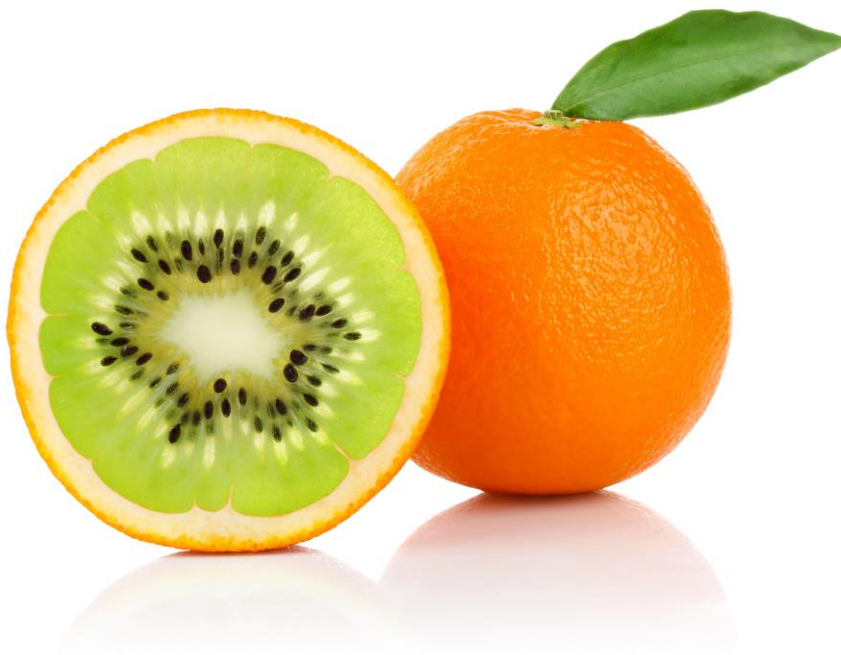


Creative Style Questionnaire

>Development Tips



Contents

50 practical tips and suggestions to improve your ability to be creative and innovative

1. Creating and Originating	3
2. Challenging and Risk Taking.....	4
3. Adapting and Changing.....	5
4. Communicating and Selling.....	6
5. Executing and Realizing.....	7
Reading	8
Personal Development Plan.....	9

1. Creating and Originating

1.1	Think of creativity and idea-generation just like any other key work skill that you can learn about, get trained for, and continually improve.
1.2	Build creative time into your schedule so that you can generate ideas and think strategically about problems instead of simply reacting to daily work life.
1.3	Allow yourself to day-dream and let your mind roam. Studies show that day dreaming stimulates a unique mental state that helps people connect dots in new ways.
1.4	Find out where creativity is taking place in your organization, and get together with the talented people who are generating it.
1.5	Think of creativity as involving groups of people from different disciplines and teams working together to solve problems rather than something individuals do.
1.6	Use your emotions to get different perspectives on a problem. For example, try idea-generation in different moods--optimistic, pessimistic, and in between.
1.7	Use divergent and convergent thinking together to generate fresh insights and ideas and then channel them into practical and sustainable business solutions.
1.8	Don't rule out ideas based on continuous improvement or incremental change because innovation does not always require a new box or paradigm.
1.9	Dismantle barriers that divide people and foster creativity by emphasizing the importance of customer-oriented values, team working, and flexibility.
1.10	Highlight creativity success stories that give the people involved recognition making it clear that this is the kind of behavior that is wanted and required.

2.Challenging and Risk Taking

1.1	Learn to be gutsy, spirited, and risk-taking by doing small things that are bold and cause you some discomfort, anxiety, and mental exertion.
1.2	Get out of your comfort zone by challenging your own and people's assumptions, and applying different constraints to how you think about and analyze a problem.
1.3	Set yourself tough challenges to help open your mind, look at the big picture, and make connections between things that are not obviously connected.
1.4	Keep in mind that new ideas take time to be accepted and are often considered as irrational and inconsequential at the start.
1.5	Be prepared to make a lot of mistakes before you discover a new approach, business model, or business opportunity that works.
1.6	Find people who you feel comfortable sharing your ideas with, and you can work with to select and develop the best ones.
1.7	Don't let fear of failure stop you from taking risks. Use it to prepare yourself by identifying objections people might raise or things that could go wrong.
1.8	Keep in mind that failure contributes to the advancement of a solution. "I have not failed. I have found 10,000 ways that don't work." Thomas Edison.
1.9	Remember that taking a risk is not a crime provided that you tell people about the hazards, and it is normal to experience reservations and misgivings.
1.10	Realize when you are struggling that the things that get you in trouble are often the things later on that are remembered as being brilliant.

3. Adapting and Changing

1.1	Gain first-hand insights into business issues and problems by leaving your desk and talking to people about the issues and problems they are wrestling with.
1.2	Look at organizations in all sorts of unrelated fields to your own to see what works for them, and how you can apply their ideas and solutions to your business.
1.3	Keep up with best practice by reading articles and blog posts, and attending and networking at seminars and conferences.
1.4	Make sure that best practice is customized for your company's culture and environment, and get full support from bosses before you adopt it.
1.5	Establish a network of colleagues with whom you can discuss new thoughts, projects, and ideas, and encourage them to challenge you and provoke you.
1.6	Use experienced workers or "wise eyes" to help predict when new concepts have real potential and thereby complement the "fresh eyes" on a task.
1.7	Consider carefully whether the expected benefits of change outweigh the risks because reshaping your offerings has costs and may open the door to competitors.
1.8	When things go wrong in a change program, don't blame other people. Ask them what they think should be done to get the project back on track.
1.9	Review whether team members have the knowledge, abilities, and competencies to adapt quickly to changes in the marketplace.
1.10	Be mindful, make moments matter, and develop your mindfulness by, for example, changing your work and leisure routines and actively noticing new things.

4. Communicating and Selling

1.1	Don't expect everyone to think your idea is great, and be prepared for people to pass judgment quickly rather than consider your proposals objectively on its merits.
1.2	Be prepared to defend your ideas and proposals vigorously, and don't offer to change things at the slightest hint of criticism.
1.3	Hold one-on-one meetings with people you expect to oppose or criticize your ideas and proposals, and try to take on board their views and concerns.
1.4	Build other people's ideas and suggestions into your proposals, and explain to people how their ideas and suggestions have contributed to what you are presenting.
1.5	Touch base with key stakeholders before important meetings, and give them the opportunity to contribute to what you are planning to say at the meeting.
1.6	Test out your ideas with team members and peers, and develop concrete proposals before approaching bosses and other senior people.
1.7	Clarify the benefits of your ideas and proposals, and arm your supporters with information and arguments to sell to their boards and constituencies.
1.8	Prepare thoroughly for meetings and discussions, and customize your messages and proposals to the interests of the audience you are speaking to.
1.9	Before pitching your idea, understand what matters to your audience, and frame your idea as a means to improve the things that matter to them.
1.10	Make your pitches and presentations come alive by using humor, stories, and real-world scenarios.

5.Executing and Realizing

1.1	“Innovation is 1% inspiration and 99% perspiration.” Thomas Edison. Identify the barriers to execution and plan carefully how you are going to overcome them.
1.2	Recognize that innovation requires agitation and provocation to get change underway, and it needs hard work and resolve to push through to completion.
1.3	Test out different problem definitions and solutions by running rapid low cost discovery and learning trials to gather information and data to help decision making.
1.4	Encourage people to feel confident and self-reliant and aspire to be the best in order to generate enthusiasm, originality, energy, and team working.
1.5	Make work assignments interesting, motivating, and challenging by enabling team members to try out ideas and do things that have not been done before.
1.6	Get highly organized and disciplined about how you spend your time, and be ruthless and about how you divide it between work, sport, family, relaxation, and fun.
1.7	Revisit regularly exactly what you are doing and why you are doing it to help uncover hidden stumbling blocks, and guide your project toward success.
1.8	Ensure that you are managing execution strategically and flexibly rather than just tamely following the project plan.
1.9	Manage projects by monitoring key milestones, keeping your team informed, and updating your stakeholders and customers sharing bad news as well as good.
1.10	Develop the ability to think beyond the short term, and imagine how your project will change things in the longer run.

Reading



By Daniel Goleman, Peter F. Drucker, John P. Kotter, Ronald A. Heifetz, Donald L. Laurie, Robert Goffee, Gareth Jones, Warren G. Bennis, Robert J. Thomas, Jim Collins, David Rooke, William R. Torbert, William W. George, Peter Sims, Andrew N. McLean, Diana Mayer, Deborah Ancona, Thomas W. Malone, Wanda J. Orlikowski, Peter M. Senge.

120 pages. Publication date: Jun 07, 2010. Prod. #: 12546-PDF-ENG



By Peter F. Drucker, William Oncken Jr., Donald L. Wass, Stephen R. Covey, Diane L. Coutu, Tony Schwartz, Catherine McCarthy, Edward M. Hallowell, Stewart D. Friedman, Sumantra Ghoshal, Heike Bruch, Robert E. Quinn, Robert S. Kaplan, Daniel Goleman, Richard Boyatzis, Annie McKee.

113 pages. Publication date: Jun 07, 2010. Prod. #: 12572-PDF-ENG



By John P. Kotter, David A. Garvin, Michael A. Roberto, Samuel J. Palmisano, Paul Hemp, Thomas A. Stewart, Debra Meyerson, W. Chan Kim, Renee A. Mauborgne, Dan S. Cohen, Ronald A. Heifetz, Marty Linsky, Robert Kegan, Lisa Laskow Lahey, Michael Beer, Nitin Nohria, Harold L. Sirkin, Perry Keenan, Alan Jackson, Russell A. Eisenstat, Bert Spector.

124 pages. Publication date: Jun 07, 2010. Prod. #: 12599-PDF-ENG



By Daniel Goleman, Frederick Herzberg, Jean-Francois Manzoni, Jean-Louis Barsoux, Carol A. Walker, Marcus Buckingham, W. Chan Kim, Renee Mauborgne, Chris Argyris, Mahzarin R. Banaji, Max H. Bazerman, Dolly Chugh, Jon R. Katzenbach, Douglas K. Smith, John J. Gabarro, John P. Kotter.

131 pages. Publication date: Jun 07, 2010. Prod. #: 12575-PDF-ENG



By Michael E. Porter, James C. Collins, Jerry I. Porras, Mark Johnson, Clayton M. Christensen, Henning Kagermann, W. Chan Kim, Renee Mauborgne, Gary L. Neilson, Karla L. Martin, Elizabeth Powers, Robert S. Kaplan, David P. Norton, Orit Gadiesh, James L. Gilbert, Michael C. Mankins, Richard Steele, Paul Rogers, Marcia Blenko.

143 pages. Publication date: Nov 12, 2009. Prod. #: 12601-PDF-ENG

Creativity and Innovation Development Plan

LIFE DIMENSION	STRATEGY/GOAL	LEARNING ACTIVITY	TIMELINE	REVIEW NOTES
CREATING AND ORIGINATING				
CHALLENGING AND RSK TAKING				
ADAPTING AND CHANGING				
COMMUNICATING AND SELLING				
EXECUTING AND REALIZING				