

Professor Davis

Creativity

Myths of Creativity

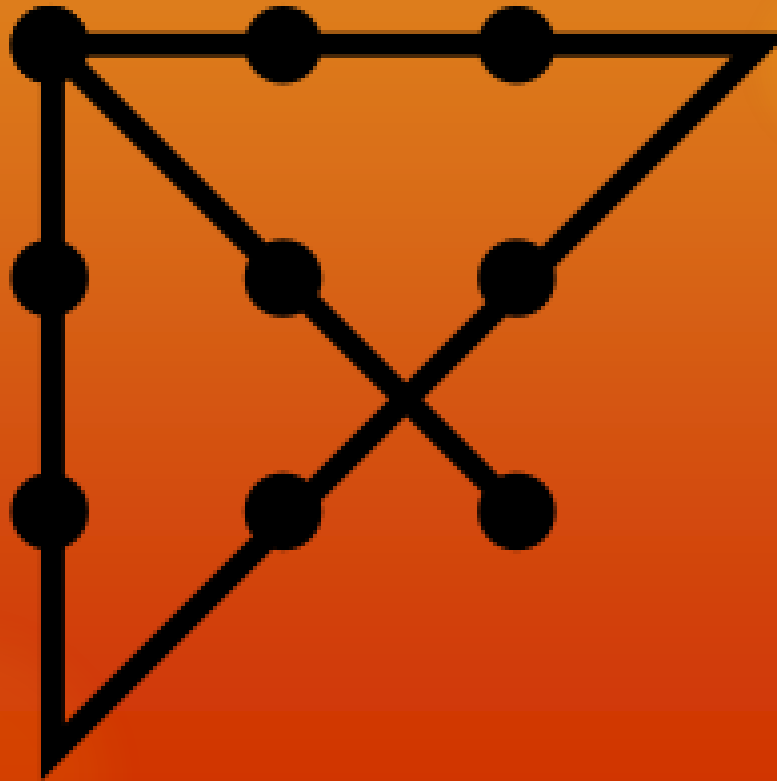
Myth [Set] 1: Defining Creativity

- “Out there,” “Weird,” “Eccentric”
- “Crazy”
 - Mental illness and creativity
- Anything unusual
- “Artsy”
 - Creativity is confined to the arts
- “Weird”
- “Unconventional,” “Imaginative”

Myth 2: The Box

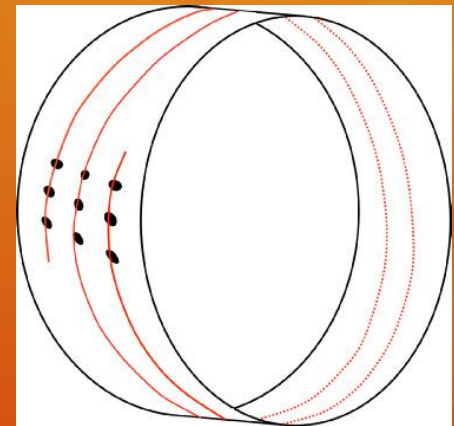
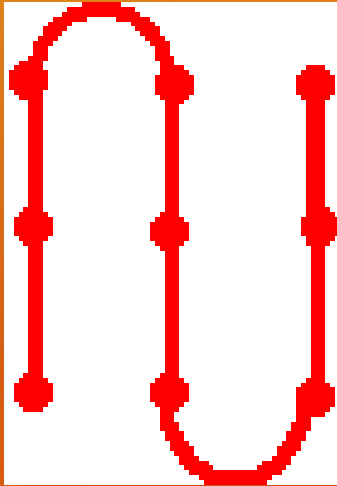


Thinking Outside the Box



Can you solve the puzzle with one
straight line?

What Box??



Myth 3: Only certain people are creative

- No such thing as a “creative” type
 - Notice this isn't a strength/trait
 - Hiring on this basis?
 - Crazy questions in job interviews
- Anyone can be creative
- Creativity is a part of life
 - Related to self-actualization

Myth 4: Creative things are recognized by everyone

- Can require specialized knowledge
- Personal insights count
 - Some discoveries are hard to articulate

Myth 5: Can't rush creativity

- [Atlassian ShipIt Days](#)
- Why does creativity need a particular timeline?
- Think fast!

Myth #6: The lone genius who gets flashes of insight

- Creativity often requires interaction
 - E.g., PostIts
- Creativity is a long process
 - Flashes of insight are the icing on the cake, not the cake itself
 - E.g., Natural Selection

What Is Creativity? (Overview)

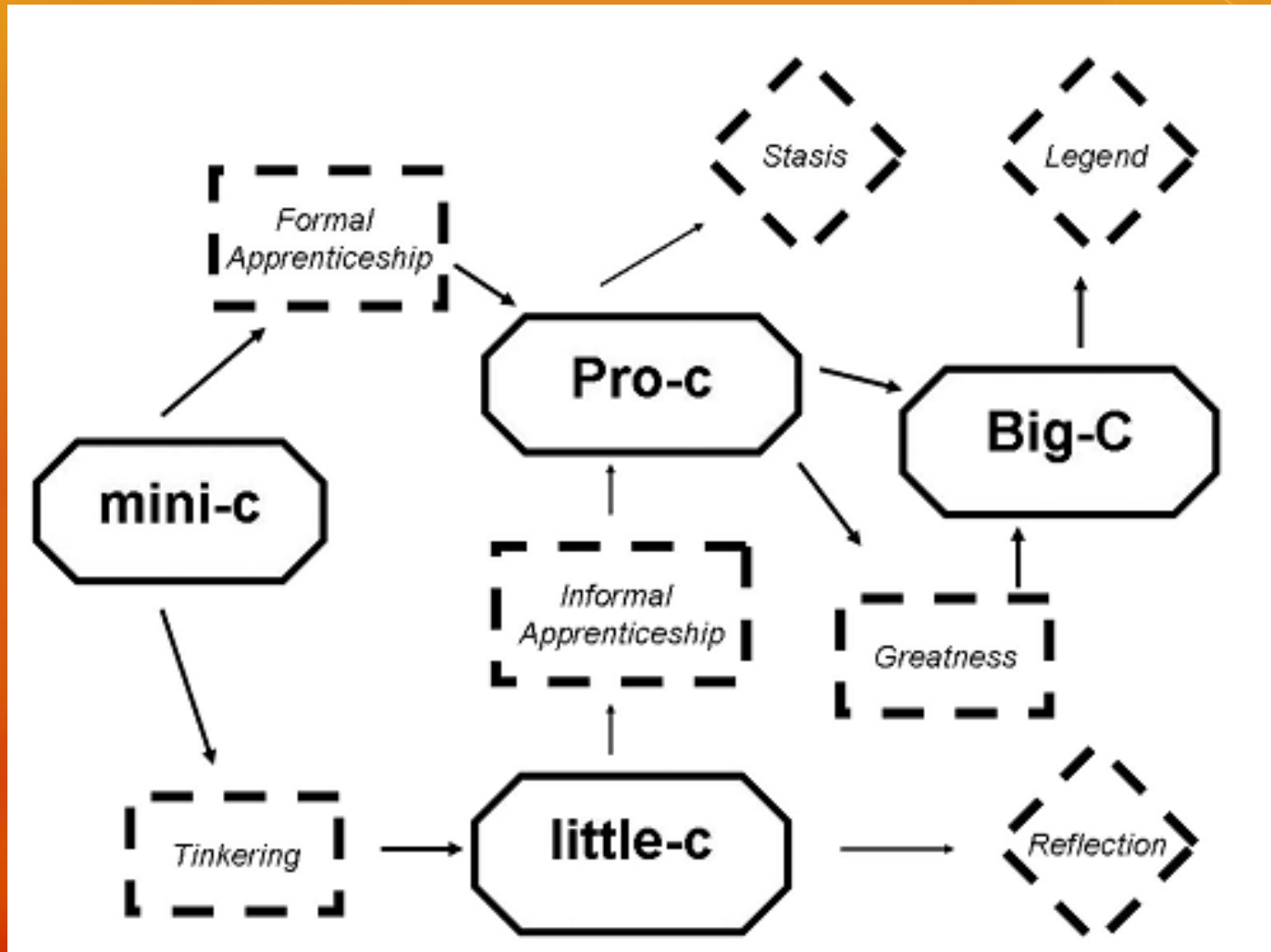
Defining Creativity

- Novel, useful/valuable, appropriate
 - Amabile, 1996
- Fits most every field, every person, and has a wide range of possibilities

4C Model of Creativity

- BIG C – Eminent creativity
- little c – Everyday creativity
- mini-c – Intrapersonal creativity
- Pro-c – Professional creativity

4C Model of Creativity



The Componential Model of Creativity

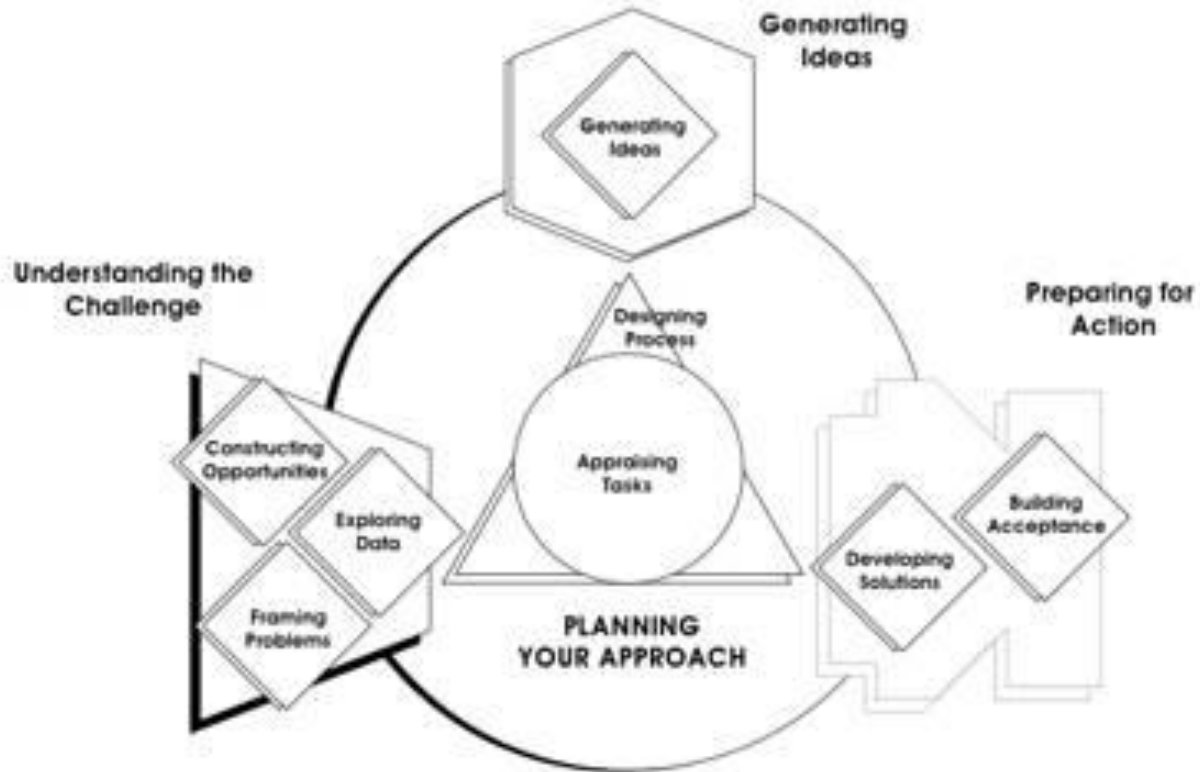
*Producing creative works requires
task-relevant skills, mental
flexibility, and genuine motivation*

Disruptive Innovation

- Creates a new market and/or alters market channels/forces
 - Overtakes existing market
- Generally unexpected by the market
- Examples
 - Digital photography
 - Wikipedia

The Creative Problem Solving Framework

CPS v6.1™ FRAMEWORK



Source: Isaksen, Dorval, & Treffinger, 2000

Introduction to Everyday Creativity – Zig Zagging

8 Steps

- Ask – what needs changing in the world around you?
- Learn – constantly
- Look – be aware of context
- Play – fantasize however you like, and fearlessly
- Think – keep generating ideas
- Fuse – combine ideas
- Choose – decide how to judge and select
- Make – draft/prototype and refine

Asking the Right Question

- Problem-solving vs. *problem-finding*
 - Ask the questions that no one has asked before
- **Technique**: Ask 10 questions quickly and find the themes in the answers
- **Technique**: Debugging – what are the “pain points” or “hassles”?
 - E.g., Netflix
- **Technique**: Wishful thinking – what do I wish for?
 - E.g., Walkman
- **Technique**: Forced connections and mashups
 - Sometimes helps people get over assumptions

Searching the Space and Transforming the Problem

- **Technique**: Identify the various pieces/aspects of the problem, generate solutions separately, and combine pieces from different dimensions of the space
- **Technique**: Work backwards from the end
- **Technique**: 5 Why's

Sources

- [Managing Smart Cookies](#) – Orin C. Davis, Ph.D.
- [Why Thinking Outside the Box is Not Very Creative](#) – Orin C. Davis, Ph.D.
- [If Steve Jobs Worked for You, You'd Probably Fire Him](#) – Gregg Fraley
- [Weird Job Interview Questions = Bad Hiring](#) – Ron Riggio, Ph.D.
- [The Creativity Conundrum](#) – Sternberg, Kaufman, & Pretz
- [The Innovator's Dilemma](#) – Clayton Christensen, DBA