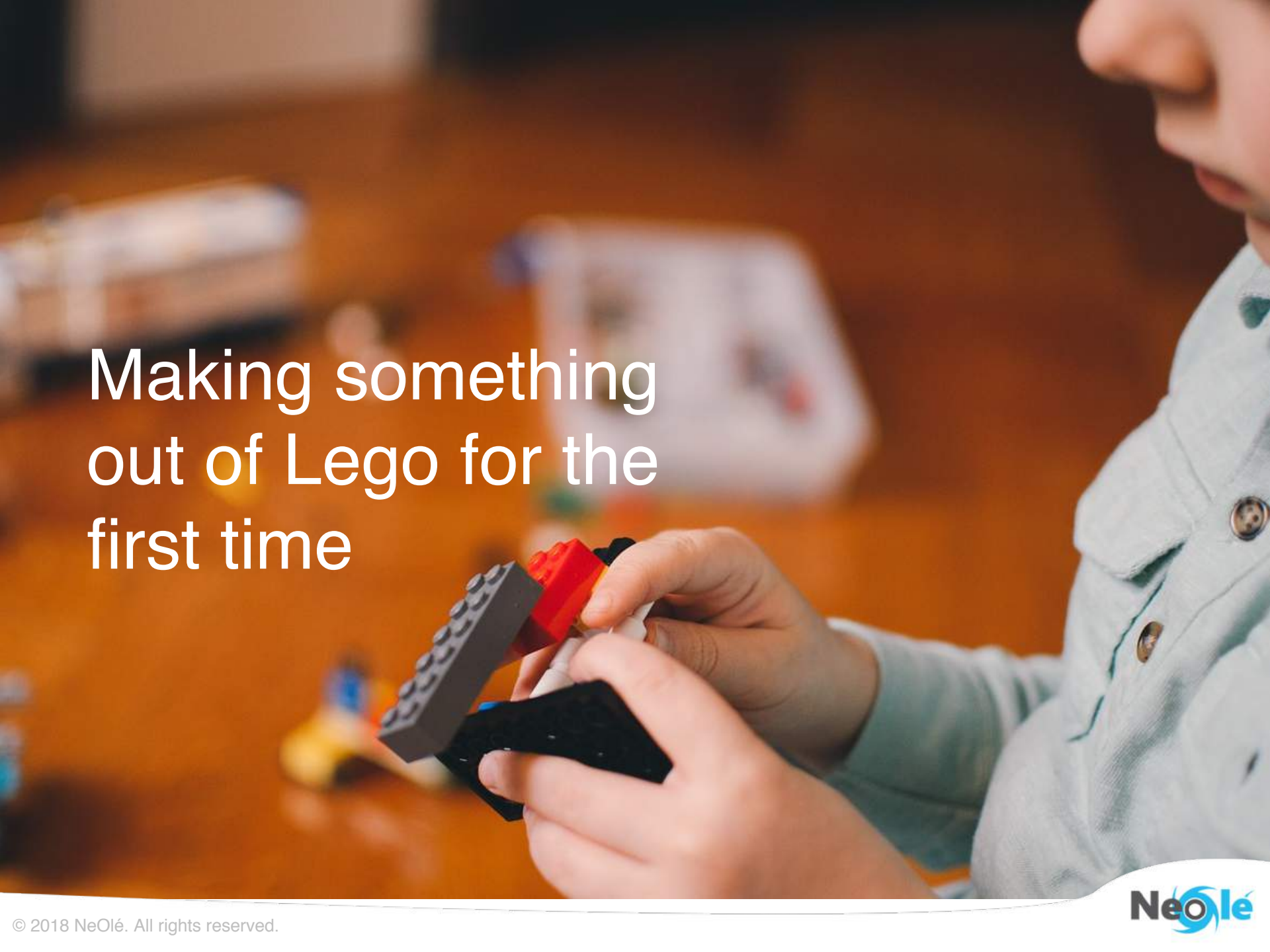
Professional C



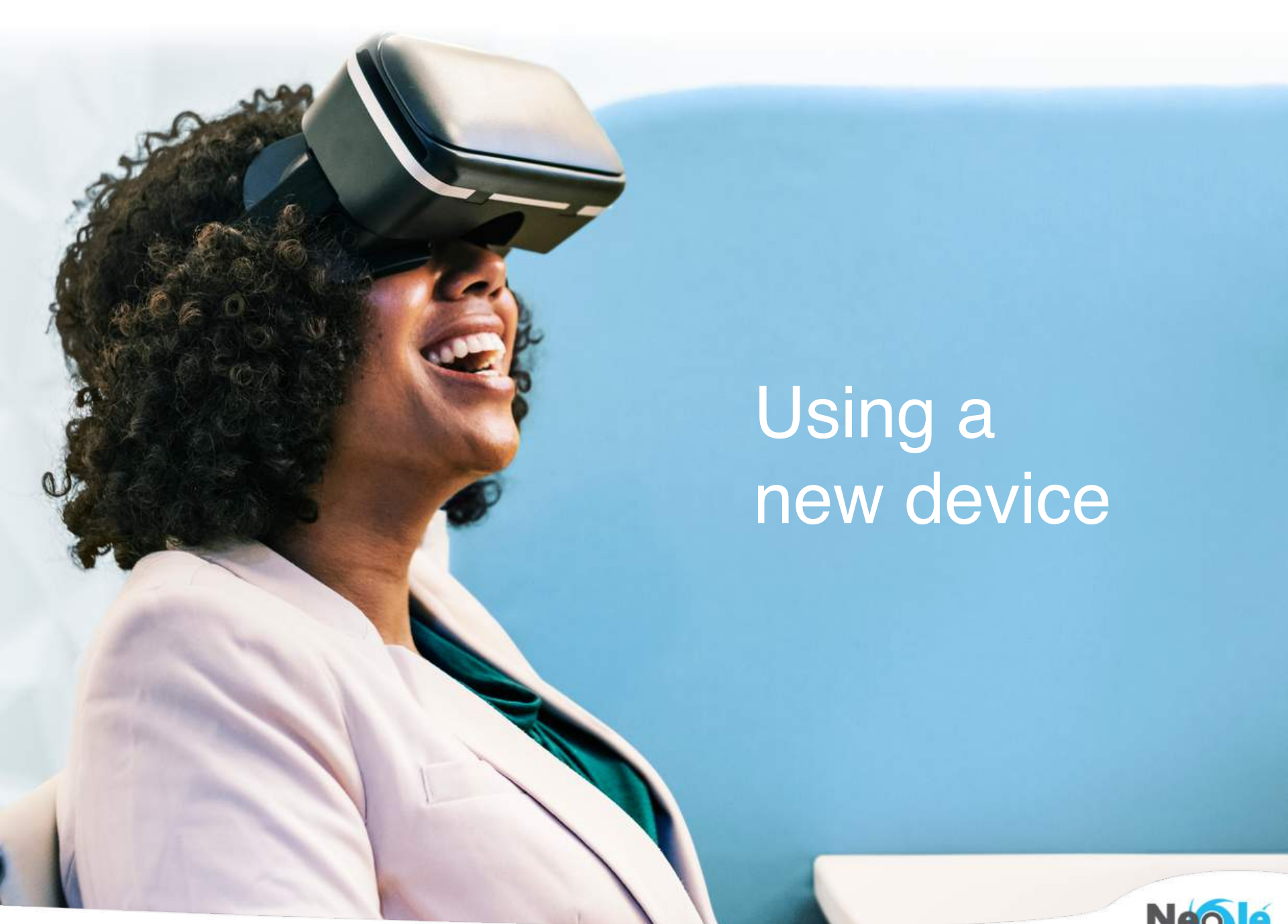
Big C (Eminent C)

Mini C

- ✓ | What we would associate with children
- ✓ | It is the type of creativity we engage in when learning something for the first time

A close-up photograph of a child's hands assembling Lego bricks. The child is wearing a light blue button-down shirt. They are holding a black brick and a red brick, with a grey brick already attached. The background is a blurred wooden table with other Lego pieces scattered on it.

Making something out of Lego for the first time



Using a
new device

Small C



Day-to-day processing, decision making, problem solving



Automatic, unselfconscious



Essential for daily functioning



Relevant at the personal level

Making a postcard



Making up a meal from scratch



Professional C

- ✓ Creativity that relies on specialized knowledge and experience
- ✓ Also known as domain-specific creativity

A unique design



A chef's signature dish



Big C

- ✓ | What we would associate with genius or expert-level achievement
- ✓ | Far-reaching social/cultural impact with their creativity



“Let’s go invent
tomorrow rather than
worrying about what
happened yesterday.”

- *Steve Jobs*

Marie Curie

“Be less curious about people and more curious about ideas.”



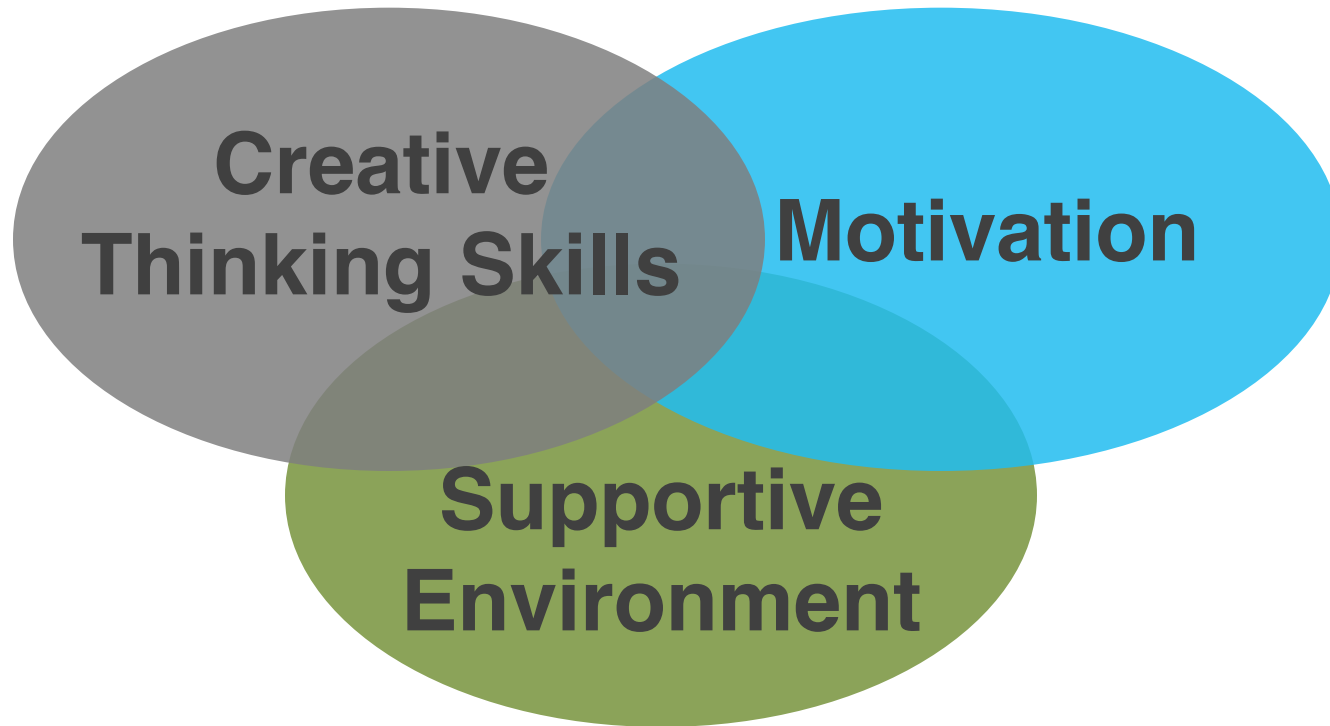
Salvador Dali



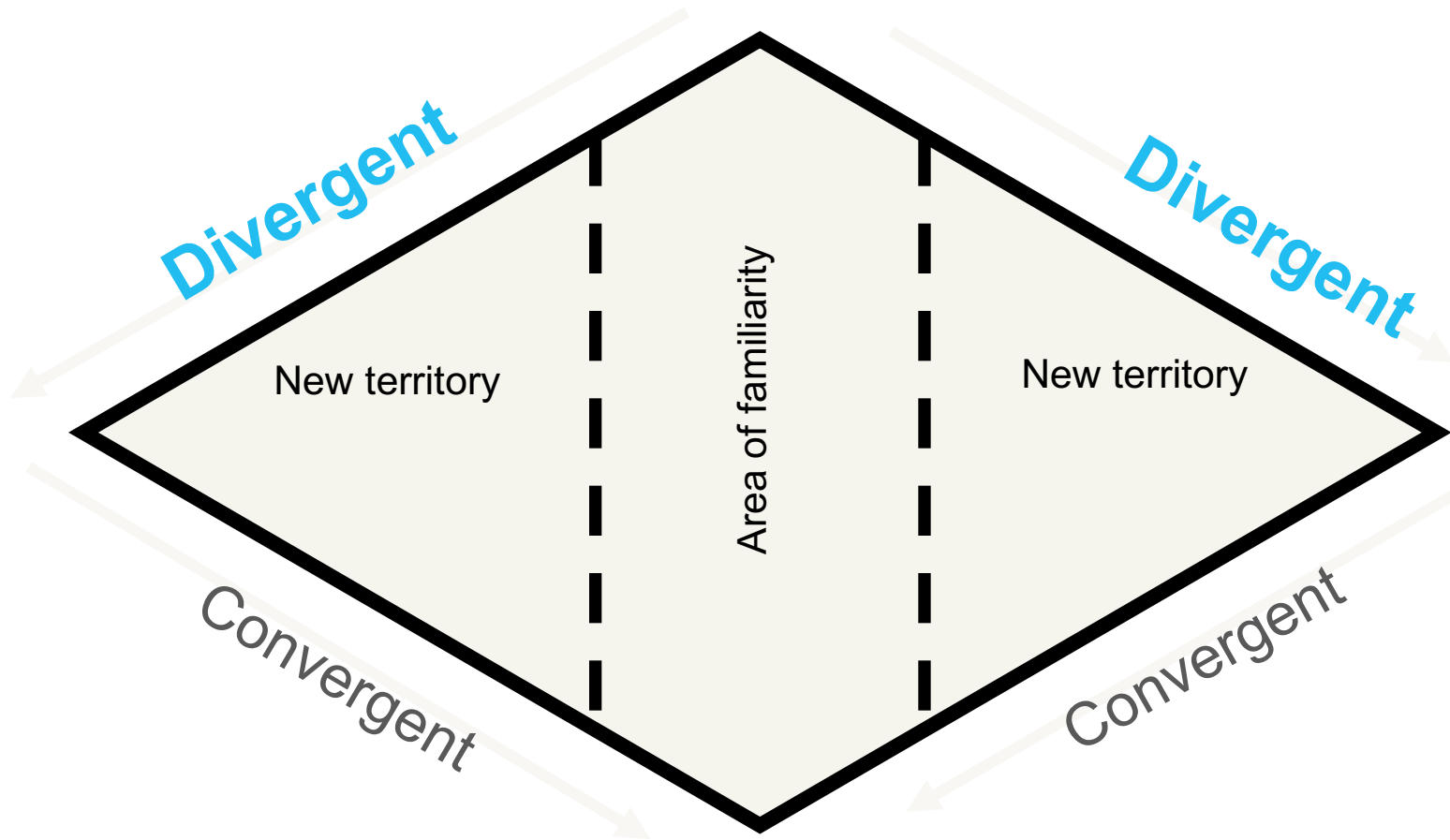
A close-up photograph of two muscular arms flexing their biceps. The arm on the left is darker-skinned and more hairy, while the arm on the right is lighter-skinned and smoother. Both are wearing short-sleeved shirts. The background is plain white.

Creativity is
like a muscle

The 3 key fuels for innovation



Two modes of thinking



Two Modes of Thinking

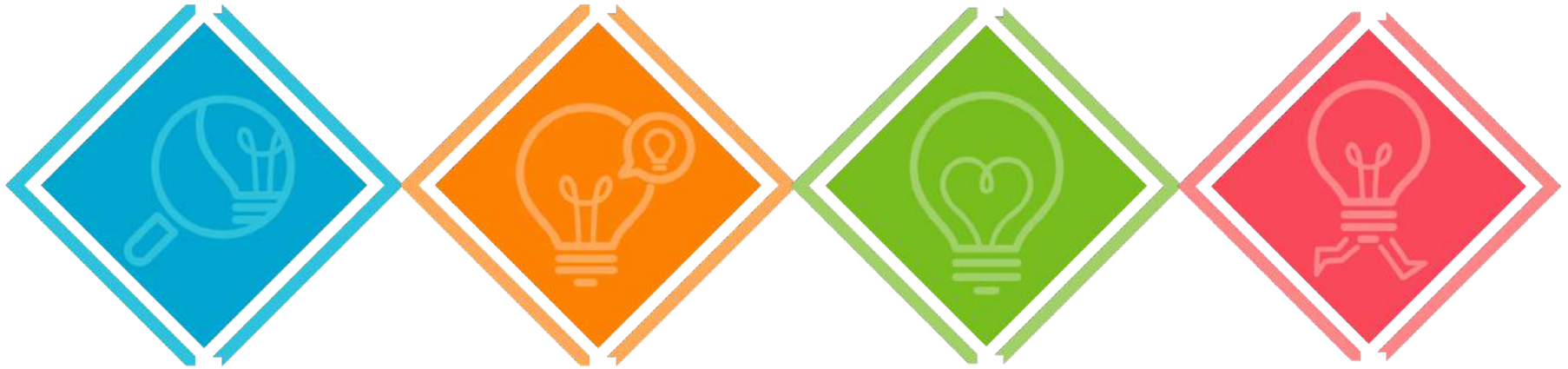
- **Divergent thinking** involves extending our attention in many different directions by:

- Identifying opportunities
- Generating varied ideas
- Imagining many different alternatives
- Seeking novel, unusual, or ‘out there’ solutions

- **Convergent thinking** involves directing action towards a decision by:

- Analyzing possibilities
- Critically evaluating options
- Refining and developing promising possibilities
- Choosing the best options

The Creative Thinking Process



**Clarify the
Challenge**

**Generate
Ideas**

**Develop
Solutions**

**Implement
Action**

Productive Habits



When you Clarify you generate many provocative questions



When you Ideate you generate many ideas



When you Develop you transform ideas into workable solutions



When you Implement you fail fast, learn fast and cycle back to other stages as needed

Divergent Thinking Skills



- Fluency
- Flexibility
- Originality
- Elaboration
- Resistance to premature closure

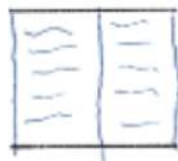
Did you draw...

- Book
- Box(es)
- Door
- Geometric shape
- House
- Human face/figure
- Ladder
- Numerals
- Picture frame
- Present/package/gift
- Rocket
- Stick person(s)
- Tree(s)
- Window
- Letter(s) of the alphabet
- Phone/tablet/comp

House



Book



computer



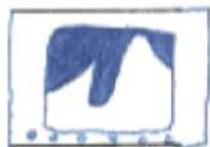
CD case



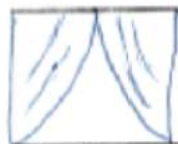
Bed



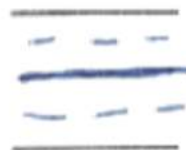
television



curtains



Road



Pencil



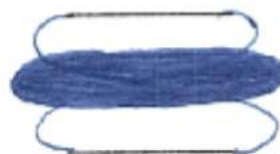
car



Swimming pool



Hot dog

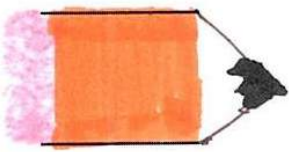
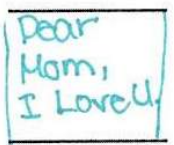
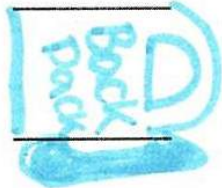
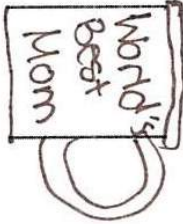

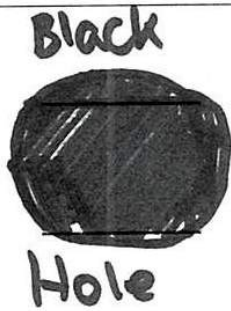
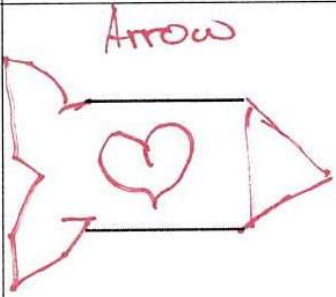
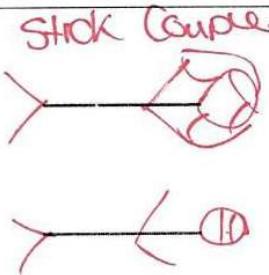

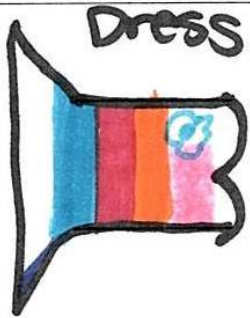
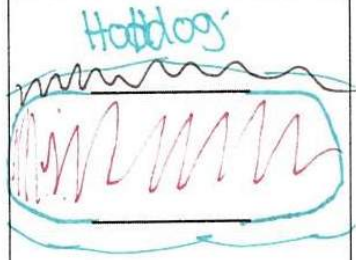
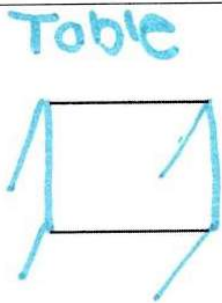

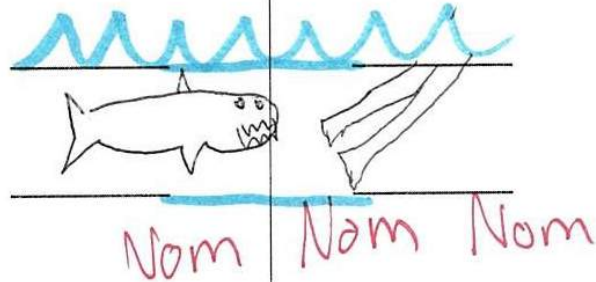






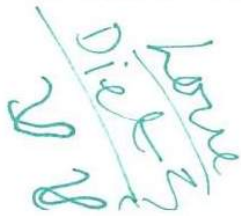
Braces



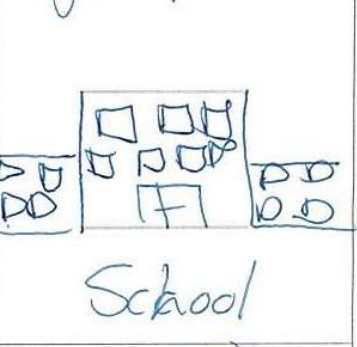
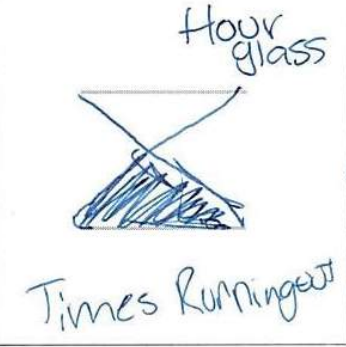
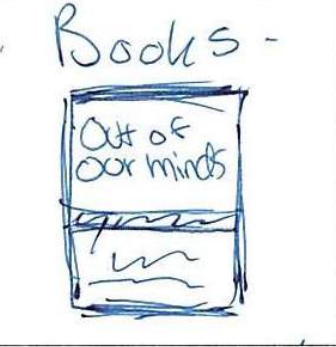
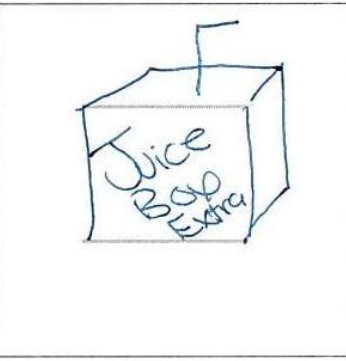
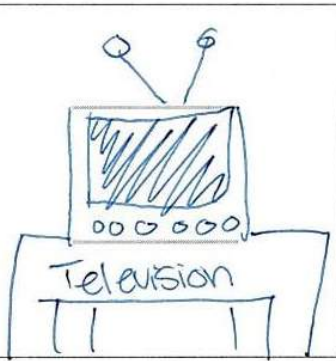
Hour glass



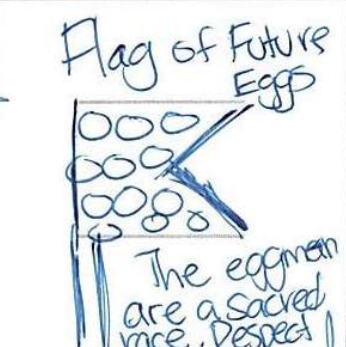
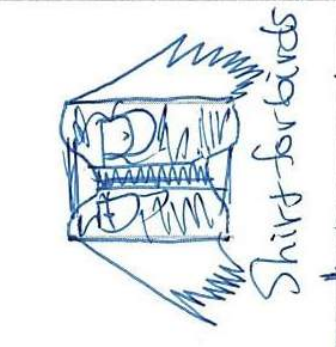
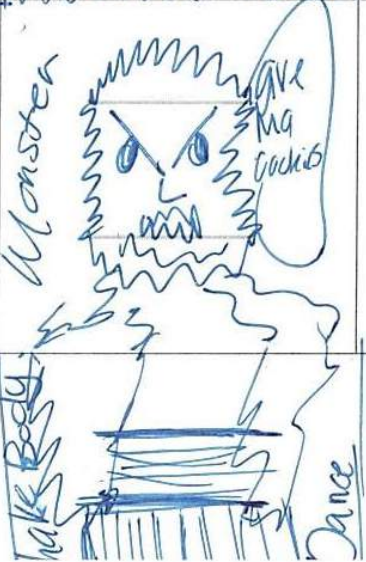
				
				
				

1st Attempt



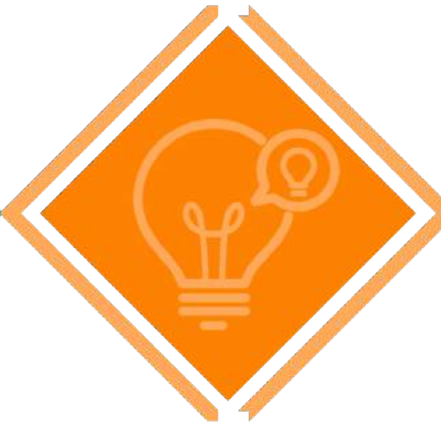
2nd Attempt



Let's Practice



**Clarify the
Challenge**



**Generate
Ideas**



**Develop
Solutions**



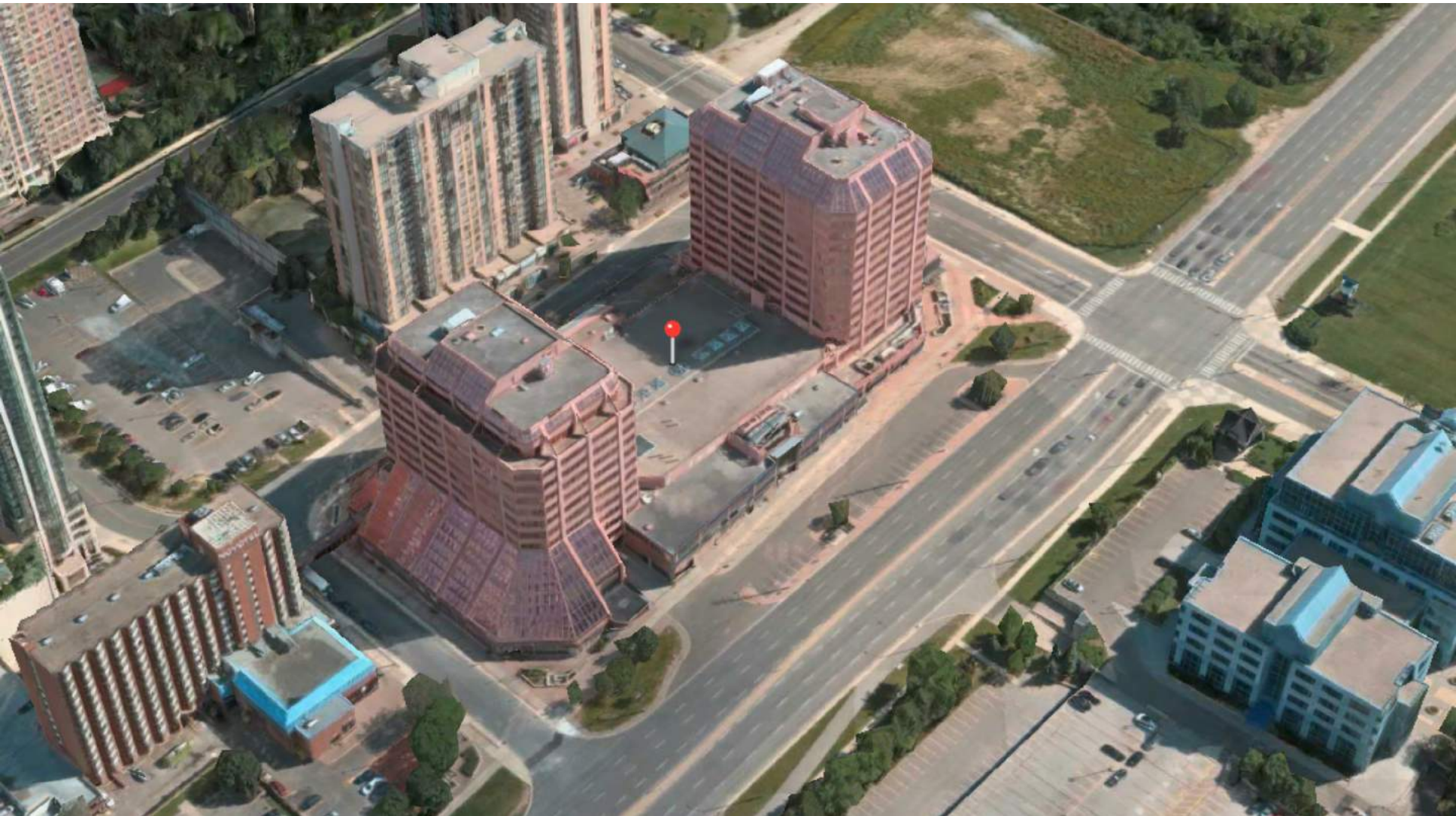
**Implement
Action**

Team Practice

- Kate is in the business of designing and selling one-of-a-kind greeting cards.
- The growing trend towards sending E-cards is making it difficult for her to succeed.
- Since E-cards are free and enviro-friendly she is feeling discouraged and thinking of giving up.



What are all the ways of improving the underground parking experience?



Formulating Provocative Questions

How to...

How might I...

What are all the ways...



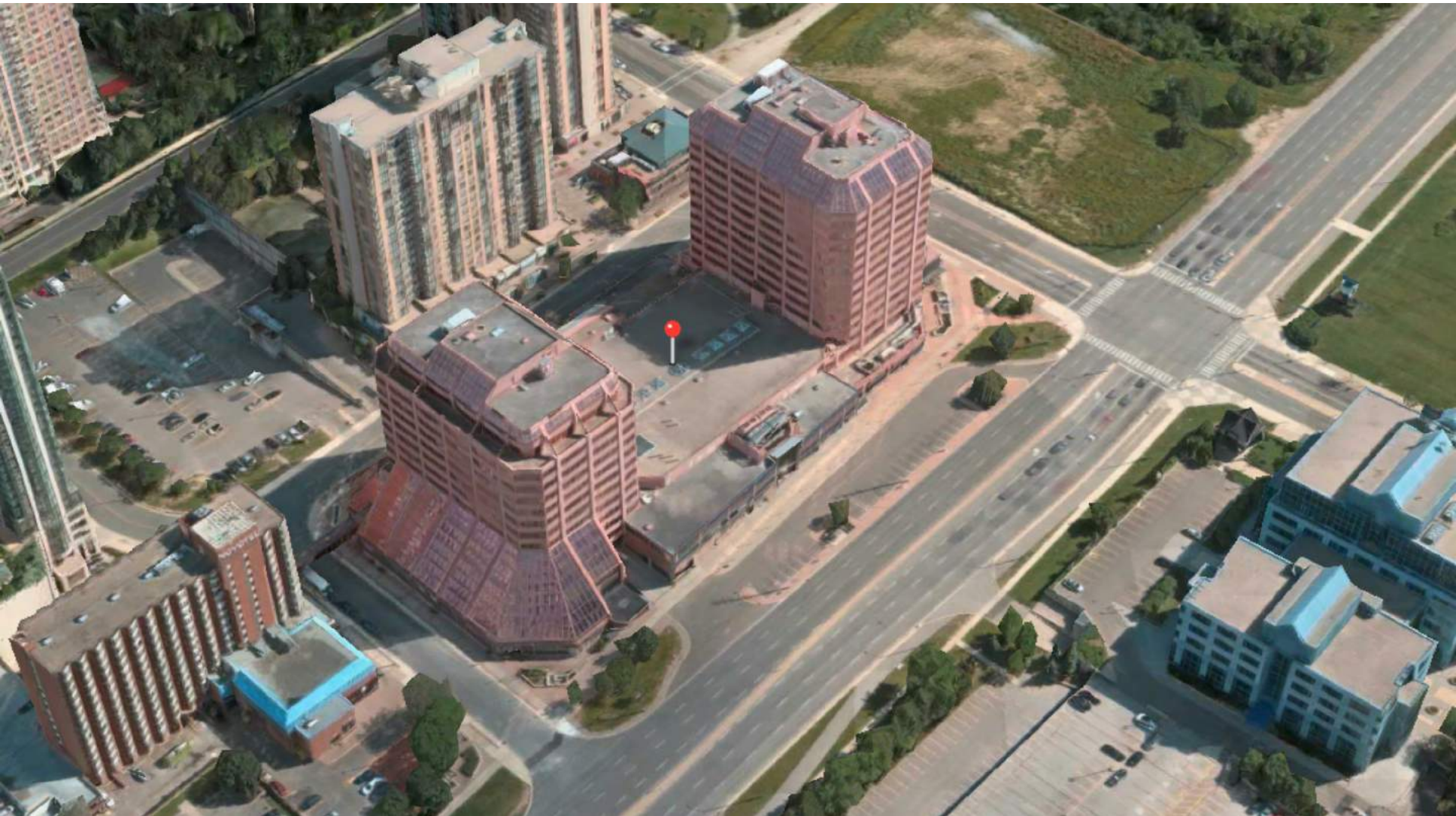
Elements of a Provocative Question

Question starter + Actor + Action + Goal

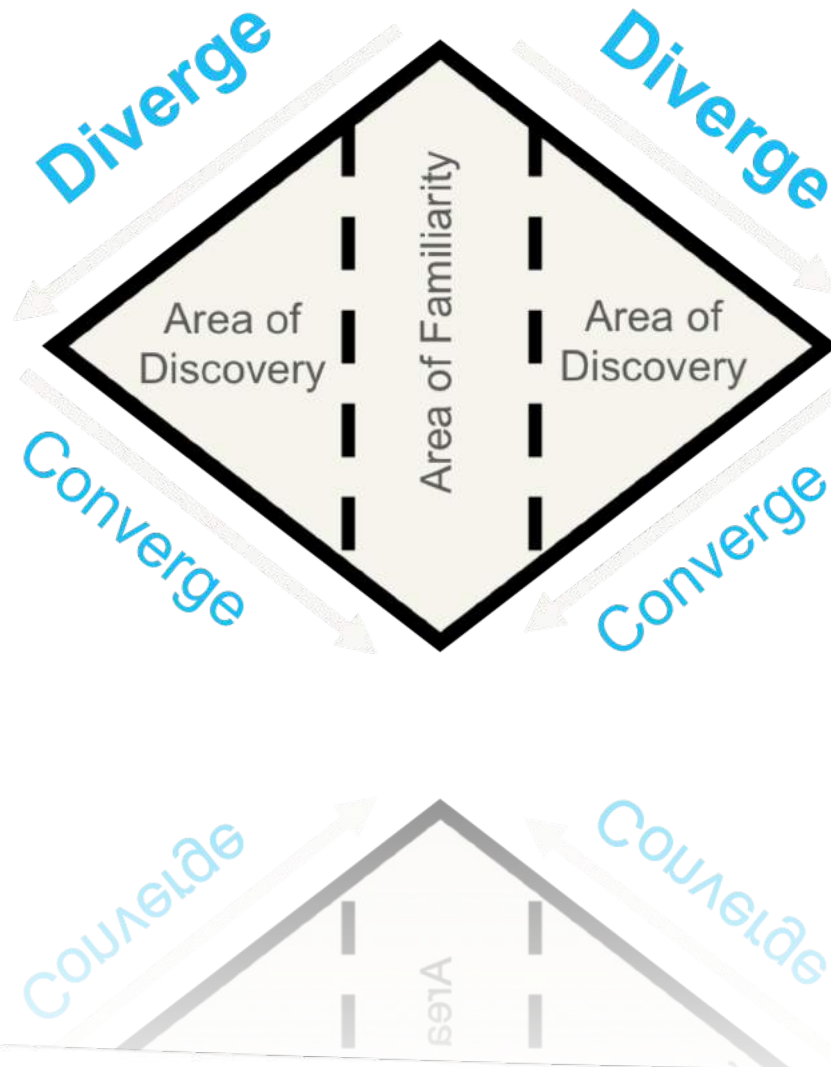
In what ways might + I + secure + a promotion?

What are all the ways + for us+ to identify + sources of investment?

What are all the ways Walt Disney would improve the underground parking experience?



Divergent Thinking Guidelines



- Defer Judgment
- Strive for Quantity
- Seek Wild and Unusual Ideas
- Combine and Build on Other Ideas

Where do Creative Ideas Come From?

Deliberate Brainstorming

- ✓ Provocative questions
- ✓ Playfulness
- ✓ Making connections

Diverse Collaboration

Incubation



19%
Meditating,
quiet place,
Rest
...

51%
In bed
...

63%
In the shower,
bath,
toilet
...

22%
Googling
...

EUREKA!

42%
In the car, bike,
bus, commuting
...

30%
Walking
...

20%
TV,
reading,
...

25%
Sports,
fitness
...

How would you lead a team into a productive brainstorming session?



- Start with a provocative question
- Set an expectation for x number of ideas
- Model the guidelines for divergent thinking
- Start with a warm up exercise to embody the creative mindset

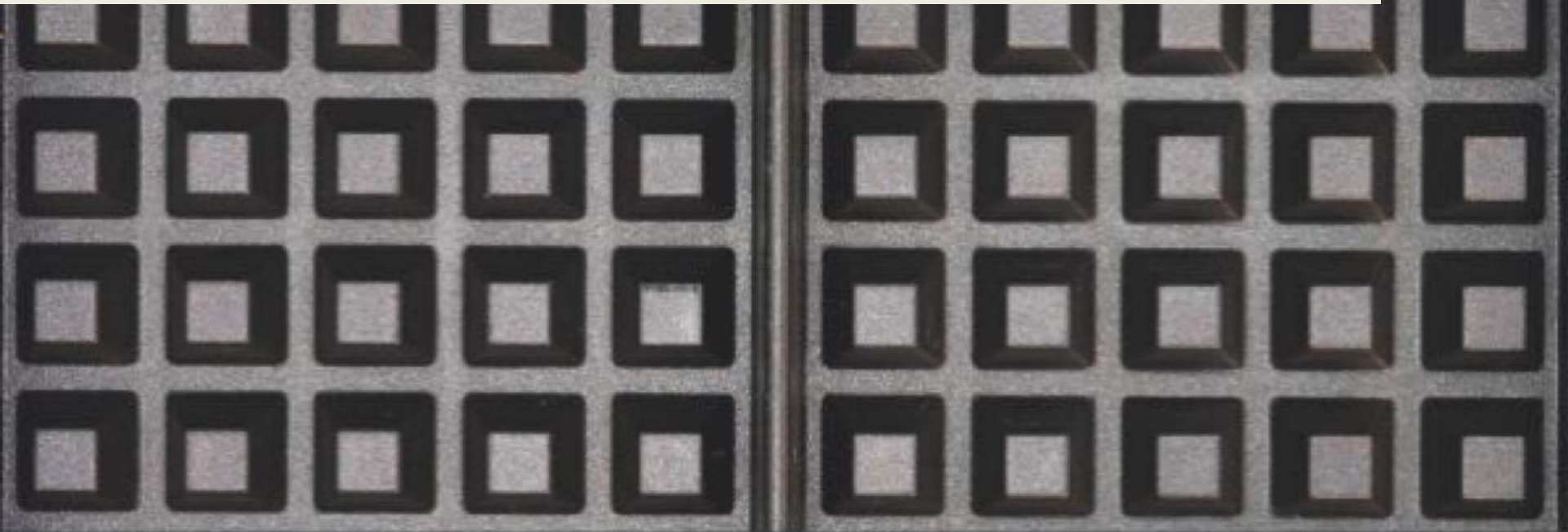
Make Unexpected Connections

“People who are good at having creative ideas are good at seeing connections.

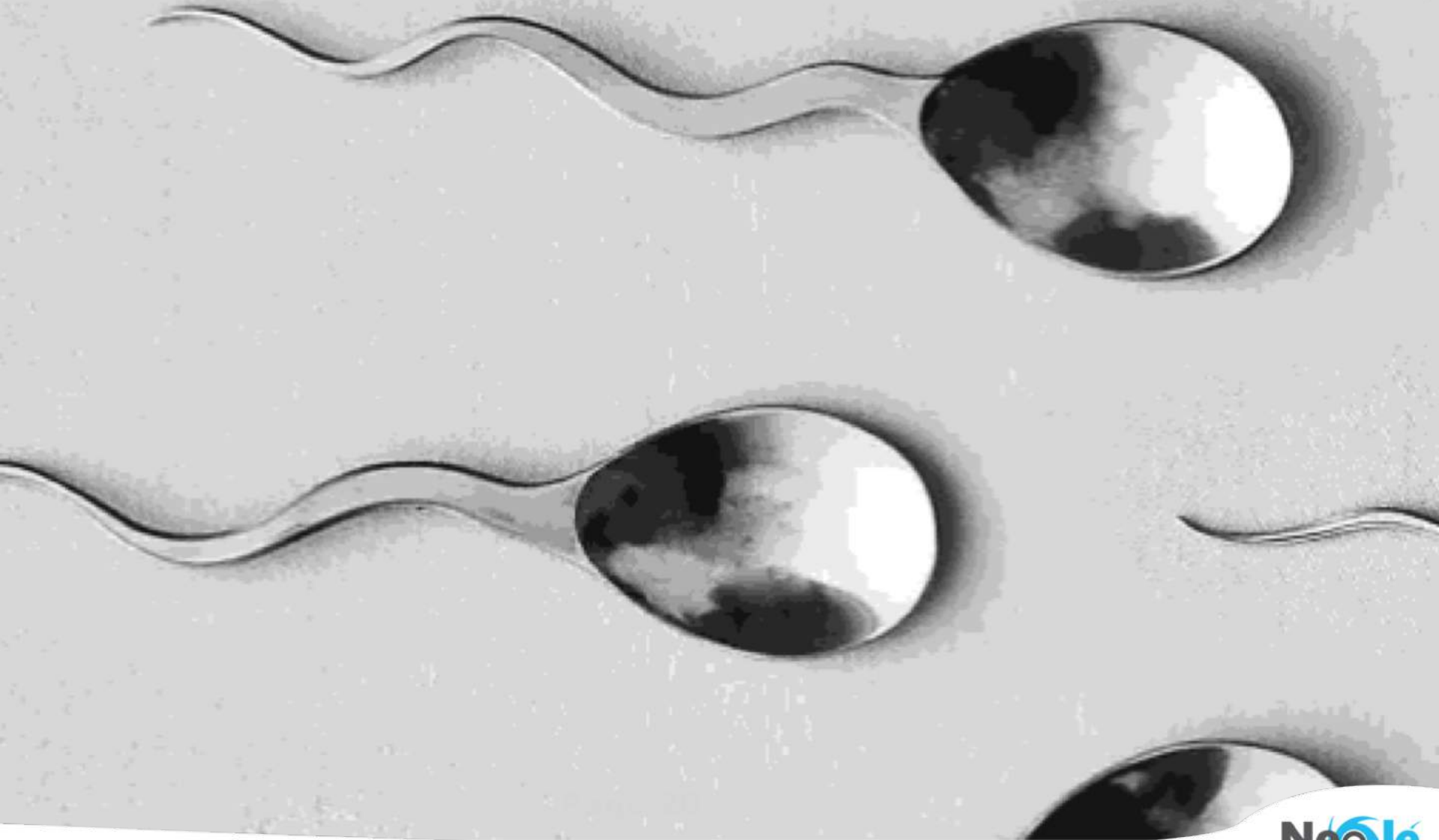
By training your ability to see connections, you improve your capacity to think creatively.”

Nielsen & Thurber, 2016.

Waffle Iron + Running = New grip for artificial turf



Food + Sperm = New designer spoons



Make Unexpected Connections

- Use observation skills to notice as much detail as possible in the images
- Ask yourself: What new ideas do you get for improving the underground parking experience?

Dyson's Advice



1. Success is due to "perseverance, taking risks, and having a willingness to fail."
2. "Developing an idea and making it work takes time and patience."
3. "We fail every day. Failure is the best medicine--as long as you learn something."

Thinking outside of the Box

Always start by exercising fluency, flexibility, elaboration and resistance to premature closure.

Your role as a creative thinker:

- Define the box (the vision and the criteria for success).
- Formulate provocative questions
- Decide where input and engagement is needed
- Separate divergent and convergent thinking (your own and others') at every stage



Commit to implementation

1. What **key learning** will you take with you from today?
2. Write down **3 things** that stood out for you.
3. Chat with others and find at least **one additional thing** to steal from them and add to your own list.



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