Tapping into Your Special Creative Problem Solving Talent: The classic way to new solutions

Orchestrating Results™

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Applied AxioMetrics
Tapping into Your Special Creative Problem Solving Talent

• What’s a Problem and What Kind are There?
• What’s the Process?
• Implications for Training
  – General skill needed
  – Learning style and Individual differences
  – Needs analysis
• Implications for OD
  – Team Building
  – Facilitation

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Complex Problem Solving?

• "There’s always a easy solution to every human problem—neat, plausible, and wrong."

• —H.L. Mencken, U.S. editor and satirist, 1880-1956
What is a Problem?
What format is required for passing a law?
How should we document the proceedings?
What are the economists saying?
What activities are required for succession planning?
What does the 2012 401K enrollment process look like?
• 1. How do you put a giraffe into a refrigerator?
2. How do you put an elephant into a refrigerator?
• 3. The Lion King is hosting an animal conference. All the animals attend .... except one. Which animal does not attend?
• 4. There is a river you must cross but it is used by crocodiles, and you do not have a boat. How do you manage it?
Problem Solving

- Analytical
- Creative
Creative

• How might we generate an acceptable budget and keep our jobs?
• What might we do to reduce the deficit?
• How can we best communicate our decisions to the citizens?
• How might we create a thorough Succession Planning Process in 2 hours?
• What can we do to improve our benefits plan to the advantage of both the employees and the company?
With one line, make 6
With one line, make 6
With one line, make 6
With one line, make 6

6 lines or 6 spaces
With one line, make 6
With one line, make 6
With one line, make 6
With one line, make 6
A heap of possibility

IMAGINATION + KNOWLEDGE = RESULTS?

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IMAGINATION

+ KNOWLEDGE

+ PROCESS

= RESULTS

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IMAGINATION

+ KNOWLEDGE

+ PROCESS

= RESULTS
Something wrong with this picture....?
The Process

1. Objective Finding
2. Fact Finding
3. Problem Finding
4. Idea Finding
5. Solution Finding
6. Acceptance Finding

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Harvard Business Summit:

..more emphasis on practical issues and skills, such as:

Problem identification in ambiguous environments:...the ability to frame a problem is the most important first step to progress in a world that combines information overload with information scarcity.
IMAGINATION
+ KNOWLEDGE
+ PROCESS
+ SKILL
= RESULTS

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Creative Problem Solving Process

CPS
Implications for Training

SKILLS:
- Divergent thinking
- Convergent thinking
- Content Deferral of Judgment
- Process Deferral of Judgment
Learning Styles

- Intuitive
- Pragmatic
- Conceptual
## Individual Differences

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<th>Low Focus</th>
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Implications for Needs Analysis
Feeler-Doer

- Relies on intuition for OF
- Relies on common sense for FF
- Sees PF, IF, and planning as useful but not necessary
- Stresses AF prior to action
Feeler-Thinker

- Relies on intuition and conceptual analysis for OF
- Relies on logic and clarity for PF and IF
- Shifts back to intuition for SF, valuing purpose, destiny.
- Put off planning unless absolutely necessary.
- Impatient with AF since they know what is right.
• Merge common sense and intuition as immediate OF and FF
• Overlook PF and planning.
• Merge FF and SF as one process leading pragmatically to action.
• Will shift to AF only if necessary for implementation.
Doer-Doer

- Begins with SF
- Merge OF, FF, IF, with SF based on what needs attention
- Not concerned with PF or AF (impatient)
Doer-Thinker

- Merge OF and PF
- PF with SF criteria
- Merge FF and IF (WWHW?)
- Merge SF and action planning to build common sense steps
- Impatient with AF
Thinker-Feeler

• Merges OF and PF using conceptual model
• Relies on intuition for FF to test relevance of approach
• Merges IF and SF, via logic
• Values AF as way of validating gut feel OF/SF
Thinker-Doer

• Begins with strategy as PF
• Determines Of and FF by PF
• IF is logical test of ways to achieve strategy
• Merge SF and planning
• Impatient with AF (it’s just a description of strategy)
• Begins with plan, which decides importance, PF
• Relies on plan for PF, then on definition for OF, FF, IF
• Skip SF since action plan flows from plan directly
• AF unnecessary because of perceived inherent logic of plan
Implications for Teams
Facilitation:

- Value the process
- Prepare yourself to facilitate
- Don’t assume the process comes naturally
- Prepare people to participate
- Help people value one other’s styles.
- Keep your roles clear—
  - Facilitator
  - Participant
  - Coach
QUESTIONS??
Thanks!

Orchestrating Results ™

Have a great life.....

unless you have other plans........

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G’day!
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Doer Thinker
Feeler-Doer

- Relies on intuition for OF
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What do they prove?

1. Whether you tend to do things in an overly complicated way.
2. Whether you have the ability to think through the repercussions of your actions.
3. Whether you have a memory.
4. Whether you learn quickly from your mistakes.
### Build a Deck

<table>
<thead>
<tr>
<th>MATERIALS</th>
<th>TOOLS</th>
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</thead>
<tbody>
<tr>
<td>wood</td>
<td>gloves</td>
</tr>
<tr>
<td>4x4 posts, cement, joists (for framing),</td>
<td>a drill,</td>
</tr>
<tr>
<td>brackets,</td>
<td>a saw,</td>
</tr>
<tr>
<td>stain or paint and waterproof finishes</td>
<td>a measuring tape,</td>
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<tr>
<td></td>
<td>a level,</td>
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<tr>
<td></td>
<td>a ladder and</td>
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<td></td>
<td>a pair of safety glasses</td>
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M + T + P + S = R

• Materials + Tools = DECK (heap)
• Materials + Tools + Process = DECK
M+T+P+S=R

- Materials + Tools = DECK (heap)
- M + T + Process = DECK (adequate)
- M + T + P + Skill = DECK (better)
- M + T + P + (high level)S = BEST DECK!