

# Creativity, Innovation & Flexibility

**WATERSHED PARTNERSHIP  
SEMINAR**

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# Imperatives for Organizational Leaders

- To enhance their creative competencies in order to lead more effectively in permanent white water.
- To promote an environment for creativity where ALL staff contribute to the productivity and effectiveness of the organization.

Source: Tom Wujec, *Five Star Mind*, 1995

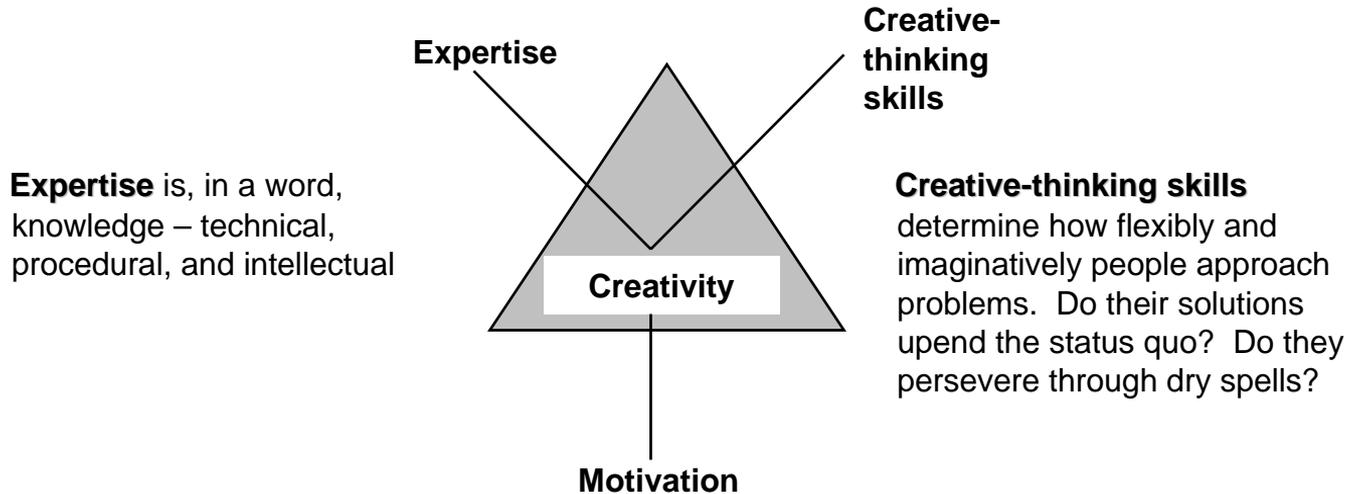


# Key Ingredients of Creativity

- Novelty
- Value
- Passion or Internal Motivation

Source: Tom Wujec, *Five Star Mind*, 1995

# The Three Components of Creativity



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

**Creative-thinking skills** determine how flexibly and imaginatively people approach problems. Do their solutions upend the status quo? Do they persevere through dry spells?

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. This component – called *intrinsic motivation* – is the one that can be most immediately influenced by the work environment.

Source: Harvard Business Review Sept. – Oct. 1998

# Intrinsic v. Extrinsic Motivation

## INTRINSIC

Conceptions of:

- Challenge
- Enjoyment
- Personal  
Enrichment
- Interest
- Self-determination

## EXTRINSIC

Orientations towards:

- Money
- Recognition
- Competition
- Dictates of others

Source: Amabile 1988

# A Problem Well Defined is a Problem Half Solved

- A problem is a situation you want to change.
- Substitute the following words for ***problem***, and see what happens: challenge, opportunity, concern, difficulty, issue, situation, task.
- Phrase problem as follows:  
How might we.....  
In what ways might we.....

Source: Adapted from Butler, A., TeamThink, 1996, McGraw Hill

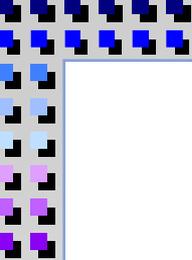
# Creativity Killers

- We did fine without it before
- We've tried that before
- Stay in your place
- Don't rock the boat
- It'll never get past the union, government, HR, etc.
- Management will never buy it
- Get your heads out of the clouds
- We don't have the time
- We haven't budgeted for that
- It's too radical

# Creativity and Innovation

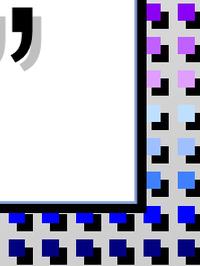
## **Busting your misconceptions and limiting beliefs**

- 1 Creativity can not be learned; either you are creative or you're not.
- 2 I'm a logical-type of person; logic and creativity can not coexist.
- 3 I have never produced a "masterpiece," therefore I am not creative.



Albert Einstein

“Imagination is more  
important than  
Knowledge.”



# Creativity and Innovation

## Our seven ways of creative intelligence:

- 1 ----- Verbal/linguistic
- 2 ----- Mathematical/logical
- 3 ----- Spatial
- 4 ----- Musical
- 5 ----- Bodily-kinesthetic
- 6 ----- Intrapersonal
- 7 ----- Interpersonal

Source: Adapted from "Frames of Mind," Dr. Howard Gardner and "Seven Kinds of Smart," Thomas Armstrong

# Owning Your Creative Spirit

## C. O. R. E.

C curiosity.... the questioning force

O openness.... flexibility and respect for the new

R risk tolerance.... the courage to leave your comfort zone

E energy.... the fuel to work and the spark of passion

Source: Adapted from "AHA," by Jordan Ayan

# C Curiosity

- A creative spirit requires curiosity.
- Curiosity prompts us to investigate new areas or look for better ways to do something.
- Curiosity drives us to invent, experiment and to build.

Charles Handy who wrote, “The Age of Unreason” said, “Necessity may be the mother of invention, but curiosity is the mother of discovery.”

# O Openness

- Openness enables us to incorporate new ideas into our thinking.
- Openness is leaving your comfort zone.
- Creative people open themselves to new notions, people, places and things.
- Creativity blooms when we build on the insights of others.

# R Risk

- Without the willingness to take risks, most creative ventures would never get off the ground.
- If you stay within your comfort zone you are NOT taking a risk!
- What will help you to move forward in taking that next risk?

# E Energy

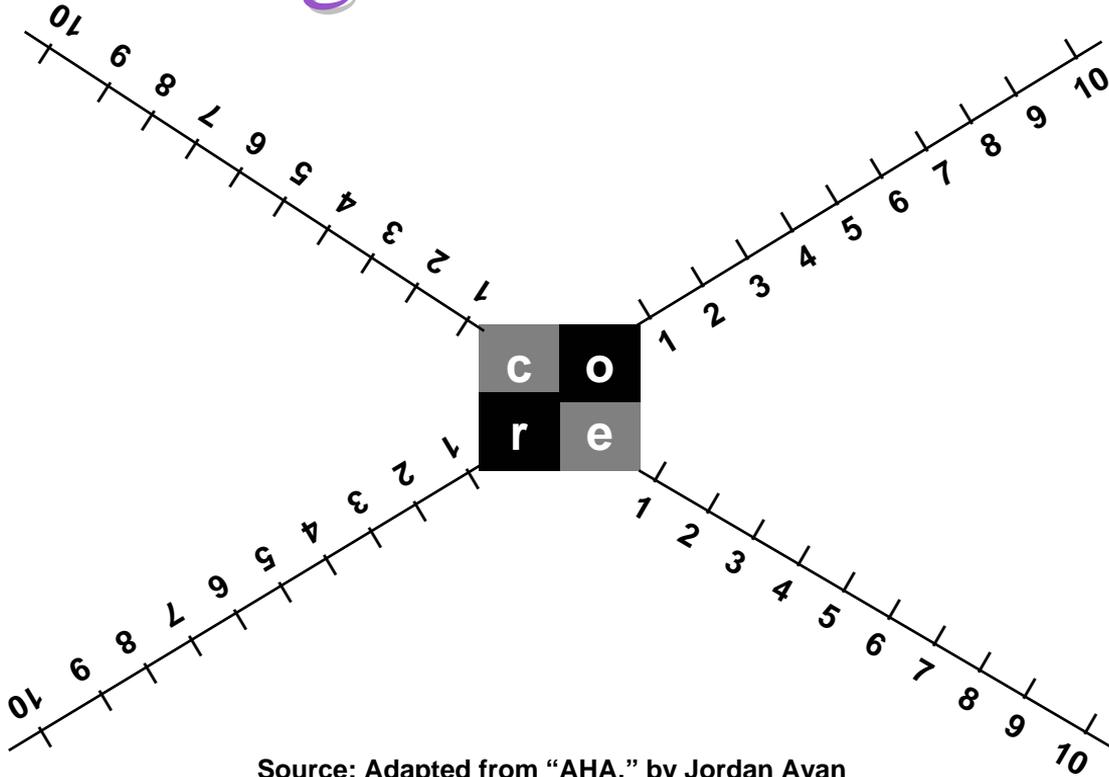
- Energy is the spark that ignites creativity.
- Without sufficient Mental Energy, your creative pursuit suffer flaws.
- Without sufficient Physical Energy, your creative ideas don't get put into motion.
- What is the degree of passion that you bring to the project?

# Assessing Your C.O.R.E.

- 1 ----- CURIOSITY...ON A SCALE OF 1 TO 10, WHAT IS YOUR LEVEL OF CURIOSITY? 1 IS LOW...10 IS HIGH
- 2 ----- Openness..... on a scale of 1 to 10
- 3 ----- Risk..... on a scale of 1 to 10
- 4 ----- Energy..... on a scale of 1 to 10

Source: Adapted from "AHA," by Jordan Ayan

# Charting Your Comfort Zone



Source: Adapted from "AHA," by Jordan Ayan

# NAILS????

- YOU WANT US TO DO

WHAT!!!!!!!!!!

# THE CHANGE STYLE INDICATOR

- SELF ASSESSMENT
- MEASURES YOUR PREFERRED STYLE  
IN APPROACHING CHANGE
- PREFERRED PROBLEM SOLVING  
STYLE
- WILL HELP YOU UNDERSTAND YOURS  
AND OTHERS RESPONSE TO NEW  
SITUATIONS

# Change Style Indicator

- Some Facts About Change Styles
  - Style reflects aspects of personality or neurological preferences - like right or left handedness.
  - Scores do not indicate effectiveness at utilizing preferred style
  - There is no right or wrong, “better” or “worse” style or score

# Understanding Your Score Will Help You To:

- Manage your response to change
- Recognize and appreciate the contributions that each change style offers
- Increase productivity through effective response to change style differences

# CHANGE STYLE PREFERENCE

CONSERVER

PRAGMATIST

ORIGINATOR

Accept the  
paradigm

Explore the  
paradigm

Challenge the  
paradigm

Prefer change  
that is  
incremental

Prefer change  
that is functional

Prefer change that  
is expansive

# Conservers

## Style Characteristics

- Appear disciplined, precise, methodical, cautious
- Prefer solutions that are tested and proven
- Accepts conventional assumptions
- Enjoy predictability
- May confuse the means with the end

# Originators

## Style Characteristics

- Appear undisciplined, unorganized, abstract, spontaneous
- Prefer quick and expansive change
- Challenge accepted assumptions
- Enjoy risks
- May treat accepted policy/procedures with little regard

# Pragmatists

## Style Characteristics

- Appear practical, agreeable, flexible
- Are more focused on results than structure
- Serve as mediators
- Sees both sides of an argument
- May take more of a middle of the road approach

# Perceptions

ORIGINATORS see  
CONSERVERS as:

- Dogmatic
- Hesitant to share new ideas
- Compliant to authority
- Stuck within their system
- Defenders of the status quo

# Perceptions

## CONSERVERS see ORIGINATORS

- Disruptive
- Disrespectful of tradition and history
- Insensitive to the feelings of others
- Generators of turbulent work environments
- Wanting change for the sake of change

## Perceptions:

**PRAGMATISTS can be seen by  
CONSERVERS & ORIGINATORS**

- **COMPROMISING**
- **MEDIATING**
- **INDECISIVE**
- **EASILY INFLUENCED**
- **NON-COMMITTAL**

# CREATIVITY

**CONSERVER**

**PRAGMATIST**

**ORIGINATOR**

**VERIFICATION**

**PERSPIRATION**

**INSPIRATION**

**REFINE**

**CONCRETIZE**

**CONCEPTUALIZE**

**FOLLOW  
THROUGH**

**IMPLEMENT**

**INITIATE**

# Where Do You See Yourself?

## Change Style Continuum

CONSERVER

PRAGMATIST

ORIGINATOR

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66

14

0

14

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# THE CSI HORSE SHOE

- PLACE YOURSELVES IN A HORSE SHOE SHAPE!!!

REBECCA AND BRUCE ARE AT THE CENTER (OF THE UNIVERSE!)

# Change Style Indicator Exercise

**Divide into groups based on preferred style of  
Conservator, Pragmatist, or Originator.**

- 1 What primary characteristics define your style as Conservator, Pragmatist, or Originator?
- 2 How does your style contribute to the creativity process? Give a few examples.

# Change Style Indicator Exercise

- 3 Draw an animal that would symbolize your role in the creativity process?
- 4 List three ways in which your style may need to be expanded in order to increase your flexibility in dealing with creative/change needs in the work place.

Source: Adapted from: Change Style Indicator Musselwhite, C., 1996

# DISCUSSION GROUPS!

**Conserver group:** Horace & Silva.

**Pragmatist group conserver:** Casey, Tony, Renee, Suzanne, Audrey, Craig, Jim, Joyce & William.

**Observer group:** Carol, Rick, Rebecca, Bruce, Ellen Rachel & Mike.

**Pragmatist group originator:** Jon, Malisa, Mandy, Anne, Taketha, Kurt & Kim.

**Originator group:** Jessica, Dan, Renee, Miguel, Lisa & Paul

# SOFT (CREATIVITY) HARD

- METAPHOR
- DREAM
- HUMOR
- AMBIGUITY
- FANTASY
- PARADOX
- CHILD
- HUNCH

- LOGIC
- REASON
- PRECISION
- WORK
- EXACT
- FOCUSED
- ADULT
- SPECIFIC

# INTRODUCTION TO MIND MAPPING

- Tony Buzan, late 1960's
- A graphic technique
- A universal key to unlocking potential of human brain
- Uses full range of skills: work, image, numbers, logic, rhythm, color and spatial awareness.

# WHAT IS A MIND MAP?

A graphic technique with limitless possibilities for:

- Brainstorming
- Complex problem solving
- Decision making
- Organizing
- Note taking

# ROAD MAP!!!!

- Gathers & holds large amounts of data
- Encourages problem solving by showing new creative pathways.
- Enables you to be extremely efficient'
- Let's you see the whole picture & the details at the same time.
- Gives you an overview of a large subject area.

# WHAT DO I NEED TO MIND MAP?

- PAPER...11" X 17" (but any size will work.)
- A selection of color markers, pens, pencils
- A central idea, concept, decision, problem etc. to be mind mapped.

# MIND MAP ISSUES

- Air quality...Esp. in Chino Basin & Inland Empire areas.
- Close connection between fires and flooding (climate & geology).
- Growth and development...(density, infrastructure & congestion).
- Water!! Very little and very conscious of conserving (Big straws...CO river and The Delta...political turns?)

# TABLE GROUP MIND MAPPING

- GROUPS OF 7
- TAKE ONE OF THE ISSUES MENTIONED AND BUILD A MINDMAP OUTLINING AS MANY ASPECTS OF THE PROBLEM YOU CAN THINK OF...30 MINUTES
- PRESENT AND EXPLAIN TO CLASS YOUR GROUP'S MINDMAP...10 MIN. EACH GROUP.

