

Creativity and Innovation Effectiveness Profile

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Introduction and Instructions

Creativity and Innovation is a complex subject area, with a considerable amount of debate about what it is, and how it is practiced. To be creative or innovative can be said to be **original, expressive, inventive, imaginative, ground breaking, or idea-generative**. However, all these labels are context sensitive, or relative terms. In other words, we can only be truly creative if we have an alternative or different perspective from everyone else. This often happens in common-place or familiar situations, where most people generally think in the same way. In this sense, creativity doesn't need to be seen as only the domain of "creative types." Any individual in the right circumstances can exhibit it, just by having a new or different view.

We all have the opportunity to translate our unique personal perspectives and views of the world into new ideas and concepts that can be potentially useful not only to ourselves, but also to others. Consequently, we can often help other people think beyond their existing mental boundaries, or provide fresh insights that can take their thinking to entirely new planes, connecting them with new opportunities previously hidden from view.

Since everyone is capable of engaging in creative and innovative behavior, the skills or competencies to be able to do this more of the time should be readily discoverable and common to everyone, in varying strength or degree. This assessment is a self-scoring creativity/innovation effectiveness instrument, designed to help individuals understand more about their relative skills in this critical area.

Extensive research suggests that there are seven uniquely identifiable competencies that contribute to effective creativity/innovation skills. These are:

- **Creative Consciousness**
- **Levels of Curiosity**
- **Pattern Breaking Skills**
- **Idea Nurturing Ability**
- **Willingness to Experiment and Take Risks**
- **Courage and Resilience Levels**
- **Energetic Persistence**

These competencies are the main factors that constitute the relative ability to be creative or to innovate, and can be reviewed as individual competency components in the overall creativity skill mix. Each competency is explained briefly in the paragraph under each respective heading.

It should be noted that every statement for each competency should be viewed as an "aspirational" goal for those wishing to improve their skills in areas where they wish they were stronger. In other words, the statements help to describe and define not only the competency, but what you should aim to "almost always" do in order to be effective in your future efforts.

Completing this Booklet

Completing this booklet is simple. At the top of each page, read the introductory paragraph to help you understand the competency, and then shade in all the boxes to the score you select from 1 to 5. Always select a full score (1, 2, 3, 4, or 5), not a half score. For example, if you score the statement “I enjoy regular travel,” as a 2 (meaning “occasionally”), shade in only the first two boxes on the left. If you score it as a 5 (meaning “almost always”), shade in all five boxes from the left. By continuing to do this, you will build up a bar graph, or “histogram,” to give you a quick visual reference of your scores.

Example: Score = 3

1	2	3	4	5

Because the scores are always 1 to 5 and go from “almost never” or 1 on the left, to “almost always” or 5 on the right, once all 12 statements in the competency have been answered, you can quickly see your scores in an overall pictorial sense. As “1” is generally ineffective creativity and innovation competence and “5” is generally effective creativity and innovation competence, the shorter the bars the more your profile suggests that you might do more to become a more effective creative and innovative person.

As a final step, add up all your scores within each competency and divide them by 12 (the total number of statements) and shade in the Aggregate Score box in the same way (this time you will get an exact score like 3.7, so you can estimate this point and shade in part of a box).

Having shaded the question boxes, you can now look at the competency interpretation notes at the bottom of the same page. These notes will also show you the likely impact of certain scores and possible actions for the low scorers. Continue to do this for all seven competencies (one competency on each page).

After you have completed and read the interpretation notes for all seven competencies on page 10, you can plot your competency scores on the “spider” diagram shown. Once you have connected all of these points, you will create an overall creativity and innovation effectiveness profile. In addition, by adding up all the aggregate scores from all the competencies and dividing by seven, you can calculate and enter your total Creativity and Innovation Profile score in the box provided.

Page 10 also provides some further general notes on action that can be taken for your lower scoring competencies.

Finally, a personal creativity and innovation action plan template is provided for individuals to develop a written plan to address some of the items and issues identified. Individuals might like to copy this page and give it to a friend, work colleague, or family member and ask them to check (after three months or so) whether they have implemented/are implementing their improvement plan.

This booklet is yours to complete and keep as a reference document. Remember, your overall profile is likely to change over time. What you describe about yourself today may not apply in three, six, or twelve months’ time. However, if you are honest with yourself, this profile will serve as an accurate picture of your overall ability to be creative and to be innovative more effectively, and help you identify where you should concentrate your efforts to improve your ability to be creative and innovative more effectively. You can use another assessment in the future to see how far you have progressed.

Creative Consciousness

Creative consciousness examines whether your internal personal drive and your level of active interest will allow you to be creative or innovative. It asks the question: “How much is my base temperament oriented toward seeking new, modified, or different solutions or approaches?”

Please complete this part of the questionnaire as honestly as possible. It can help you improve your ability to sell more effectively. The choice scales are as follows:

1 = almost never; 2 = occasionally; 3 = frequently; 4 = very frequently; 5 = almost always.

Fill in all the boxes up to the score you select so you create a shaded bar.

	Almost Never				Almost Always
	1	2	3	4	5
1. I enjoy regular travel.					
2. I believe that the first solution to a problem is rarely the best.					
3. I have broad and varied reading tastes.					
4. I avoid getting concerned or stressed by ambiguous situations.					
5. I let my mind roam or wander.					
6. I am interested in new inventions.					
7. I am suspicious of “conventional wisdom.”					
8. I enjoy telling and hearing good jokes or funny stories.					
9. I am a little restless as a person.					
10. I like hearing about examples of lateral thinking.					
11. I welcome surprises.					
12. I enjoy riddles and conundrums.					
(Add up all the column scores and divide by 12)					
AGGREGATE SCORE					

INTERPRETATION

Scales predominantly in the fours and fives (“very frequently” and “almost always”) are likely to mean that you are relatively open minded and flexible about the world and the way in which it operates, and are therefore often happy to consider radical ways to look at familiar things. Consequently, you easily accommodate uncertainty and ambiguity, and might even look to offer new or innovative suggestions (in humor or in seriousness) to open up creative debate about a subject.

Scales predominantly in the ones and twos (“almost never” and “occasionally”) are likely to mean that you have a preference for a world of order and established patterns to which you can apply your thinking. You are consequently unlikely to enjoy too much radical innovation or thinking about challenges to the existing general scheme of things. Your creativity is therefore typically restricted to small extrapolations or minor modifications to familiar sets of circumstances.

IMPACT

A high score person will be likely to enjoy taking new and different approaches and even taking risks to create interest

and variety in their work and their life in general. This often means involving themselves in various activities ranging from simply taking different routes from A to B, or doing puzzles, crosswords, or other mind games to more significant and structured creative involvement activities such as brainstorming or complex problem solving and trouble shooting.

A low score person will be likely to stick to the tried and trusted as much as possible, and see little benefit in pursuing new or different approaches unless absolutely necessary. Such individuals are therefore more prone to keep their feet firmly on the ground and see issues in practical terms (mainly extrapolating only from their past experience).

ACTION FOR LOW SCORERS

Low scorers need to focus on how issues or situations could be tackled in alternative ways, or handled in ways other than approaches that might have been taken in the past. They can also look to progressively build their creative awareness and skills by reading more widely and looking to make interesting connections between different things that they see and hear.

Levels of Curiosity

Levels of curiosity explores the extent to which you are naturally inquisitive and have a strong desire to know “how” and “why” as much as possible. It asks the question: “How much do you enjoy inquiring into issues, solving puzzles, questioning why things happen, and contemplating how things work in general?”

Please complete this part of the questionnaire as honestly as possible. It can help you improve your ability to sell more effectively. The choice scales are as follows:

1 = almost never; 2 = occasionally; 3 = frequently; 4 = very frequently; 5 = almost always.

Fill in all the boxes up to the score you select so you create a shaded bar.

	Almost Never				Almost Always
	1	2	3	4	5
1. I explore different routes to get to work, to a regular destination, or to get home.					
2. I seek out people with backgrounds different from my own.					
3. I spend a lot of time trying to understand how things work.					
4. I frequently find myself asking the questions “Why?” and “How?”					
5. I enjoy finding solutions to problems or solving puzzles.					
6. I see myself as an inquisitive person.					
7. I actively seek to learn new and interesting things.					
8. I dwell on issues I do not fully understand.					
9. I like to discover how people’s thoughts are processed.					
10. I analyze the parts that make up the whole to reach a better understanding.					
11. I am intrigued by the choices and decisions that people make.					
12. I don’t like to be just given or presented with the answer or solution.					
(Add up all the column scores and divide by 12) AGGREGATE SCORE					

INTERPRETATION

Scales predominantly in the fours and fives (“very frequently” and “almost always”) are likely to mean that you will view the world as a multi-faceted and multi-layered place and will therefore mainly avoid the well-trodden paths often chosen by others. You will be energized and fascinated by surroundings that are different and will be disappointed about (and mentally fight against) the effects of common global trends toward standardization or general “sameness.”

Scales predominantly in the ones and twos (“almost never” and “occasionally”) are likely to mean that you prefer to be in comfortable surroundings where you can usually predict the outcomes with a high degree of certainty. Oftentimes you will be wary of alternative approaches and will generally be content to accept situations or circumstances as they are presented without questioning the facts. You therefore mainly live in a down-to-earth world of the here and now and give minimal time to speculative wondering.

IMPACT

A high score person will be likely to be seen as someone who is inherently interested in new thoughts, ideas, and concepts and

is therefore often sought out to offer their opinion or provide fresh insight to help solve problems or offer a different perspective. High scorers also spend a lot of time thinking about how things work and developing alternative approaches by always asking probing questions and showing interest in the answers.

A low score person will be likely to be seen as someone who is often highly practical and more interested in extrapolating from past experience than in seeking out new or fresh thoughts or ideas. As such, the low score person will generally resolve issues by drawing on tried and trusted methods or familiar tactics that have worked successfully in the past. This often means asking few, if any, questions and taking situations at face value.

ACTION FOR LOW SCORERS

Low scorers need to take a wider perspective than usual and work at being less quick to judge or to form conclusions based on the immediate facts. They should also consider some of the deeper or underlying issues associated with what they are seeing or experiencing. This means asking many more questions (particularly “Why?” and “How?” as opposed to “What?” and “When?”) and then taking the time to reflect on the answers and making appropriate connections wherever possible.

Pattern Breaking Skills

Pattern breaking skills determines the extent to which you can find new and different perspectives to existing problems and issues. It asks the question: “How well do you free your mind from the prevailing conventional wisdom and find fresh perspectives that can lead to better answers?”

Please complete this part of the questionnaire as honestly as possible. It can help you improve your ability to sell more effectively. The choice scales are as follows:

1 = almost never; 2 = occasionally; 3 = frequently; 4 = very frequently; 5 = almost always.

Fill in all the boxes up to the score you select so you create a shaded bar.

	Almost Never				Almost Always
	1	2	3	4	5
1. I think about problems and challenges from many different angles.					
2. I enjoy loosely structured brainstorming sessions.					
3. I am good at lateral thinking.					
4. When I can't easily solve a problem, I look at it from an entirely different perspective.					
5. I quickly recognize when the thinking of myself or others lacks creativity or freshness.					
6. I look for useful analogies or comparisons to give my thoughts new direction.					
7. I avoid thinking in a straight sequential way.					
8. I look for useful metaphors to gain new insights whenever appropriate.					
9. I use various techniques to switch my “thinking channels” quickly.					
10. I question my assumptions as a matter of course.					
11. I ask different questions when answers will not come readily.					
12. I guard against making inferences or extrapolations based on questionable foundations.					
(Add up all the column scores and divide by 12) AGGREGATE SCORE					

INTERPRETATION

Scales predominantly in the fours and fives (“very frequently” and “almost always”) are likely to mean that you will be able to change tack easily in your thinking and often demonstrate a broad range of alternatives to pursue. You will regularly see connections between unrelated areas that might lead to creative solutions (which can baffle others). Your “unlinear” (and occasionally considered by others to be illogical) thinking might lead to personal frustration with traditional problem-solving processes (and the time that they take to reach spurious conclusions).

Scales predominantly in the ones and twos (“almost never” and “occasionally”) are likely to mean that your thinking leads to some dead ends or only one possible conclusion. Therefore you might experience difficulty breaking from your strictly logical or set ways of thinking to find more creative answers. You might also be surprised how and when others bring solutions in from so-called “left-field” and be perplexed at the processes that such people use to reach their conclusions.

IMPACT

A high score person will be likely to be good at bringing in solutions from out of nowhere, and thereby creating a whole

new angle from which to view a situation or an issue. To do this, they will often deliberately question the obvious answer and even the majority view and put facts and circumstances into an entirely new context in order to find better or different possibilities to consider.

A low score person will be likely to think in straight or sequential lines and look for standard ways to classify, categorize, and interpret data and experience. Low scorers are therefore most comfortable when issues or challenges are highly familiar and do not demand spontaneity, lateral thought, or innovation on the spot. For them, even the creative process is often a highly structured procedure.

ACTION FOR LOW SCORERS

Low scorers should write down unrelated words on topics or subjects when considering a problem or an issue and ask how any of these words or links between them might help to create a different perspective. They can also look to “twist” and “turn” situations, issues, or experiences around in their mind to gain fresh insights or to think more laterally. Low scorers should also guard against standardized responses, fixed beliefs, and inferences based on conventional wisdom.

Idea Nurturing Ability

Idea nurturing ability analyzes the extent to which you take the time to carefully reflect on the quality of ideas and support their growth and development. It asks the question: “How well do you nourish fledgling ideas and general creativity by adopting a positive and supportive attitude?”

Please complete this part of the questionnaire as honestly as possible. It can help you improve your ability to sell more effectively. The choice scales are as follows:

1 = almost never; 2 = occasionally; 3 = frequently; 4 = very frequently; 5 = almost always.

Fill in all the boxes up to the score you select so you create a shaded bar.

	Almost Never				Almost Always
	1	2	3	4	5
1. I avoid criticizing other people's ideas in their infancy stage.					
2. I quietly and patiently let people fully describe their ideas.					
3. I listen carefully to people's innovations to make sure that I have fully understood.					
4. I can readily suspend judgment until I have all the facts.					
5. I encourage people's passion for their ideas.					
6. I look to create the best possible climate in which inspiration can occur.					
7. I suggest to people possible routes of investigation or pathways forward.					
8. I make suggestions about how an idea or a concept might be applied.					
9. I write down ideas of my own and others to reflect and build on them later.					
10. I like to focus and dwell on the positives in other people's ideas.					
11. I look to make my feedback on suggestions and ideas as constructive as possible.					
12. I try to put different ideas and suggestions together wherever I can.					
(Add up all the column scores and divide by 12) AGGREGATE SCORE					

INTERPRETATION

Scales predominantly in the fours and fives (“very frequently” and “almost always”) are likely to mean that your opinion is actively sought and you are seen as a good catalyst for creative thinking (particularly in a team environment, but also in one-to-one situations). Other people will generally value your comments and your constructive, rather than critical, approach and might even see you as someone who can connect their ideas with other ideas and opportunities.

Scales predominantly in the ones and twos (“almost never” and “occasionally”) are likely to mean that you might be seen as someone with whom it is difficult or uncomfortable to share ideas, as you can be overly critical or judgmental. Although you might see your own approach as merely fair and practical “reality testing,” others might see your response or attitude as dismissive and even threatening at times.

IMPACT

A high score person will be likely to listen attentively and be positive and enthusiastic about ideas (their own and those of other people). In addition, they will often actively look for

positive aspects of an idea and make constructive suggestions that are likely to help it grow and flourish by offering practical comments or involving other people who can positively assist.

A low score person will be likely to listen or consider mainly to find fault or look for reasons as to why creative thoughts or innovations will falter or fail. As a result, they might develop a reputation for not listening fully and for jumping in with problems or objections that can kill any enthusiasm before the idea has had sufficient “air time” or consideration.

ACTION FOR LOW SCORERS

Low scorers need to pause or quietly reflect before they respond in any conclusive way to an idea of their own or an idea presented to them by another person. This simply means being mentally positive about all ideas for as long as possible in order to give them a chance and to give them time to develop or show their full potential. Low scorers therefore need to guard carefully against response statements such as “Yes, but . . . it would take too long/it's impractical” or equivalent comments.

Willingness to Experiment and Take Risks

Willingness to experiment and take risks examines the extent to which you push the boundaries to effectively test ideas by applying them in relatively protected environments in which they can be developed. It asks the question: “How well do you adopt a sound but stretching prototyping methodology that helps good ideas become an implemented reality, rather than just a ‘pipe-dream’?”

Please complete this part of the questionnaire as honestly as possible. It can help you improve your ability to sell more effectively. The choice scales are as follows:

1 = almost never; 2 = occasionally; 3 = frequently; 4 = very frequently; 5 = almost always.

Fill in all the boxes up to the score you select so you create a shaded bar.

	Almost Never			Almost Always	
	1	2	3	4	5
1. I talk to other people about my half-formed ideas.					
2. I like to try new approaches or methods wherever I can.					
3. I readily identify ways in which an interesting idea might be tested.					
4. I try entirely new approaches on a limited scale or on a controlled basis.					
5. I have tried and trusted methods to establish appropriate prototypes.					
6. I like to think through the implications before I take action.					
7. I experiment with ideas to test their ultimate potential.					
8. I mount strong arguments to take calculated risks with ideas.					
9. I make time and resources available to allow new concepts to be properly assessed.					
10. I work out the criteria by which new ideas should be reviewed or assessed.					
11. I am comfortable taking a risk with an idea with good potential.					
12. I “play” with ideas and concepts in my mind.					
(Add up all the column scores and divide by 12)					
AGGREGATE SCORE					

INTERPRETATION

Scales predominantly in the fours and fives (“very frequently” and “almost always”) are likely to mean that you will quickly translate good ideas into reality by adopting a positive attitude and trying them out or experimenting with them in a practical way wherever you can. This typically means that you can readily identify how creative suggestions or ideas of your own or others will be tested or prototyped so that “bugs” or problems can be ironed out before being more widely adopted or implemented.

Scales predominantly in the ones and twos (“almost never” and “occasionally”) are likely to mean that you might have several ideas, but few of them ever get implemented in the way that you intend. On many occasions, either you might be unwilling to take a risk or to experiment with a new idea or creative approach, or you might jump to full implementation without having fully tested and understood the possible difficulties (allowing failure to occur more often than necessary).

IMPACT

A high score person will be likely to be able to quickly identify a range of ways in which ideas can be tested in a realistic and

practical way and to assist directly to help set up the experimental environment properly. They will also be generally positive about taking controlled or reasonable risks with new creative options by pushing for them to be honed in a prototyping phase or stage.

A low score person will be likely to find it difficult to readily identify ways and means by which ideas might be assessed in a controlled environment, and therefore either avoid or miss this step all together. In doing this, they take the risk of jumping to full implementation or make theoretical criticisms of the idea, putting the onus on the initiator to make a decision about the future course of action to take.

ACTION FOR LOW SCORERS

Low scorers need to develop the consistent habit of imagining how a new or different thought or idea might be tested or piloted in a way in which its potential can be readily assessed and developed. To do this, low scorers should look to find and create the most appropriate and positive climate in which particular ideas can be reviewed well **before** they are fully implemented.

Courage and Resilience Levels

Courage and resilience levels looks at the extent to which you are prepared to break with tradition to stand alone to pursue an idea, even when others heavily criticize or attack the initiator or its prompter. It asks the question: “How much courage do you have in your convictions and how thick is your skin when it comes to sticking to your beliefs, despite resistance from others?”

Please complete this part of the questionnaire as honestly as possible. It can help you improve your ability to sell more effectively. The choice scales are as follows:

1 = almost never; 2 = occasionally; 3 = frequently; 4 = very frequently; 5 = almost always.

Fill in all the boxes up to the score you select so you create a shaded bar.

	Almost Never			Almost Always	
	1	2	3	4	5
1. I am comfortable taking a reasonable risk even when others don't support me.					
2. I can “stick to my guns” in the face of criticism.					
3. I am happy to be a pioneer.					
4. I like to do things differently.					
5. I am very comfortable in personally taking on big challenges.					
6. I speak up when I believe in something strongly.					
7. I am tenacious about getting people to properly listen to interesting ideas.					
8. I strongly counter any gratuitous resistance to ideas or new approaches.					
9. I will readily “break from the pack” when I believe in an idea.					
10. I do not mind being the lone voice in a crowd.					
11. I enjoy being different and even controversial.					
12. I am confident in defending my own judgment when I believe in something.					
(Add up all the column scores and divide by 12) AGGREGATE SCORE					

INTERPRETATION

Scales predominantly in the fours and fives (“very frequently” and “almost always”) are likely to mean that you will often seek to be the person with a new or different opinion or idea. You will also generally challenge the status quo and will often be wary of the possibility of “groupthink.” You are therefore capable of being a lone voice in the crowd and will be resilient to criticism from others, especially when you believe that an idea is worthy of pursuit or has positive long-term benefits.

Scales predominantly in the ones and twos (“almost never” and “occasionally”) are likely to mean that you prefer to “go with the flow” and generally take the attitude that majority rule should prevail most of the time. When faced with opposition to your ideas, you are likely to generally keep quiet to keep the peace and will prefer to be the follower to more pioneering idea generators rather than be an initiator yourself.

IMPACT

A high score person will be likely to have a considerable amount of inner strength or belief in their own ability to firmly

represent the creative thoughts of themselves or others (because they are committed). They will therefore often be prepared to be an early adopter or pioneer for an idea and be a powerful and thick-skinned advocate in the face of what they see to be undue criticism when it arises (however loudly or eloquently it is expressed).

A low score person will be likely to offer support for a new creative path, idea, or innovation only in circumstances where there is limited or no opposition or resistance from people around them. They are therefore much more comfortable in being a quiet supporter than having to stand alone. This means that the low scorer will rarely want to stand out and can even change their mind completely where resistance is seen to be too great.

ACTION FOR LOW SCORERS

Low scorers need to carefully study the behavior of idea pioneers or early adopters and look to emulate their actions as much as possible (initially in small ways, but building progressively). Low scorers should also look to defend their own judgment and learn not to take attacks or criticism personally.

Energetic Persistence

Energetic persistence explores the extent to which you tenaciously maintain a “can-do” attitude when breaking new ground or doing something in a different way for the first time. It asks the question: “How actively determined are you to persevere with a good idea to ensure that it has a positive or tangible impact?”

Please complete this part of the questionnaire as honestly as possible. It can help you improve your ability to sell more effectively. The choice scales are as follows:

1 = almost never; 2 = occasionally; 3 = frequently; 4 = very frequently; 5 = almost always.

Fill in all the boxes up to the score you select so you create a shaded bar.

	Almost Never				Almost Always
	1	2	3	4	5
1. I am openly passionate about many of my best ideas.					
2. I get a great deal of my best inspirations by talking them out with others.					
3. I do not give up even when the momentum seems to be flagging.					
4. Achieving anything worthwhile requires a great deal of passion and energy.					
5. I have a “can-do” mentality.					
6. I re-double my efforts when I experience setbacks.					
7. I talk enthusiastically to anyone who will listen to ideas on new ways of doing things.					
8. I take my ideas as far toward implementation as I possibly can.					
9. I focus on the benefits and payoffs for new methods or ideas.					
10. I treat a lack of enthusiasm for ideas as a challenge to be overcome.					
11. I enjoy translating loose creative thought into tangible results.					
12. I strive hard to achieve innovative outcomes.					
(Add up all the column scores and divide by 12)					
AGGREGATE SCORE					

INTERPRETATION

Scales predominantly in the fours and fives (“very frequently” and “almost always”) are likely to mean that you will have a natural passion for ideas and for innovation and can quickly overcome the lack of enthusiasm or apathy of others when necessary. Your abundance of energy can also assist others to become supportive of new options or approaches or to re-energize people whose enthusiasm has waned or faded for whatever reason.

Scales predominantly in the ones and twos (“almost never” and “occasionally”) are likely to mean that you might find it difficult to get “airplay” for your own ideas or ideas you represent on behalf of others. This particularly happens when you are confronted with a lack of interest or you feel that you will likely have to overcome obstacles to get a new idea or approach accepted and implemented.

IMPACT

A high score person will be likely to talk enthusiastically and even excitedly about new ideas or innovations, even in the midst of widespread apathy or low motivation of others. They

will also be very results-focused, persistently looking to promote the benefits of the creative option and being hard to “knock off course.”

A low score person will be likely to overly worry about the poor, negative, or apathetic reaction of others and therefore let their initial energetic intentions or determination quickly wane when facing such problems. They also lose sight of the ultimate benefits of the newer, different creative thought or innovation and therefore let doubts and frustrations bring their promotional efforts to a standstill.

ACTION FOR LOW SCORERS

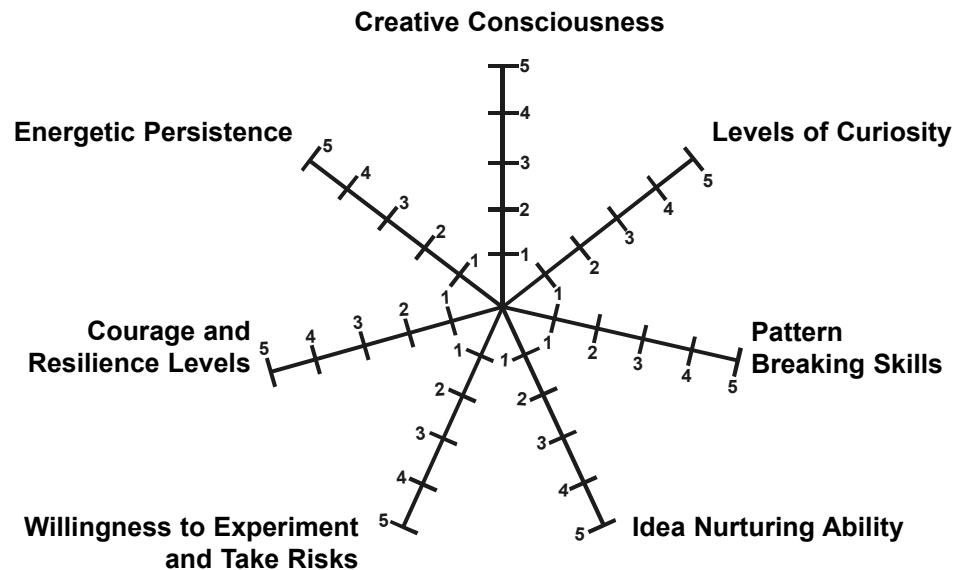
Low scorers need to develop a positive and infectious “can-do” attitude when they believe in an idea or a new innovation (their own or one belonging to another person). They can help themselves do this by associating mainly with people who are likely to be supportive and who are able to win the support and enthusiasm of others. Low scorers should also plan for setbacks, apathy, and lack of enthusiasm around them and develop ways to respond in an energetic and tenacious fashion wherever necessary.

General Interpretation

Plot your average score for all seven competencies on the chart below. Averages of 2 or less in each competency are “good,” scores of 2 to 4 are “worthy of further reflection,” and scores of more than 4 are “in need of attention” and may need some immediate focus.

Your Total Creativity & Innovation Score

(Add all seven average scores and divide by seven)



By plotting your average score for each competency on each corresponding axis, and by connecting your marks, you create a quick diagrammatic view of your overall Creativity and Innovation Effectiveness profile. The closer your scores are to the center, the better. Efforts to start improving your change management skills can be concentrated where scores are highest (generally greater than 3). Although there is no prescriptive strategy that can be recommended for everyone (you must develop your own personal plan), general actions to be taken for each competency are as follows:

Creative Consciousness	Try to engage in idle daydreaming or loose imaginative thought for a fixed period every day, letting your mind drift to multiple subjects. Look to adopt a more open-minded approach to issues, situations, or problems that you deal with each day and generate a few options or interpretations rather than just one. Do more puzzles, develop your crossword skills, play word association games, or do anything else that helps build your creative consciousness.
Levels of Curiosity	Take a strong interest in looking beyond the words that you hear, the situations that you see, or what you experience in general to discover what might not be immediately obvious. Without becoming obtrusive or too pushy, ask other people to explain their thinking or their actions to you more often and think carefully about the processes they use.
Pattern Breaking Skills	Attempt to maintain an open mind when you experience or encounter different situations. Consciously avoid the temptation to categorize or label what you experience according to past mind-sets or stereotypes (or convenient classifications). Mentally test whether your interpretation could be potentially different if you were to look at an issue in a different context or to change one or more of the key variables.
Idea Nurturing Ability	Actively practice making positive and encouraging comments when you hear ideas or creative suggestions (even if your inner enthusiasm is not very high). Try to listen attentively and for broad meaning, and consider the possibilities before responding or taking any action. Avoid any kind of destructive criticism of other people's ideas no matter what.
Willingness to Experiment and Take Risks	When ideas or creative thoughts look as if they have some potential, develop the habit of writing down the ways in which testing, assessment, or review might occur (to address possible implementation problems or to make the idea stronger). Also try to engage others in discussion about how they would pilot or test an idea in order to gain insights into what might be encountered in a full or widespread roll-out.
Courage and Resilience Levels	Focus firmly on the positive benefits and successes that will flow from the adoption of a good idea, and not on any negative comments or criticisms. Be prepared to both defend your idea and to counter attack with hard-to-please individuals. Challenge people to convince you that they are not just playing safe or sticking with tradition (or even not working mentally hard enough to understand and support what you are trying to do).
Energetic Persistence	Plan and organize yourself (and others) carefully to ensure that you can maintain the momentum all the way through the different stages any idea must usually pass. Maintain the flexibility to adapt or adjust your idea to achieve a positive result, rather than let apathy or negativity kill your personal enthusiasm.

Personal Action Plan

**My overall
score is**

Date of Action Plan: _____

The areas most in need of attention (in priority order) and their aggregate scores are:

	SCORE	COMPETENCY
1.	<input type="text"/>	_____
2.	<input type="text"/>	_____
3.	<input type="text"/>	_____

My specific plans for becoming more creative in Competency 1 are:

	IMMEDIATELY (4)	By when
Step 1: _____	<input type="text"/>	_____
Step 2: _____	<input type="text"/>	_____
Step 3: _____	<input type="text"/>	_____

My specific plans for becoming more creative in Competency 2 are:

	IMMEDIATELY (4)	By when
Step 1: _____	<input type="text"/>	_____
Step 2: _____	<input type="text"/>	_____
Step 3: _____	<input type="text"/>	_____

My specific plans for becoming more creative in Competency 3 are:

	IMMEDIATELY (4)	By when
Step 1: _____	<input type="text"/>	_____
Step 2: _____	<input type="text"/>	_____
Step 3: _____	<input type="text"/>	_____

In overall terms, I will stop doing or reduce my involvement in:

1. _____
2. _____
3. _____

Signature _____ **Date** _____

Action Notes

Now that you have plotted your scores and have read the associated descriptions for each competency, use the space below to make a number of action notes for yourself. Ideally, you should focus on areas where the scores are high (weak areas).

[illegible]

ABOUT THE AUTHOR

Jon Warner is a professional manager with over 20 years' experience working with multinational companies in the United Kingdom, Europe, the United States, and Australia. He has been the senior staff member in human resources departments, and has held several professional leadership positions with responsibility for large groups of employees. Jon has in recent years been involved in wide-ranging organizational consultancy work and the pursuit of best-practices leadership for such major organizations as Mobil Oil, Qantas, United Energy, Dow Corning, Coca Cola, Barclays Bank, National Bank, Honda, BTR, Gas and Fuel, Air Products and Chemicals, and Caltex.

Jon is managing director of Team Publications PTY Limited, an international training and publishing company committed to bringing practical and fun-to-use learning material to the worldwide training market, such as the One Page Coach® storyboard-based integrated training packages. He holds a master's degree in Business Administration and a Ph.D. in organizational change and learning, and lives and works on Australia's Gold Coast.

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