A Case for Creativity
The CPS Process P2: Developing and Implementing Solutions

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Connect/Reconnect

• Find a partner at your table and introduce yourself.
• Take five minutes:
  • Share any stories of application
  • Review the Word Dance – anything else to add?
• I’ll ask for a few volunteers.

Program Goals

• Build the skill set, tool set and mind set of creative leadership and project management competencies
• Increase capacity in organizations and strengthen collaborations to identify, develop and realize respite opportunities for family caregivers of the elderly
• Equip participants to lead community respite project proposals
• Position participants to apply and turn-key train on problem solving strategies and project management principles in their organizations, collaborations and with their clients
• Prepare participants to apply the Creative Problem Solving process and related tools to frame, identify, plan, develop and manage innovative solutions
Learner Outcomes

- Understand the steps of the Creative Problem (CPS) process
- Skillfully apply divergent and convergent thinking tools
- Increase team performance and foster a work climate that draws maximum potential from each team member
- Exhibit a “projectized” mindset to achieve short-term and mid-term deliverables as part of achieving long-term strategic and project goals, in this case, respite opportunities for family caregivers

Agenda

- Connect/Reconnect
- Review
- RESpite: A Little Local Context and Wishful Thinking
- Creative Problem Solving
  - Developing
  - Implementing
  - Embedded Thinking Skills
- A chance to “facilitate”
- Applications to your work

A Creative Public Service Announcement (CPSA)

- Fidget if you need to!
- Think about ideas as wedding photos
- Sticky part of Post-It goes on top
- Use a marker
- Make a squiggly or add a header on your chart paper
- Have order in your Post-Its...think rows
- Note the number of ideas on a visible spot on the chart paper
- Remember the guidelines
- Facilitators, take note!
To be **deliberatively** creative requires three types of thinking:

- Divergent Thinking
- Convergent Thinking
- Combinent Thinking

For the Creative Process to be Effective

- Defer judgment...All evaluation is ruled out.
- Strive for Quantity...More ideas increases the likelihood of generating/developing useful ideas.
- Build on other ideas...How can ideas be extended or combined?
- Seek novelty...It is easier to tame a wild idea.
Guidelines for Convergent Thinking

- Apply affirmative judgement...Carefully consider the strengths of an idea.
- Be open to novelty...Entertain highly original options that you might otherwise eliminate.
- Be deliberate...Consider what is realistic, useful or that can be improved upon.
- Stay on course...Keep the original goal in mind.

The Thing about Ideas

- Ideas ≠ actions
- Ideas ≠ decisions
- Ideas ≠ conclusions
- Ideas ≠ feelings (CHANT!)
It is considered a crime against nature to diverge and converge at the same time.

Tools Covered
- Brainstorming
- Forced Connections
- Highlighting
- Word Dance
- Story Boarding
- Creative Questions
- Brainwriting

In Chautauqua, Cattaraugus, Allegany and Wyoming counties:
- 8,600 family caregivers caring for older adult family members with severe limitations
- 38,000 family caregivers of older adults with some limitations

What is respite?
- A short break or 'time out' for family caregivers
- Allows family caregivers a chance to rest, recharge, renew
Warm Ups

➢ To briefly train you in the tool we will be using
➢ To “sanction” the time for speculation
➢ To create a judgment free zone
➢ To prep for the “real” work!

Pick a table facilitator.

Don’t worry. This is not heavy lifting.
You will be putting post-its on the flipchart... and smiling.
That’s it!

Stick’em up Brainstorming

➢ Write your idea on a post-it
➢ Say your idea out loud so that others in the group can hear it
➢ Hand your idea up to the facilitator
➢ One idea per post-it
Imagine you have a new board member. At their first board meeting they say they want to make a generous gift to the organization that will help with fund raising efforts.

What might be all the ways to repurpose 1,000 old cords?

Let’s go for 20 ideas in 3 minutes!
What might be all the ways to repurpose 1,000 old cords?

Pick a new facilitator

At your table, identify all the **EXISTING** opportunities in your community.
Pick a new facilitator

Stick’em up Brainstorming
- Write it
- Say it
- Hand it up

At your table, identify NEW respite opportunities you’d like to see in your community.
Why Focus on Respite?
Evidence suggests respite can...
- Reduce family caregiver stress, reinforce well-being and effectiveness
  - Reduced stress and improved well-being linked to better health, social emotional outcomes, lower health care costs
  - Caregiver role/effectiveness linked to older adults' ability to age in place, better health and lower health care costs
  - Colorado study documents state Medicaid health care cost avoidance for care recipients resulting from expenditures on respite care (Health Management Associates)
- Improve employee retention & talent management: Harvard Business School documents impact of family caregiving on workforce & highlights potential role employer support for respite could play in reducing employee turnover, stress, improving productivity
- Data on family caregiver respite and the impact of respite are limited
  - Build the evidence base: Measure direct effects, benefits & impact of caregiver respite

Hit!
From among **ALL** the **NEW** ideas – hit those that resonate the most with you.

The Creative Problem Solving Model
- Universal and intuitive
- Research based
- Distinct steps
- Unique thinking skills
Clarify: Exploring the Vision

**Purpose:** Develop a vision of a desired outcome.

- **Cognitive Thinking Skill:** Visionary Thinking
  - Articulating a vivid image of what you desire to create.
- **Affective Skill:** Dreaming
  - Imagining as possible your desires and hopes.

![Diagram showing the FourSight Model](image-url)
Clarify: Identifying the Challenge

**Purpose:** Identify the gaps that must be closed to achieve desired outcome.

**Cognitive Thinking Skill:** Strategic Thinking
Identifying the critical issues that must be addressed and pathways needed to move toward desired future.

**Affective Skill:** Sensing Gaps
Become consciously aware of discrepancies between what currently exists and is desired or required.

I don't have the money for a TV!

What might be all the ways I can get money for a TV?
Ideate: Exploring Ideas

**Purpose:** Generate novel ideas that address important creative questions and challenges.

**Cognitive Thinking Skill:** Ideational Thinking
Producing original mental images and thoughts that respond to important challenges.

**Affective Skill:** Playfulness
Freely toying with ideas.

Brainstorming and Brainwriting

The FourSight Model

Clarify
Exploring the vision & identifying the challenge

Ideate
Generating ideas

Develop
Transforming solutions & bringing ideas to life

Implement
Exploring acceptance & formulating a plan
Developing Ideas

Transformation: Transforming Solutions

- **Purpose**: Move from ideas to solutions.
- **Cognitive Thinking Skill**: Evaluative Thinking
  Assessing the reasonableness and quality of ideas in order to develop workable solutions.
- **Affective Skill**: Avoiding Premature Closure
  Resisting the urge to push for a decision.

I have a friend....
Praise First is a four step technique for evaluating and improving an idea. Rooted in affirmative judgment, praise first lets you express both positive and negative responses to an idea without crushing its potential or originator!
1. **Pluses**: Find value in the idea — express what you like about it.
2. **Potentials**: What opportunities might be possible if the idea worked?
3. **Concerns**: Present issues as creative questions to invite new thinking.
4. **Overcoming concerns**: Brainstorm ways to overcome stated challenges.

**Example**

Doctors and hospitals use computerized medical records.

**(PPCo): Plusses**

- What do you like about the idea, concept, proposal, performance right now?
- Be direct and honest.
- Capture the list.
(PPCo): **Plusses**

Doctors and hospitals use computerized medical records.

What is good, positive about the idea as it is right now...

- Doctors can access anyone’s medical records regardless of location
- Reduces paperwork and need for filing cabinets for storage
- Medications and prescriptions easier to read with fewer errors.
- If patients are traveling and fall ill, a local doctor can treat them easily
- Doctors will word process their entries into records, rather than writing, which means information will be easier to read

(PPCo): **Potentials**

List all the positive things that could happen/might result if the idea was developed.

What opportunities might this new idea open up?
What might be potential spin-offs for future growth?

(PPCo): **Potentials**

Doctors and hospitals use computerized medical records.

What might happen if the idea were pursued, what are the possibilities...

- It might reduce medical errors
- It might make it easier to get a second opinion
- It might make it possible for patients to access their own records
(PPCo): Concerns

Express all issues and concerns as open-ended creative questions that offer a possible direction for future development/corrective action.

Use statement starters... H2, HM, IWWM, WMBAT

Doctors and hospitals use computerized medical records.

What are the shortcomings, weaknesses, or limitations of the idea...

• How to ensure privacy of records?
• How to afford initial costs of technology?
• How to train all of the medical personnel to use the system?
• What might be done to help doctors form new habits (i.e. shifting from paper records to digital records)?

(PPCo): Overcoming Concerns

Review the list of concerns.

Choose the most pressing and Brainstorm (remember ground rules!) at least a dozen ways to overcome it.

Repeat for the remaining issues.
**Overcoming Concerns**

Doctors and hospitals use computerized medical records. Generate ideas to overcome concerns, starting with the most important:

**How to ensure privacy of records?**

- Limit access to the system
- Have special password protection
- Remind people that it is no different than protecting paper files
- Hire experts to create the system
- Change passwords on a regular basis
- Put in a system of checks and balances to monitor who has accessed files

**Let’s Practice**

An idea of a new respite opportunity has been assigned to your table.

As a group, use the chart paper to complete a PPCo on the idea. Don’t worry, we’ll help!
Applications for this tool in your work?

The FourSight Model


Clarify
Exploring the vision & identifying the challenge

Ideate
Generating ideas

Develop
Transforming solutions & bringing ideas to life

Implement
Exploring acceptance & formulating a plan
Imagine we have done a PPCo for all the ideas...

Implementation: Exploring Acceptance

**Purpose:** Increase the likelihood of success and buy-in.

**Cognitive Thinking Skill:** Contextual Thinking
Understanding the interrelated conditions and circumstances that will support or hinder success.

**Affective Skill:** Sensitivity to Environment
The degree to which people are aware of their physical and psychological surroundings.

What Idea to Get behind?

Now that you have developed and used PPCo on (all) possible new respite opportunities, it’s time to decide which to pursue.

A good way to get buy-in is to have the team decide which idea to implement.
Card sort is a convergent tool that helps you compare, rank and prioritize. It can be used to rank requirements, ideas, solutions, creative questions or criteria. Card sort also helps you to generate group consensus. This tool is best suited for prioritizing up to 15 options.

1. In the upper left hand corner of the card, label your cards A-I.
2. Write the idea in the middle of the index card that corresponds to the letter — see the charts.
3. You will identify the idea that you perceive is the easiest to implement. On that card, write the number 1 in the upper right hand corner.
4. From among the remaining ideas, you'll locate the idea that you perceive is the most difficult to implement. On that card you'll write the number 9 in the upper right hand corner.
5. Of the remaining cards, we'll repeat the process.
6. Find your name at a station and post your cards vertically in alpha order of activity.
Write the ideas corresponding to the letters on your index card.

A.
B.
C.
D.
E.
F.
G.
H.
I.

- Of all the ideas, identify the idea that you perceive is the easiest to implement – give that a 1 in the upper right hand corner.
- Of all the left over ideas, identify the idea you perceive is the most difficult to implement – give that a 9 in the upper right hand corner.

Find your name on the wall and list the ideas vertically A to I.

Someone help us add across.

What new respite idea does this team perceive as easiest to implement?
Applications for this tool in your work?

**Implementation: Formulating a Plan**

**Purpose:** To develop an implementation plan.

**Cognitive Thinking Skill:** Tactical Thinking
Devising a plan that includes specific and measureable steps for attaining a desired end and methods for monitoring effectiveness.

**Affective Skill:** Tolerance for Risks
Not allowing yourself to be shaken or unnerved by the possibility of failure or setback.

**Sequencing an Action Plan**

- Brainstorm all the possible actions necessary to realize objective outcome.
- On an Action Plan grid, list the action steps in short-term, mid-term, long-terms and next 24 hours. Be sure to capture to whom the action is assigned and who will check in on progress.
- Brainstorm and Story Board the progressive sequence of action steps. Be sure to capture to whom the action is assigned and who will check in on progress.
Brainstorm your PLAN FOR ACTION

- What steps might you take to put your solution into action?
- What additional resources might help you implement your solution?
- How might you gain enthusiasm for your solution?
- Who might you solicit for assistance?
- Where might you start?
- What special places or locations might you use?
- What are some places or locations to avoid?
- When might be a good time to begin?
- What special times might you use?
- How might you pretest your solution?

Pick a new facilitator

Imagine you just found out you are having triplets. What are all the things you will need to do to get ready for their arrival?
Hitting for a Timeline

- Doable in the next 10 days (red)
- Doable within this 3 months (green)
- Doable within the next 4 - 8 months (blue)
- Doable within 10 days of due date (yellow)

What is going to be done?  Who will do it?  By When?  Support/Report?

Short Term Actions: (Next 10 days)
Intermediate Actions: (Three months)
Long Term Actions: (4 months and ongoing)
Imminent Term Actions: (Within 10 days)

Timelines and Action Plans
Tools Covered

- Brainstorming
- Forced Connections
- Highlighting
- Word Dance
- Story Boarding
- Creative Questions
- Brainwriting
- PPCo
- Card Sort
- Sequencing

Taking It Home

Interesting | Potential
Useful | Uses
Intriguing | Application

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Teach a little, try a little, talk a little.
Going Forward
- February 4, 2020
- March 3, 2020
- Makeup date: March 31, 2020
- Coaching in Creative Leadership

Ticket out
If you were part of an assessment team to rate the effectiveness of any one of new programs, what would you be looking for?

Until We Meet Again!
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