



# FourSight® Thinking Profile

## Interpretive Guide

Based on theory by Gerard Puccio, PhD



# Introducing the FourSight® Thinking Profile

Humans are natural innovators. Every day we solve new problems, meet new challenges and pursue new opportunities. To do that, we tap our creativity, our own unique blend of vision and curiosity, realism and imagination, analysis and action. Creativity is a critical 21st century skill.

While every human is hard-wired to think creatively, we all do it differently. So collaborating can be rough or rewarding, depending on your level of training and awareness. The FourSight® Thinking Profile is an assessment based on 20 years of research. It reveals your personal thinking style, to help you understand how you instinctively approach a challenge.

Understanding thinking preferences can help you leverage personal differences and unlock people's ability to generate ideas, collaborate on solutions and achieve breakthrough results.

Use the FourSight Thinking Profile to:

- Gain self-awareness
- Reduce conflict
- Develop trust and respect on teams
- Leverage differences
- Anticipate and overcome roadblocks
- Produce more effective results

**It all begins with the creative process...**



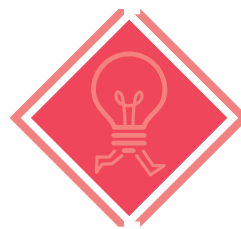
**Clarify**



**Ideate**



**Develop**



**Implement**

# Discover your profile

Your FourSight profile represents your level of preference for clarifying, ideating, developing and implementing, each of the four mental processes necessary for creativity and innovation. As you reflect on your results, keep the following thoughts in mind.

## **There are no “good” or “bad” scores**

Each of these four preferences has its own strengths and potential weaknesses. Ideators may leave a meeting invigorated while Clarifiers may walk away from the same meeting feeling frustrated. The goal is not to change your preferences, but to understand how your preferences affect your decision making, your perceptions, your stress levels and your interactions with others.

## **Watch for peaks and valleys**

The high points on your graph reflect the types of thinking you most prefer. These are probably the parts of the creative process that energize you. The low points on your graph describe activities you may avoid, skip over or shortchange. The more extreme the peaks and valleys of your graph, the stronger your preferences. A relatively flat line graph indicates no strong bias for or against any aspect of the creative process.

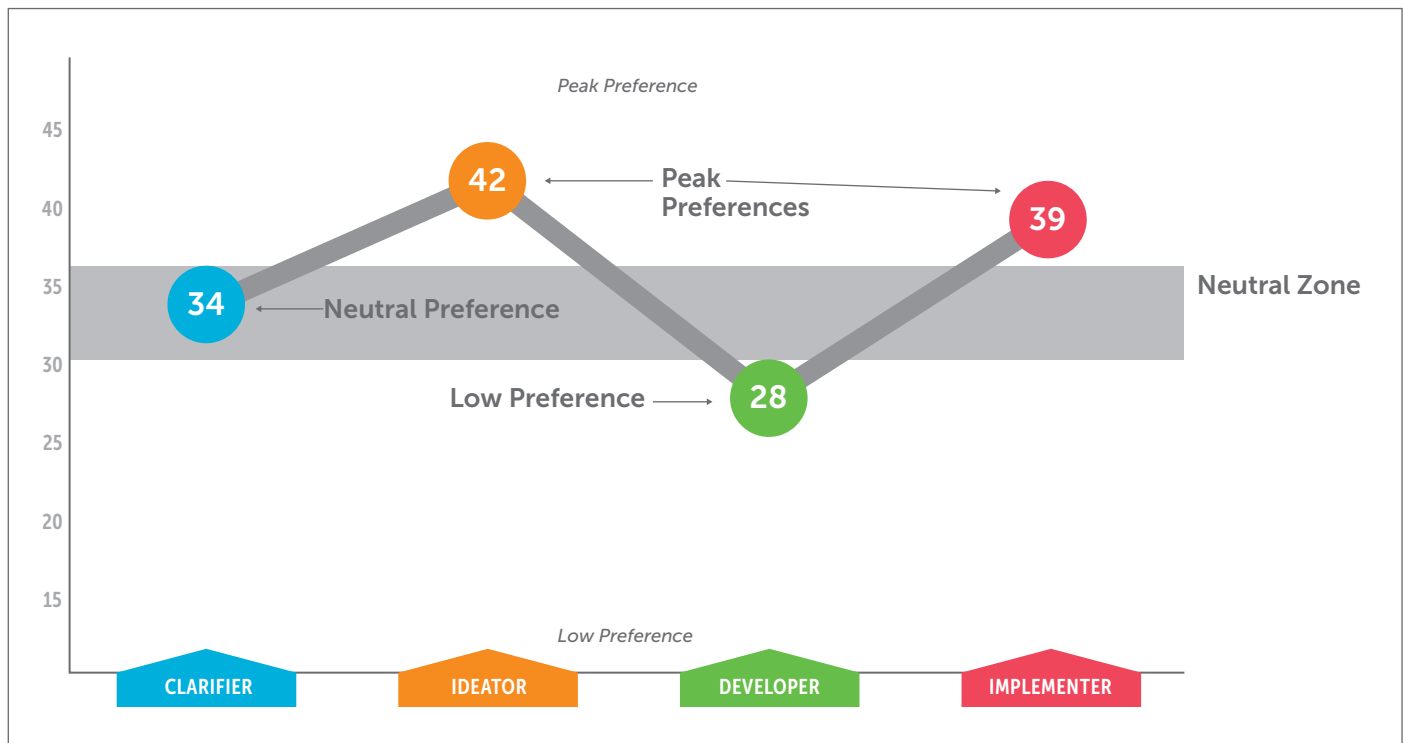
## **Preference is not ability**

Preference does not guarantee ability, nor does lack of preference suggest lack of ability. We all engage in all aspects of the creative process. A high preference simply suggests that this is a part of the innovation process where you feel most comfortable and energized.

## **People learn and grow**

Innovation skills can be learned. The brain, like a muscle, can be developed. Growing more aware of your low preferences may help you anticipate where you'll need to slow down, get help or use tools to be more effective. Discovering a peak preference may give you confidence to engage in the creative process and help others through stages that you enjoy. The ultimate goal is to learn a shared language for innovation that can help you be more effective at collaborating for breakthrough results.

# A sample graph



## Understanding your results

On this sample graph, you'll see a score for Clarifier, Ideator, Developer and Implementer. These are the four fundamental forms of thinking that contribute to the creative process. Your scores reflect the strength of preferences you have for each stage. Preference refers to the level of comfort and energy you have for that form of thinking, not your ability to do each stage.

The horizontal gray bar that runs through the graph is the neutral zone. Any point that falls above the neutral zone is a peak preference. Any point that falls below it is a low preference. If all your scores fall within the neutral zone, you have an "Integrator" profile. (See page 13.)

## Getting technical

The neutral zone is determined by taking an average of your highest and lowest scores and rounding that down to the nearest whole number. Then we go up 2.5 points and down 2.5 points to draw the neutral zone. The 5-point neutral zone represents one standard deviation in the FourSight measure. When scores are more than 5 points apart, you will start to notice differences in behavior.

# The four preferences

## Clarifiers

Clarifiers like to spend time getting a clear understanding of a challenge or issue before leaping into ideas, solutions or action. They prefer to move forward cautiously, making sure the right challenge is being addressed. Clarifiers enjoy looking at the details: researching, investigating and digging for information that will help them better understand the crux of the issue. At times, Clarifiers may suffer from "analysis paralysis."

### Clarifier-at-a-glance

- Enjoys exploring challenges and opportunities
- Likes to examine the details
- Wants a clear understanding of the issue
- Prefers a methodical approach to solving problems
- May suffer from "analysis paralysis"

"Let's not  
make any  
assumptions."

## Ideators

Ideators like to generate broad concepts and ideas. Visionaries by nature, they are most comfortable understanding the big picture and stretching their imaginations. Ideators are drawn to abstract and global issues and less concerned with details. They are flexible thinkers and can see many possible solutions to the same situation. They enjoy proliferating ideas but may jump from one idea to the next, without following through.

### Ideator-at-a-glance

- Likes to look at the big picture
- Enjoys toying with ideas and possibilities
- Likes to stretch his or her imagination
- Enjoys thinking in more global and abstract terms
- Takes an intuitive approach to innovation
- May overlook details

"I've got  
an idea."

# Developers

Developers like to spend time analyzing potential solutions, breaking them apart and examining their strengths and weaknesses. They delight in transforming a rough idea into a finely crafted solution and thinking through the steps necessary to implement an idea. In their eagerness to analyze, compare and weigh competing solutions, Developers may get stuck trying to come up with the "perfect" solution.

## Developer-at-a-glance

- Enjoys putting together workable solutions
- Likes to examine the pluses and minuses of an idea
- Likes to compare competing solutions
- Enjoys analyzing potential solutions
- Enjoys planning the steps to implement an idea
- May get stuck in developing the perfect solution

"Let's weigh  
our options."

# Implementers

Implementers strive constantly to take action on ideas. They derive the most energy from bringing ideas to fruition and seeing tangible outcomes. Implementers like to get things accomplished and are constantly concerned about getting the next idea to the implementation stage. In their urgency to get the job done, Implementers may get impatient and leap to action too quickly.

## Implementer-at-a-glance

- Likes to see things happen
- Enjoys giving structure to ideas so they become a reality
- Enjoys seeing ideas come to fruition
- Likes to focus on "workable" ideas and solutions
- Takes the Nike approach to innovation (i.e., "Just Do It!")
- May leap to action too quickly

"Come on!  
Let's go!"



# Clarifier



The wise person doesn't give the right answers, but poses the right questions.

**Claude Levi-Strauss**

## Clarifiers are:

- Focused
- Orderly
- Deliberate
- Serious
- Organized
- Conscientious
- Factual

## Give Clarifiers:

- Order
- The facts
- An understanding of history
- Access to information
- Permission to ask questions

## Clarifiers annoy others by:

- Asking too many questions
- Pointing out obstacles
- Identifying areas that haven't been well thought out
- Overloading people with information
- Being too realistic

## Clarifier in action:

Albert Einstein was once asked, if some imminent disaster threatened the world and he had one hour to address the crisis, how would he spend his time. Einstein thought for a minute and then replied, "I would spend the first 55 minutes identifying the problem and the last five minutes solving it. For the formulation of a problem is often far more essential than its solution, which may be merely a matter of mathematical or experimental skill."

## Making the Most of Your Thinking Preferences

Clarifiers have a desire to know the facts, figures and history of a situation. Their firm grasp of reality ensures that progress occurs on solid ground. Clarifiers want to pinpoint the right problem to solve in order to avoid wasting time on off-target ideas and irrelevant solutions.

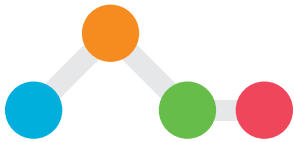
Clarifiers are precise when it comes to research and information. They pay remarkable attention to detail and often have excellent recall. They are conscientious, dutiful and diligent, showing a high degree of patience for work that requires close scrutiny of information. Before leaping into action, Clarifiers want to understand the nature of the challenge and will ask questions (and more questions) to gain clarity.

This need for information can lead to "analysis paralysis." Clarifiers can be overly cautious and slow to embrace change. Their effort to secure all of the facts might not always be worth the investment of time. Clarifiers may need to build their tolerance for ambiguity and risk and recognize that sometimes any action is better than no action.

When others get enthusiastic about a new idea, a Clarifier's questions might come across as negative or skeptical. Clarifiers should assure others that their intent is not to criticize, but to use their clarifying powers to launch others forward on the right footing.



# Ideator



The best way to have good ideas is to have lots of ideas.

**Linus Pauling**

## Ideators are:

- Playful
- Spontaneous
- Imaginative
- Social
- Adaptable
- Flexible
- Adventurous
- Independent

## Give Ideators:

- Room to be playful
- Constant stimulation
- Variety and change
- The big picture
- Scope to dream

## Ideators annoy others by:

- Drawing attention to themselves
- Being impatient when others don't get their ideas
- Offering ideas that are too off-the-wall
- Being too abstract
- Not sticking to one idea

## Ideator in action:

J.K. Rowling, author of the Harry Potter series, remembers when her concerned parents "took the view that my overactive imagination was an amusing personal quirk that would never pay a mortgage." Today, Rowling is revered for her imagination, which has inspired books, movies, and theme parks and put her wealth on par with the Queen of England's.

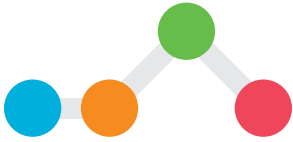
## Making the Most of Your Thinking Preferences

Ideators love to play with ideas, explore perspectives and invent alternatives. They are dreamers for whom the world is full of possibilities. Ideators are global thinkers, comfortable making guesses, offering hypotheses, using intuition, seeing connections, and simply making things up. They fuel innovation with novelty, originality and aesthetic flare. Ideators are energetic, spontaneous, playful, curious, social, flexible, and adventurous. They are quick to challenge the status quo and don't mind standing out from the crowd. They are open to change, attracted to novelty and adaptable in new situations.

Ideators tend to have a wide set of interests. They like variety, autonomy, independence and improvisation, and they feel stifled in situations that are too structured, rule-bound or routine. Ideators' curiosity and love of variety can make them prone to distraction, and their gift for global thinking can cause them to overlook details.

When communicating, Ideators should know that their ideas might sound random, strange, even alarming to others; they should be prepared to color in their abstract ideas with more concrete details, facts and plans. Ideators should never let naysayers crush their creative spirit. Once they successfully harness their imaginations, they have the power to change the world.

# Developer



Whatever is worth doing at all  
is worth doing well.

**Lord Chesterfield**

## Developers are:

- Reflective
- Cautious
- Pragmatic
- Structured
- Planful
- Sincere
- Earnest

## Give Developers:

- Time and space to consider the options
- A chance to evaluate
- The opportunity to develop ideas

## Developers annoy others by:

- Being too nit-picky
- Finding flaws in others' ideas
- Getting locked into one approach
- Taking too much time to perfect the solution

## Developer in action:

Thomas Edison was not actually the first to invent the light bulb, but he routinely gets the credit. That's because Edison did all the testing and retesting necessary to discover the materials for making the optimal light bulb. They literally tested thousands of different materials to find the ones that would burn brightest and longest. After 1,000 attempts to discover the perfect light bulb, Edison was asked, "What does it feel like to be a failure so late in your career?" Edison replied, "Young man, you know little of how the world works. Where you see failure after 1,000 trials, I see that we're that much closer to a solution."

## Making the Most of Your Thinking Preferences

Developers are perfectionists. They use their meticulous minds to refine and optimize plans and solutions. To a Developer, there is always room for improvement. Developers enjoy the challenge of figuring out how to make things work better. They are deliberate tinkerers, who can fully immerse themselves in a challenge and revel in all its complexities and nuances.

Developers possess remarkable stick-to-itiveness, and can display unwavering dedication to a particular idea, person, decision or action. They are sincere, earnest, patient, deliberate, meticulous and loyal. They tend to be practical, methodical, linear and critical thinkers who naturally analyze the pros and cons of a given situation. Developers are craftsmen who like to figure out how the strands of a complex solution weave together. They enjoy experimenting with ideas and testing hypotheses. They are drawn to problem solving, intellectual pursuits and scientific or mathematical challenges.

Sometimes, the Developer's push for perfection can result in diminishing returns. Developers must learn to recognize when it is time to stop tinkering and start implementing. They need to embrace alternatives and avoid letting their singular focus become an obsession.

When working with others, Developers want to be sensitive not to let their critical evaluation be a "wet blanket." Instead, they can use their patient diligence to provide insights that will help move a solution from good to great.

# Implementer



The 3 keys to business success:  
Test fast, fail fast, adjust fast.

**Tom Peters**

## Implementers are:

- Persistent
- Decisive
- Determined
- Assertive
- Action-oriented
- Unflappable
- Self-starting

## Give Implementers:

- Assurance that others are moving just as quickly
- A sense of control
- Timely responses to their ideas

## Implementers annoy others by:

- Being too pushy
- Overselling their ideas
- Readily expressing their frustration when others do not move as quickly
- Taking over

## Implementer in action:

Alexander the Great, who brought nearly the entire known world under his rule before he died at age 32, may have been among history's greatest implementers. Like every other global aspirant in the 4th century BC, he knew the prophecy of the Gordian knot—that the person who could untangle it was fated to conquer the world. When one of his conquests actually brought him face to face with the cryptic knot, Alexander simply hefted his sword and cut it in two. You can almost imagine him looking up and saying, "Can we get on with the business of conquering the world now?"

## Making the Most of Your Thinking Preferences

Implementers like to make things happen. They are action-oriented and take pride in getting things done. Fast!

Implementers have little patience for talk without action. They would rather spend their time creating a "to do" list and checking things off. Implementers are assertive, confident, decisive, determined, persuasive and self-starting. With their seemingly boundless energy and drive, Implementers are open to taking risks and come across as unflappable and self-assured. When things seem to be going in circles, Implementers can move things forward.

Honest to a fault, they can find it hard to hold back their views. The Implementer's challenge is impatience. Implementers may think anyone not moving as fast as they are is not moving at all. Others may see Implementers as pushy, insensitive, domineering or taking over. In their drive for results, Implementers may speed past reflection, incubation and analysis, making them vulnerable to solutions that are not fully formed or impulsive moves. Remember the carpenter's motto: "Measure twice, cut once."

Implementers need to be sure that their strong desire to get things done doesn't get in the way of getting things done right. They should be careful not to oversell or to persuade others through sheer force of will and instead use their powers of motivation to ensure that all the important work gets done.

# Combinations

Your four scores in combination create your FourSight profile. The peaks and valleys of your profile reveal how you work through the creative process—where you get energized and where you run out of steam. If your profile has only one peak, reread the description of that preference on the previous pages. If your profile has two or more peaks, read below to learn about your tendencies as you engage in any kind of innovation.

## 2-Way Combinations

### High Clarifier & High Ideator = “Early Bird”



Early Birds take on a challenge with lots of energy. They enjoy finding problems and opportunities to tackle. They are quick to think up ideas and possible solutions. Early Birds at their best have a sixth sense for which problems to focus on and effortlessly come up with clever ideas and original solutions. Their potential watch out is the half-finished initiative—those really great ideas that never get off the ground. That's because, after bringing the problem into focus and coming up with brilliant ideas, they tend to grind to

a halt. Their energies fade rapidly as their brilliant idea goes through necessary stages of refinement and gets put into action. Early Birds can benefit from strategies that help them see an idea through to the end. They may do well to collaborate with Developers and Implementers. They can improve their innovative output by learning to pace themselves and save enough energy for the final stages of refining solutions and bringing them to action. Quite simply, Early Birds would be wise to keep their eye on one task before getting distracted by the next interesting opportunity.

### High Clarifier & High Developer = “Analyst”



Analysts enjoy exploring problems. They have a knack for thinking critically, scrutinizing situations, evaluating information and working with details. Without a moment's hesitation, the effective Analyst can cherry-pick a promising idea and develop it into a workable solution. Overall, their approach is very calculated and scientific. They want to be sure the right problems are being addressed. They can't rest until raw ideas are weighed, refined and carefully worked into realistic, elegant solutions. Analysts are “serious” thinkers.

They don't care much for playing with lots of ideas or pushing their solutions into action. Not surprisingly, their potential watch out is being too dismissive of playfulness—and too scornful of the messy business of putting theory into practice. They need to remember that imagination can grease the wheels of a “stuck” problem; playfulness can improve working relations; and enacting solutions is the only way to fulfill their promise. Analysts may do well to collaborate with Ideators and Implementers. They can benefit from flexing their imaginations and developing strategies for moving ideas off the drawing board into reality.

## High Clarifier & High Implementer = "Accelerator"



Accelerators enjoy identifying problems and eliminating them. The Accelerator's approach is direct and straightforward: find

a problem or opportunity, and do something about it. They just plow straight through a challenge, showing little patience for considering a wide variety of ideas or for taking the time to refine and develop those ideas. Accelerators get stuff done. At their best, they seize opportunities and eliminate problems quickly and efficiently. The watch out here is impatience. The

Accelerators' urgency to reach the finish line makes them uncomfortable with the ambiguity of generating lots of options and considering a wide range of ideas. They'd also just as soon skip over crafting ideas into elegant solutions. They just want the job done. Left to their own devices, Accelerators suffer from a tendency to run with the first idea that addresses the issue at hand. Accelerators may do well to collaborate with Ideators and Developers. They can benefit from putting the brakes on their forward momentum and opening up the challenge to new thinking and refined solutions.

## High Ideator & High Developer = "Theorist"



Theorists are great at the drawing board: that is, they have great energy for playing with lots of ideas and unbound

enthusiasm for weighing, refining and elaborating on the most promising of those ideas. Theorists are highly conceptual and theoretical thinkers. It could be said that they've never met a challenge they couldn't resolve—at least on paper. The Theorist has a tendency to believe anything and everything is possible. If thinking could only make it so... But Theorists have trouble grounding their thinking in reality. Don't

bother them with the facts. They have little patience for examining the problem and its history. And don't expect them to get their hands dirty with putting their plans into action. They'd rather toy with ideas and work them to perfection. The watch out for Theorists is the risk of focusing on the wrong problem and running out of gas before getting the solution on the road. Theorists may do well to collaborate with Clarifiers and Implementers. They can improve their innovative output by taking more time to explore the challenge or opportunity and by putting greater effort into carrying their ideas through to completion.

## High Ideator & High Implementer = "Driver"



Drivers play with lots of possibilities, and when the spirit moves, they leap to action. They have no shortage of ideas, and

when they get excited about a particular idea, they put great energy into implementing it. In the Driver's mind, there is little time to take a breath between the birth of an exciting concept and its implementation. Around Drivers at their best, ideas seem to burst into fruition. Of course, this can happen at the expense of a more deliberate approach to assessing the challenge at hand.

Drivers don't tend to dawdle over researching and defining the problem. Nor are they very patient with analyzing and refining their ideas. The Driver's strength is the ability to generate lots of possibilities and the confidence to march those ideas right into reality, half-baked or not. Drivers may do well to collaborate with Clarifiers and Developers who can help them to focus on the right problem and be more selective about what ideas they push forward. They can benefit from spending a little more time checking the facts and refining ideas.

## High Developer & High Implementer = “Finisher”



Finishers take great pride in getting the job done. Hand them a good idea and they'll make it better—and make it happen.

They have great zest for analyzing and developing ideas, as well as putting them into action. They are most effective when presented with a problem and a promising idea. They can be very determined when it comes to moving an idea from rough plan to reality. They are quick to refine the solution and implement it. This speed, however, can come at the expense of a more deliberate approach. The Finisher

tends to breeze past—and sometimes skip over—the critical early stages of the innovation process (i.e., checking the data and playing with ideas). They may overlook opportunities and novel approaches and find themselves frustrated in the face of people who insist on revisiting an overlooked piece of data or championing an alternative approach. Finishers may do well to collaborate with Clarifiers and Ideators. They can benefit from examining the situation more closely before committing to an approach, and opening the floodgates to a wider range of options before ideas are rushed to completion.

## 3-Way Combinations

### High Clarifier, Ideator & Developer = “Hare”



Hares appear to lead the pack in the race for innovation. They are wonderful planners. They do their homework to find

the right problem. They use their imaginations to explore varying approaches to the situation. They deliberately select and develop their best ideas. They know precisely what needs to be done, making them highly effective advisors. With ease and grace, the high-performing Hare brings an opportunity to

the brink of action. The problem arises there on the brink. Hares may suddenly lose focus and doze off before their brilliant idea makes the leap to reality. For such a promising candidate, the only element missing from their process is the actual doing. For this reason Hares can sometimes overestimate what they can accomplish. They may do well to collaborate with Implementers who can help make their plans operational. The moral for the Hare: Don't forget to finish the race.

### High Clarifier, Ideator & Implementer = “Idea Broker”



Idea Brokers are innovation activists. They do their homework. They generate and play with lots of ideas. They quickly buy

into an idea and move on it. Effective Idea Brokers know which problems and opportunities are worth pursuing. They are quick studies when it comes to thinking up and judging ideas. But the watch out is that Idea Brokers can become so enamored with an idea they have a tendency to jump straight into

implementation. That's because their energy tends to dip noticeably during the step in the creative process when they are called upon to develop rough ideas into workable solutions. Idea Brokers could improve their effectiveness by allowing more time for the idea's evaluation and development. They may do well to collaborate with Developers. They would be wise to cultivate patience for developing prototypes that could be used to test and refine their best ideas before they race into action.

## High Clarifier, Developer & Implementer = "Realist"



Realists are practical, pragmatic and predictable. They like delving into problems, refining ideas and taking action. Realists, like

Analysts, tend to be rational and methodical in their approach to innovation. But unlike Analysts, Realists have energy for transforming their ideas into action. They find a problem, they find a solution, and they throw their energies into making it a reality. Their

challenge is to learn to allow their imaginations to take flight and to stretch for out-of-the-box approaches. Collaborating with Ideators and learning to trust their intuition may increase their range of results. Realists become more effective as they learn to stretch their thinking to consider more alternatives and possibilities. Realists may benefit from the deliberate use of innovation tools and techniques to expand their ideas.

## High Ideator, Developer & Implementer = "Optimist"



The Optimists' creative energy really picks up steam when called on to think up new ideas.

They remain fully engaged and

enthusiastic through subsequent stages of refining those ideas and are even able to maintain momentum into implementation. Optimists are imaginative and playful, while possessing sufficient drive to refine and implement the best ideas. Where the Optimists' energy wanes is in the earliest stage of bringing a problem or opportunity into focus. Knowing the details may dampen their enthusiasm as they are forced

to take a closer look at reality. And while ignorance can sometimes be bliss, Optimists may put a lot of energy into solving the wrong problem or chasing opportunities with low yield. Optimists may do well to collaborate with Clarifiers. Learning to spend more time collecting information and identifying the real problem or the most promising opportunity will do much to enhance their effectiveness. While Optimists are good at reacting to a situation, they can expand their repertoire by being more proactive when it comes to focusing on the right problems to solve.

# 4-Way Combination

## Nearly Equal for All Four Preferences = "Integrator"



Integrators take an even-handed approach to the creative process with a profile that shows no

particular peaks or valleys. Integrators' energies stay rather steady. They clarify challenges, generate ideas, refine plans and move to action. Their flexibility can make them good team players, adapting to people with different profiles and accommodating whatever the task requires. Integrators enjoy collaboration and may experience frustration when they sense that others

are not as committed to the task. The challenge for Integrators is becoming too accommodating. They run the risk of losing their own voice and simply following others' leads, particularly when others have strong preferences. They must remember to diagnose the situation for themselves and advocate for the most appropriate response. Note: Even the Integrator graph often has a distinct shape or "shadow profile." Determine what your shadow profile is, and read that description as well.





# Innovating with others

FourSight has given you a glimpse of your biases and blind spots as a thinker. Now consider how you might collaborate more effectively with others. Answer the following questions to devise your individual plan for breakthrough innovation.

- 1** Who are the people you work with? What are their preferences?
- 2** Who do you find it easiest to collaborate with? Who do you find it most difficult to collaborate with? What factors are operating there?
- 3** How can you become a more effective breakthrough thinker?
- 4** What do you need to keep in mind to make it easier for others to collaborate with you?
- 5** Who would be good to collaborate with on a project that called on your preferences? Who would be good to collaborate with on a project that leaned on your weak points?
- 6** With whom do you find it easiest to share your ideas? With whom do you have difficulty communicating? What strategies can you use to overcome that?
- 7** What do you need to keep in mind when managing others?
- 8** What are the preferences of the people you admire? What can you learn from them?

## The FourSight framework

Research at IBM showed that FourSight helps teams innovate by teaching the FourSight framework: combining training in creative process and tools with understanding of thinking preferences. The secret to success is giving people awareness of both process and preference. Armed with that awareness, people can use the creative process to help them focus their energies and boost performance. They can learn to go where the task requires, not where their preferences would dictate.



Clarify



Ideate



Develop



Implement



# Clarify

**Start here** when you need to investigate the issue and determine what challenge to address.

## Be conscious to:

- Investigate the situation from all angles by asking the 5W's and an H (i.e., the Who, What, When, Where, Why and How of the situation).
- Make sure you understand the history and background information.
- Use the key data to pull the issue into focus.
- Pinpoint the best opportunity or challenge to address.
- Phrase the challenge as an open-ended question that invites solutions (for example, "In what ways might we ....").

Move on when you have pinpointed the key issue to address. **Ideate next.**





# Ideate

**Start here** when you clearly understand the challenge and need ideas to address it.

## Be conscious to:

- Turn off the voice of “the critic” in your mind and let the ideas flow.
- Rather than go for one perfect idea, consider lots of possibilities. (Generating lots of ideas is the best way to get a few great ones.)
- List all the obvious ideas first, then stretch for wild and unusual ones.
- Go for at least 20 ideas.
- Look at the issue from a new angle: what might you substitute, combine, modify, eliminate?
- Pick a random image or object and ask yourself, “When I look at this, what ideas do I get for solving my challenge?”
- Build on other ideas.

Move on when you have a promising idea that you want to transform into a workable solution. **Develop next.**



# Develop

**Start here** when you need to turn a rough idea into a refined, robust solution.

## Be conscious to:

- Articulate what you like about the idea.
- Raise your concerns about the idea, phrased as open-ended questions that invite solutions (i.e., "How might...?").
- Develop ways to overcome the main concerns.
- Develop criteria for success. Rate competing solutions against them.
- Modify solutions, as necessary, to better meet the criteria for success.
- Identify key sources that will assist and resist implementation.
- With these assisters and resisters in mind, create an action plan that details who does what by when.

Move on when you have developed a fully fleshed out solution. **Implement next.**



# Implement

**Start here** when you are ready to launch a plan of action.

## Be conscious to:

- Get into action, realizing that you will learn as you go.
- Apply the Tom Peters motto: "Test fast. Fail fast. Adjust fast."
- Keep a bias for action.
- Ask: What's working well? What should we change or do differently? What are we learning?
- Take action on something within 24 hours.

**Monitor progress and be prepared to cycle back** into other phases of the creative process.



# Building better Teams

Innovative breakthroughs happen on high-performing teams. Use FourSight to make them happen more often and more effectively. Read the following tips to take your team to the next level.

## **True Story:**

### **From high stress to high performance**

Partners in a small start-up firm were locking horns. One (a high Implementer) criticized her colleague saying, "You're always complaining but never doing anything about it." He (a high Clarifier) retorted, "You run around here like a chicken with its head cut off." After taking FourSight, the partners began to see things differently. She suddenly heard her colleague's "complaining" as an ability to notice and isolate problems. She started using his knack for clarifying to help her focus energy on relevant issues. He, in turn, began to appreciate her ability to put his insights into action.

## **Moral:**

Because no one preference is intrinsically better or worse, understanding your own and others' preferences often leads to more generous listening, more patience, less stress, greater appreciation and higher performance.

## **Leverage differences for better results**

Special project teams, work groups, even married couples have to work together to solve problems and meet challenges. High-performing teams get more done than any single person could. But not all teams are high-performing. Some teams find solving problems collectively to be frustrating and unproductive. While one person is ready to move forward with a solution, another may be clamoring for more information. In many cases, the underlying cause of these differences is revealed by FourSight preferences. FourSight has helped teams turn areas of stress into areas of opportunity and high performance.

## **Two points to remember**

When building a team based on FourSight preferences, keep two caveats in mind. First, your initial selection of team members should be based on ability, not preference. Once you establish skill level, then FourSight preferences can offer a valuable lens. Second, diversity can come hand-in-hand with miscommunication. Therefore, it is absolutely critical for a team which is made up of diverse FourSight preferences to honor and respect differences. Without respect, the team can easily get bogged down in personality clashes.

## **Diversify for long-term success**

Some psychological research has shown that diversity in teams enhances performance. As a general rule, when building a team that will endure and face complex challenges, populate it with people who have diverse talents and diverse FourSight preferences. A mix of Clarifiers, Ideators, Developers and Implementers will better manage the full spectrum of the innovation process. Diversity will ensure a balance of perspectives and energy for a variety of team activities.

## **Homogeneity for short-term results**

However, when building a team for a specific, straightforward and short-term assignment, you may be wise to match the FourSight preferences of the team to the task at hand. For example, when choosing among a pool of qualified candidates, a team leader charged with generating new product ideas might favor Ideators. A team leader charged with carrying out a specific activity might favor Implementers.











# Communicating across preferences

Now that you understand how thinking preferences work, learn to leverage them to bring everyone's best thinking to the table. Here are some specific suggestions for communicating with people according to their preferences.

Preference	They appreciate...	Tactical suggestions for communicating	What they want to know...
<b>Clarifier</b>	Facts, background, data references, evidence, logic	Give a clear, sequential, linear explanation of the facts. Offer access to more information. Use outlines, timelines, grids, graphs, charts and tables	What's the real problem to solve?
<b>Ideator</b>	The big picture, humor, stories a clever "hook," visuals	Emphasize the big picture, big idea or compelling story. Avoid getting too bogged down by less relevant facts and details.	What are the possibilities?
<b>Developer</b>	Time, precision, fair-mindedness, high level of execution	Build a structured argument. Be fair-minded and pragmatic. Identify areas that need to be refined. Synthesize your presentation with summary at the end. Don't rush a decision.	How can we take this from good to great?
<b>Implementer</b>	Decisiveness, direction, speed, action, results	Be brief and clear. Explain the goal. Present the essential facts. Highlight the action steps. Show how to move this idea forward.	What's the bottom line here?

## Remember, when working with other preferences:

<b>Give Clarifiers...</b> <ul style="list-style-type: none"> <li>• Order</li> <li>• The facts</li> <li>• An understanding of history</li> <li>• Access to information</li> <li>• Permission to ask questions</li> </ul>	<b>Give Ideators...</b> <ul style="list-style-type: none"> <li>• Room to be playful</li> <li>• Constant stimulation</li> <li>• Variety and change</li> <li>• The big picture</li> </ul>	<b>Give Developers...</b> <ul style="list-style-type: none"> <li>• Time and space to consider the options</li> <li>• A chance to evaluate</li> <li>• The opportunity to develop ideas</li> </ul>	<b>Give Implementers...</b> <ul style="list-style-type: none"> <li>• Assurance that others are moving just as quickly</li> <li>• A sense of control</li> <li>• Timely responses to their ideas</li> </ul>
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# Where does FourSight come from?

In the early 1990s, Gerard J. Puccio, Ph.D., a professor at the International Center for Studies in Creativity, began to investigate the correlation between individual behavior and creative-problem-solving preference. Over the next ten years, Dr. Puccio worked with a team of researchers, putting his theory through rigorous testing and validation studies. The result is the FourSight Thinking Profile, an innovative way to measure people's preferences for the essential components of the creative process. Now chairman of the Department for Creativity Studies at Buffalo State, State University of New York, and director of the International Center for Studies in Creativity, Puccio heads up the program, which offers the world's first Master of Science degree in Creativity and Change Leadership. His ongoing research continues to shed light on the critical interplay of people and the processes they use to achieve breakthrough thinking. To learn more about the Center, visit their website at [creativity.buffalostate.edu](http://creativity.buffalostate.edu).

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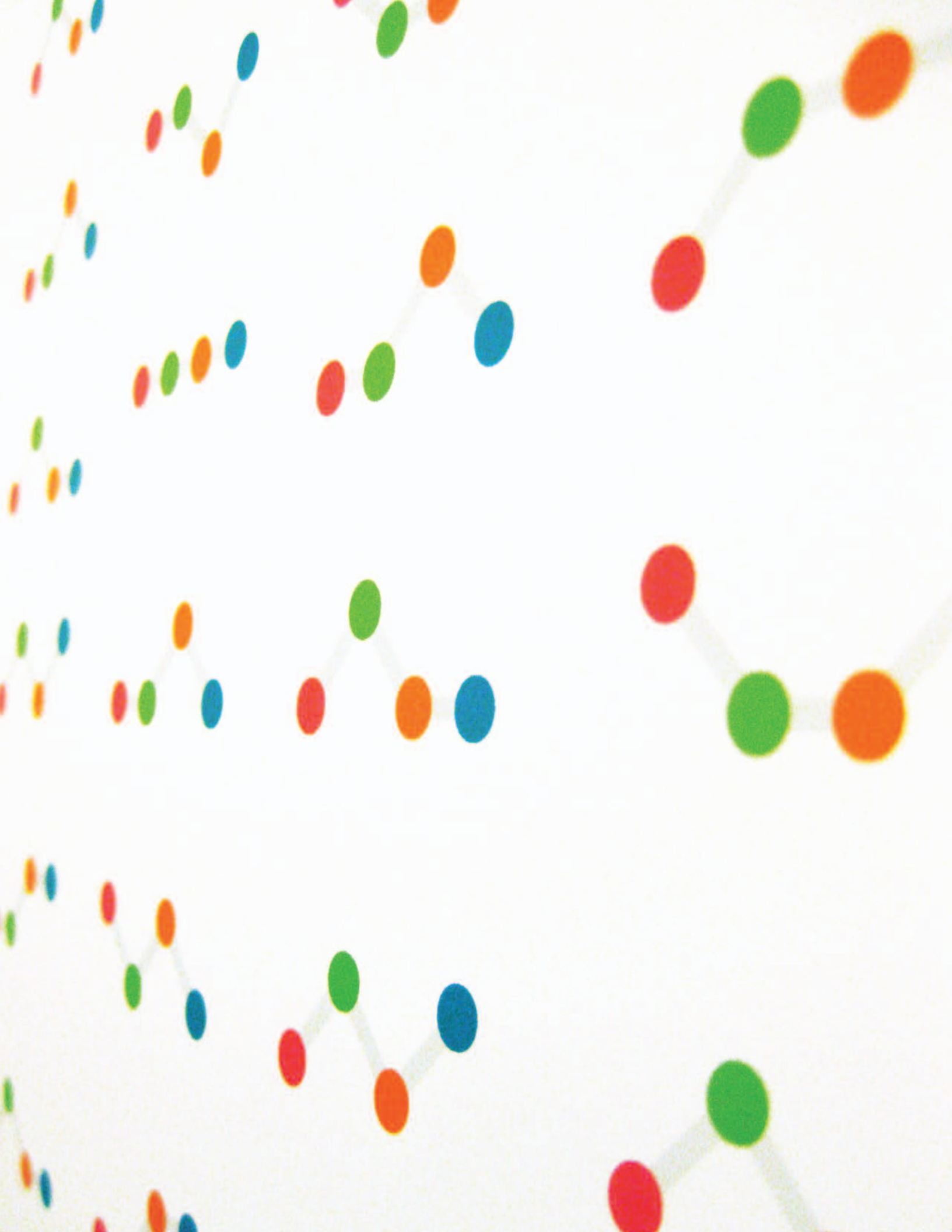
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