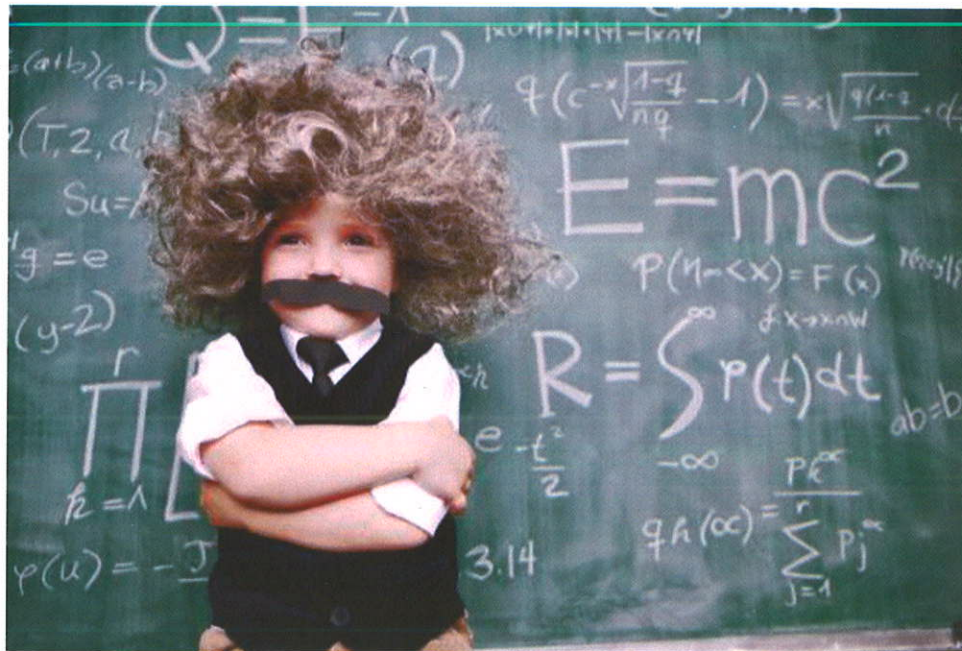




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## Creativity and Out of the Box Thinking for Business Performance



*"If you hear a voice within you say,  
'You cannot paint,' then by all means paint,  
and that voice will be silenced."*

Vincent van Gogh





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## Creativity and Out of the Box Thinking for Business Performance

### Your master trainer and facilitator: Marina Giareni



*Master trainer & senior executive coach, speaker, columnist*

*Marina acts as a catalyst for individual and group growth!*

*Her mission: to support organizations, teams and individuals to develop, grow and innovate. That is why she shaped Learning for Life in 2007 ([www.learning4life.gr](http://www.learning4life.gr)).*

Marina wears many hats just like you. She was born in 1971 in Athens. She is married and nurtures two wonderful daughters.

Her 20 year-experience in practical workshop training for top executives of leading companies, organizations and government authorities, is acknowledged by her long term working relationships with customers and partners!

She has studied Information Technology (BSc), Business Administration (BA) & Human Resources Management (MSc) and always stood out for her track record (scholarships from George Halkiopoulos Foundation and Greek National Foundation).

She has held positions of co-founder and managing partner for fast growing companies, of project manager for the technology division at the Organizing Committee for the Olympic Games 'Athens 2004', of business development and after sales service manager for Microsoft associates and of entrepreneur for small retail companies.

Her articles and research are welcomed by various magazines and corporate portals.

Marina is faculty member of Mediterranean Management Centre. She an active member of the Women's Organization of Managers and Entrepreneurs, of the Greek Institute of Human Resources Management, of two museums and three art galleries. She holds more than 10 professional certificates and always pursues even more.

As an international speaker she is welcome to present her ideas and models on leadership, performance management, accountability, professional communication, sales and customer service for many different corporate cultures in Europe, Asia and the Mediterranean.

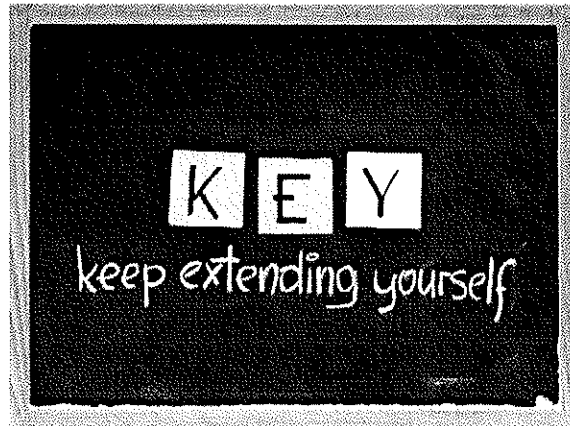
She has been successfully associated with various corporations, multinationals and government authorities in the following market sectors: telecommunications, pharmaceuticals, banking, energy, international airports, public transportation, universities, publishers, non profits, insurance companies, heavy industry, food and beverages, sporting goods, consulting firms and commercial chains.

Marina loves synergies and prides herself in her reciprocative long term relationships and customer loyalty. Her inspiration comes from Aristotle: *We are what we repeatedly do! Perfection is not an action, it is a habit!*

*Email: [marina@learning4life.gr](mailto:marina@learning4life.gr), Skype ID: marina.giareni, LinkedIn profile: Marina Giareni*



Creativity and Out of the Box Thinking for Business Performance



# Creativity and Out of the Box Thinking for Business Performance

## Table of Contents

What is Creativity? .....	5
#Barriers to Creativity .....	7
BOLD Choice .....	16
Let us cook with chili @ Harvard .....	18
Jim Kim, President at The World Bank: 'What I Learned from Bill Gates' .....	26
Kill the Assumptions .....	34
Stages in Solving the Problem .....	36
The art of dividing a 'what'?...! .....	38
Random Access .....	39
Eat your books! .....	40



Creativity and Out of the Box Thinking for Business Performance

*"There is no doubt that creativity  
is the most important human resource of all.  
Without creativity, there would be no progress, and  
we would be forever repeating the same patterns."*

*"It is better to have enough ideas  
for some of them to be wrong,  
than to be always right by having no ideas at all."*

*One very important aspect of motivation  
is the willingness to stop and to look at things  
that no one else has bothered to look at.  
This simple process of focusing on things  
that are normally taken for granted  
is a powerful source of creativity.*

*Edward de Bono*



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## What is Creativity?

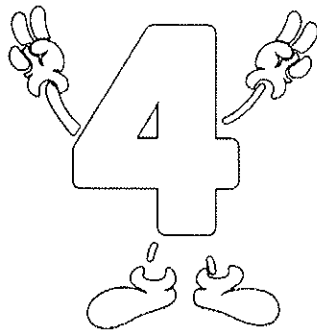
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Many brilliant ideas seem to occur by chance.

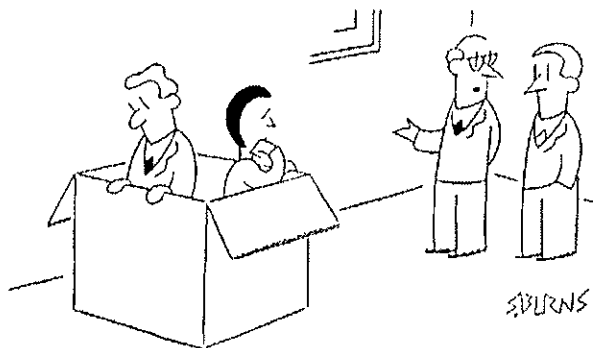
However, in reality the process of generating ideas owes nothing to chance.

Ideas only occur when people are actually looking for them, when they are open to them or when they are already actively working on a pre-determined problem.

There are skills that you can acquire and use at work with when practicing creative thinking techniques.



### *The #4 Skills of Creativity*



"...and this is where we train our employees to think out of the box."



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**CREATIVITY**

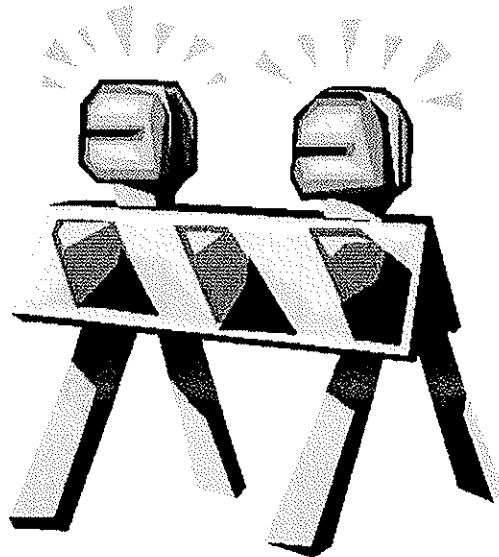




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## #Barriers to Creativity

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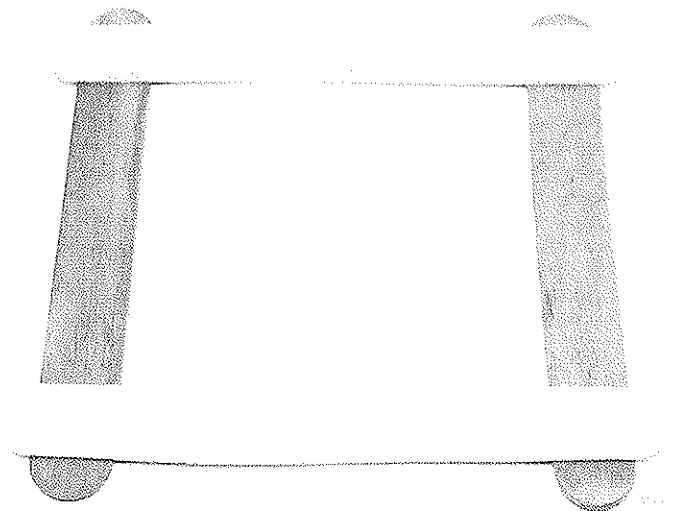
## Barriers to Creativity



*Our minds and our thoughts are organized into frames. These frames help us understand the world without having to analyze every stimulus we encounter.*

*For example, walking into class the first time I saw chairs and tables and although they look nothing like the chairs and tables I have at home, I knew they were tables and chairs. Furthermore, I knew that the four legged object with the additional part on the side is the chair and is used for sitting on, whereas the other four legged object is used for writing on.*

*This is because I have a frame in my mind that defines all objects that have X properties as chairs and all objects with Y properties as tables. I do not have to see all the chairs or tables in the world to be able to recognize a chair or table.*





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Answer the following questions individually by writing the number that best reflects to your opinion about the statement.

**Key:**

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	2	3	4	5

**Statements:**

- Fantasizing, day dreaming and imagining are a waste of time.
- Give me facts and figures, not ideas!
- You can't rely on feelings or intuition.
- It's best to use your past experience to guide you in the future.
- Creativity is serious business: you miss the point by allowing humor or wild ideas in.

Total: \_

**Scores:**

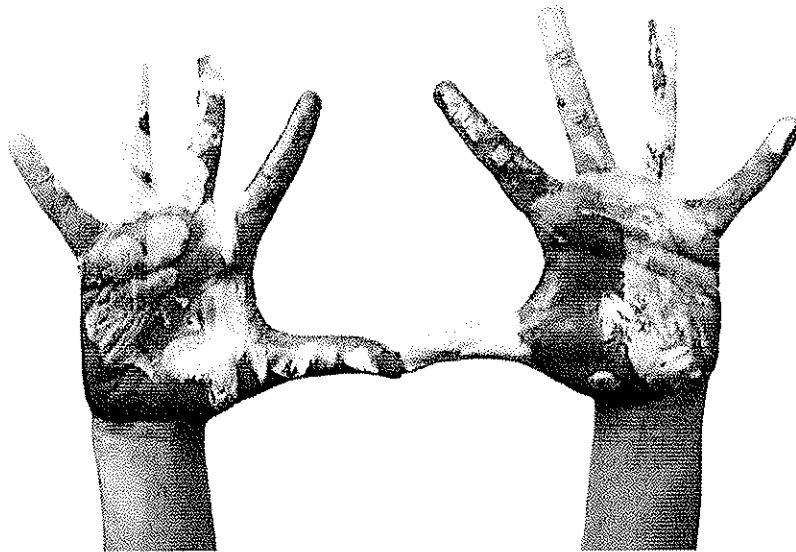
- Over 20: You are seriously creative! Well done!
- 15 – 19: Try a few of the techniques...then you'll be totally sold on creativity. Honest!
- 11-15: Hmmm. Need a bit of practice don't you? This Program will help you to be more open to some of the techniques involved.
- 10 or under: You're really skeptical about creativity aren't you? Never mind; that's probably the reason why you're here. Keep an open mind.



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**Think of something you do that you are really good at doing. Write it down:**

Things I'm good at:

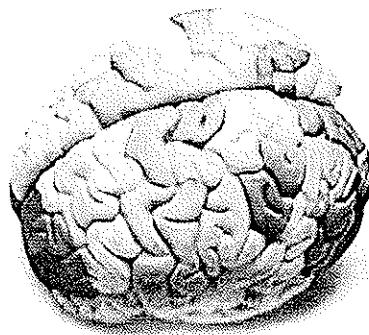




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*Mind-set is a condition where an individual is over-sensitized to some part of the information at the expense of other parts."*





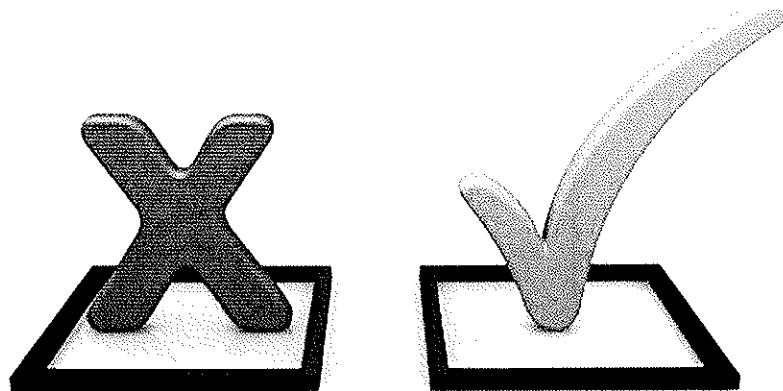
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*From a very early age we are taught to think in terms of right and wrong.*

*This means that every question has one correct answer.*

*Referring to problem solving, once you find a solution that works for you, you stop searching for other solutions, even though the one you found may not be the best.*

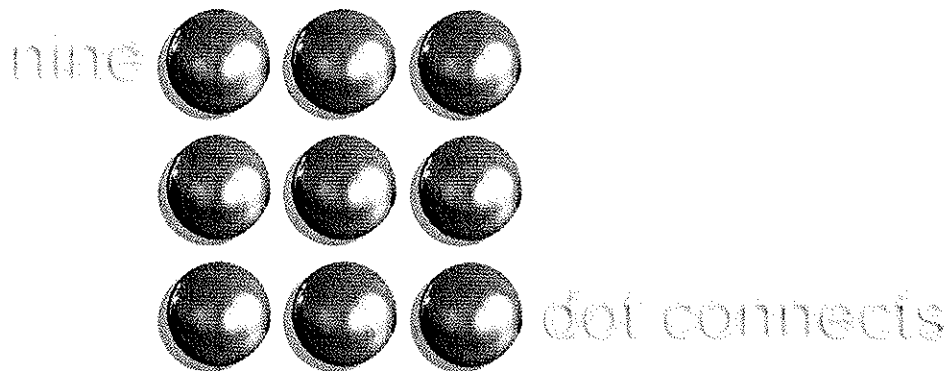




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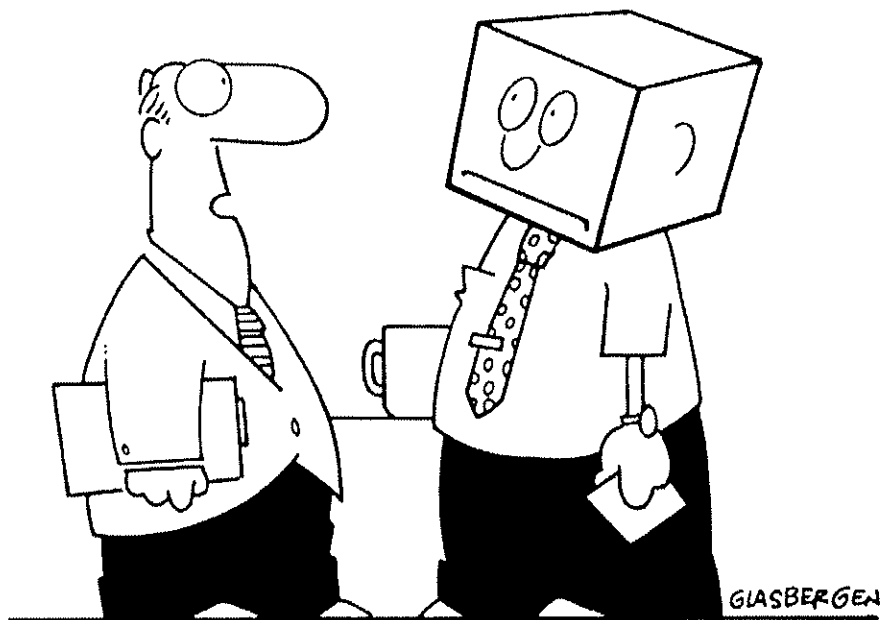
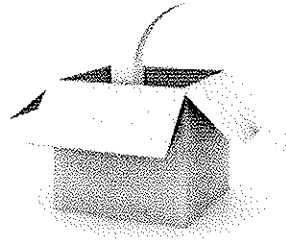


Connect the dots by drawing only 4 lines between them





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**"Thinking outside of the box is difficult  
for some people. Keep trying."**





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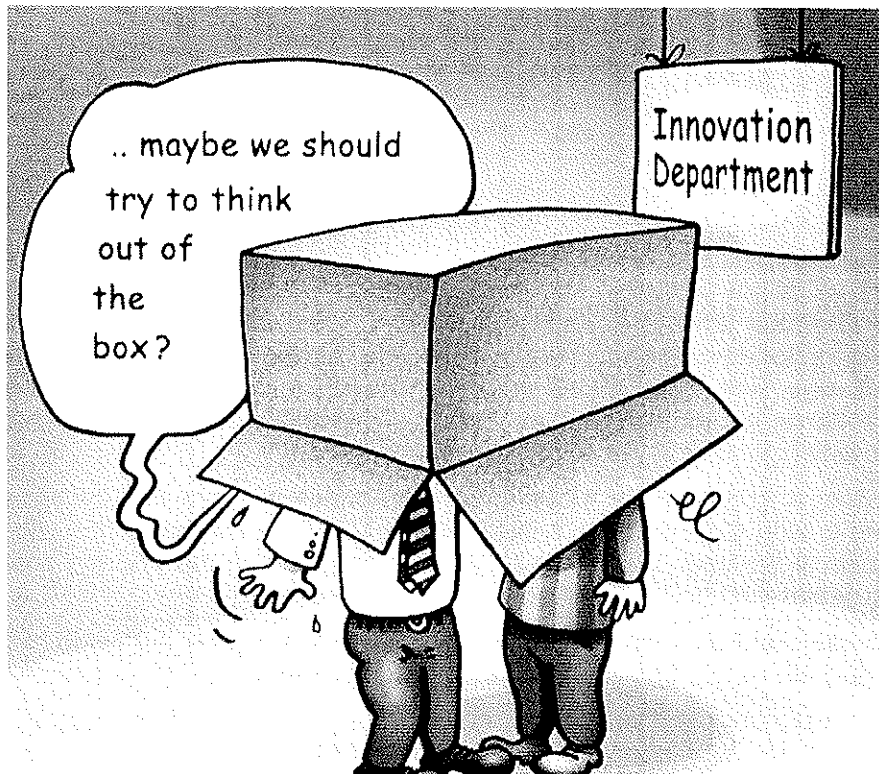
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## **BOLD Choice**

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Creativity and Out of the Box Thinking for Business Performance

## Let us cook with chili @ Harvard

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September 30, 2010 by Chris Trimble



**Innovation expert Chris Trimble** has dedicated the past ten years to studying a single challenge that vexes even the best-managed corporations: How to execute an innovation initiative.

He is currently immersed in a multi-year effort to apply his work to the specific challenge of innovation in healthcare delivery. He serves on the faculties of both Dartmouth's Center for Health Care Delivery Science and the Tuck School of Business.

In September 2010, a decade of research came to fruition with the publication of Trimble's landmark book, **The Other Side of Innovation: Solving the Execution Challenge**, with Vijay Govindarajan, which was reviewed by *The Economist*. Trimble and Govindarajan will publish their new book, based on the idea of reverse innovation, in April 2012.

Trimble's notable articles include, "**Stop the Innovation Wars**" in the *Harvard Business Review*, with Govindarajan, which won a McKinsey Award for the magazine's best articles of the year, and "How GE is Disrupting Itself" in the *Harvard Business Review*, with Jeff Immelt and Govindarajan.

An in-demand business speaker, he has presented all over the world to such notable companies as GE, IBM, and Microsoft, among others.

Learn more about his innovation philosophy at [www.chris-trimble.com](http://www.chris-trimble.com).

*Chris is an expert on making innovation happen in established organizations. Chris's career mixes rigorous academic research with hard-nosed practical experience. His interest in innovation within large organizations developed early in his career, when he was a submarine officer in the United States Navy. Chris is on the faculty at the Tuck School of Business at Dartmouth, recently ranked the world's best MBA program by the Wall Street Journal and Forbes.*



## Creativity and Out of the Box Thinking for Business Performance

When I have time, I enjoy cooking chili. But I'm no chef. In fact, **only recently have I started to ignore recipes and experiment a bit.** I've learned that if you cut back on the cayenne pepper, you might actually be able to taste some of the other ingredients. Someday, I just might stumble onto a breakthrough chili innovation!

### **Can this version of experimenting and fun be brought into company life?**

A lot of people would like to see it done. I'm frequently asked how companies can encourage more experimentation. It's a great question.

## Innovation is experimentation!

Anyone can run an experiment - just go try something and see what happens. That's how I approach chili. Over time, I suspect that my judgment about what works and what doesn't is probably getting better. And for family meals, that is good enough. If I do something disastrous, the family can temporarily survive on mac and cheese.

### **But you should demand much more from the innovators in your company, because their experiments will cost more and they take longer.**

And the consequences of failed business experiments are much higher. You want a systematic and rigorous approach, **disciplined experiments**, not a casual free-for-all.

For example, your innovators should be clear, in advance, exactly what experiment they are going to run.

Innovators should have answers to the following questions at the outset:

What do they expect will happen and why?

What are the assumptions that support their predictions?

And they should discover the answers to these questions during their experimenting:

Is there evidence that confirms the original assumptions?

What has been learned?

Is a change of direction needed?

All of this must be written down clearly, so that participants can return weeks or months later and perfectly recall the experiment's premise. It can be alarmingly difficult to remember otherwise. In addition, the results from those experiments must then be carefully analyzed.



## Creativity and Out of the Box Thinking for Business Performance

**Solid experimental discipline is tough to sustain.** It takes time and energy. It also demands focus.

Each experiment deserves its own plan. (You can't let plans for experiments get mixed up with plans for day-to-day business. When you do, lessons are obscured or lost.)

In addition, a certain analytical detachment is critical. After many late hours of hard work, innovators often need help to achieve the necessary perspective to make honest assessments.

**Of course, all of the experimental rigor imaginable cannot guarantee success. But it does guarantee that innovators learn as quickly as possible.**

Here, "learn" means **something specific**. It means making better predictions. As predictions get better, decisions get better, and you either fail early and cheap (a good outcome!) or you zero in quickly on something that works.

**It's a terrible mistake, on the other hand, to simply leave learning to intuition.** Lessons do not just magically reveal themselves to those with an open mind and an "experiment and learn" mindset. Voluminous research, in fact, points to a grim reality that we humans are actually quite awful at learning from experiments through intuition alone - except under the most ideal conditions, where feedback is quick and clear.

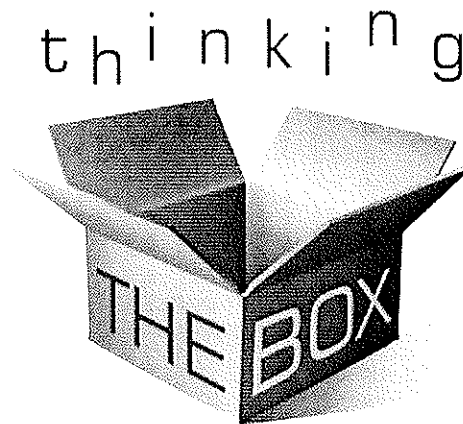
That's why I'm comfortable with my casual approach to experimentation with chili. I always get unambiguous, same-day feedback, such as bowls returned to the kitchen still full of chili.

Business experiments aren't like that. Results are usually delayed and incomplete, and you simply can't expect to learn under such conditions without discipline.

**It's time to get disciplined.**



Creativity and Out of the Box Thinking for Business Performance



## Comments

There is something to be said about **the difference between learning through practice and learning through theory**. I would categorize myself as a person that absorbs more when I throw myself into work - not reading about it beforehand, but jumping right in. This process of learning as I figure out what works and what doesn't work is invaluable.

As I read Professor Tumarkin's comments I couldn't help but think that experimentation may be just as good as taking the time to research and learn about new ideas in theory and then figure out how to put them into practice. And if you take into account the different structures in businesses, nonprofit organizations, federal agencies, etc. it is apparent that **experimentation may exist in a broad array of forms**. As Ms. Davis mentioned, there's **the age and leadership style of the organization to take into account**.

Experimentation may be welcomed in nonprofit organizations where hierarchies are less prevalent, but experimentation would certainly not be welcome in a bureaucratic organization.

For example, at my last job I managed our membership network. There are lots of nonprofits that have membership networks as part of their organization, but often times the organization itself has different target audiences, priorities, and visions that shape the membership network.

In my role, I was able to experiment what worked with our constituents in regards to retention, recruitment, and satisfaction. I did look into other models, but found that my role allowed me the time to experiment what worked best for that particular organization.



## Creativity and Out of the Box Thinking for Business Performance

This piece offers a great outline of things to consider when attempting to foster innovation within an organization. **Applying some structure to risk taking is always a balancing act for any operation- there has to be enough flexibility to allow room for adjustment should the results differ from their original hypothesis, but there needs to be a system of accountability for the efforts being undertaken – so that the organization is not idealistically wasting resources on someone's pet project.**

However, I am curious how others feel this approach would apply to organizations at different stages of their life cycle? The history and culture of an organization lay the infrastructure for supporting innovation:

Can a older, more formal and established organization adopt the "Cooking Chili" approach, or are they too suffused with tradition?

What does innovation look like in a younger organization, which may have less experienced leadership, and very little performance measures established?

I am sure the approach to innovation will look different for both organizations, but I am curious as to what the starting point should be, before they even approach innovation.

Both innovation and chili tend to leave me a little gassy.

Thanks so much for the article. I think the role of experimentation is crucial in innovation, but I need to better understand what Oleg's getting at. (Any thoughts?)

Chris, I'm curious about your thoughts on creating a culture that embraces experimentation. What are some of the barriers?

I'm especially interested in your take because I'm creating a philosophy of life based on the scientific method where you treat everything as an experiment (I'm calling it **Think, Try, Learn**). Your chili experiment is a great example, as is trying medications for a health problem, being in a relationship, and getting promoted.

I hope it's OK to mention our "Edison" experimenter's journal tool (<http://edison.thinktrylearn.co...> It's where self-experimenters can enter their experiments, make observations, and get comments, help, and ideas from other users.

I think you'll appreciate the questions you're asked when creating a new experiment:

1. What will you do?
2. How will you test your idea and measure success?
3. How will you know you are done?
4. How will you enjoy the journey?

Thanks again. -- matt

Good advice. I would add one question to the list of questions to be asked by / of would-be corporate innovators at the outset





## Creativity and Out of the Box Thinking for Business Performance

*"What can go wrong and how do we propose to minimize the impact if those things do go wrong?"*

*I submit this question is important because **all too often it's failure (or fear of it) that stymies corporate innovation efforts, especially of the grassroots variety.***

*Having the risks out in the open often helps people find creative ways to minimize those risks, or at least become more comfortable living with them.*

*Good article.*

*When I was on holiday and on a visit to my son's place, I said, I would make new recipe and entered the kitchen. I was not having hand on experience for such experiments nor do I enter kitchen normally. But I had the will to experiment, and I visualized mentally how it would taste and what would-be the ingredients for that taste. Believe it or not it came very well and was well appreciated.*

*The experience learned here, and experience I gathered as head of Innovation in a large machinery manufacturer are:*

*Avoid constrained thinking by following the path of others*

*Ask the question why not I should do it any other way.*

*Ask the question. Does the present system give scope of new opportunity by observing the difficulties and complaints in the present process/product.?*

*Have the guts to pursue to acquire knowledge and experiment.*

*Dr P L Narasimhan*

*Like I say to all students here, **to innovate you need passion.***

*We have students come in saying "I want to learn to build a website because I want to make money" problem is they don't really know what their site is going to be about.*

*The very first think I tell them is that **to do something really good, and to do something really innovative you have to have a site that you're passionate about.***

*Not just the site, but the content, because if you're not passionate about the content that your producing then, how can you keep it up?*

***Real innovation or success from innovation doesn't happen overnight, it takes time and a lot of hard work.***

*It's like the bands that are overnight successes, but they have been working on their act for years before anyone heard of them.*

*Take the Beatles for example, they played to empty rooms for years in before they hit it big, but they were finally recognized as total innovators of music because of consistent dedication to their passion.*

*Oh, and try adding some brown sugar to your chili, it does wonderful things with the tomatoes...*



## Creativity and Out of the Box Thinking for Business Performance

**Amazing how innovative we become when we are comfortable and understand our direction.**

A rigid academic approach can be as stifling as the let's throw it and see what sticks. Yet, it is before the comfort and understanding that inspiration occurs, and that is the key.

Innovation is not experimentation - that's a model that has been obsolete since 1975 when Altshuller published his Theory of Inventive Problem Solving (TRIZ), but unfortunately the rate of adoption of new ideas is as slow as Altshuller predicted in his writings.

**There is a better way than random experimentation, much better way.**

Yet, majority of people have not heard of them, or have not taken the time to learn them. I find it incredibly frustrating that as a College Professor, I can't convince any of the local colleges to teach the tools that are centuries ahead of what is being taught.

Scientific method is obsolete, TRIZ is the way to go, stop random experimentation and do it the right way, with TRIZ.

### **TRIZ**

**Russian acronym for "Theory of Solving Problems Inventively" methodology**

<http://www.innovation-triz.com/>

### **Isang Litrong Liwanag ADVERTISEMENT**

[http://www.youtube.com/watch?v=JOI4vwhwkW8&feature=player\\_embedded](http://www.youtube.com/watch?v=JOI4vwhwkW8&feature=player_embedded)

Interesting thought. When the outcome is measured subjectively (as in the chili example), it's less important to establish an evaluative framework and timeline, but when you are looking for objective measures (such as ROI or achievement of specific business goals) it becomes more important. At least that is my understanding.

**The balance needs to be struck between the two approaches though, as innovation can be stifled when you suck the life (or the fun) out of it.**

Imagine your kitchen example with a more academic approach, it sort of loses its appeal and you end up ordering out. If you knew you had to approach your chili-cooking with the scientific method, I'm sure you'd be less inclined.

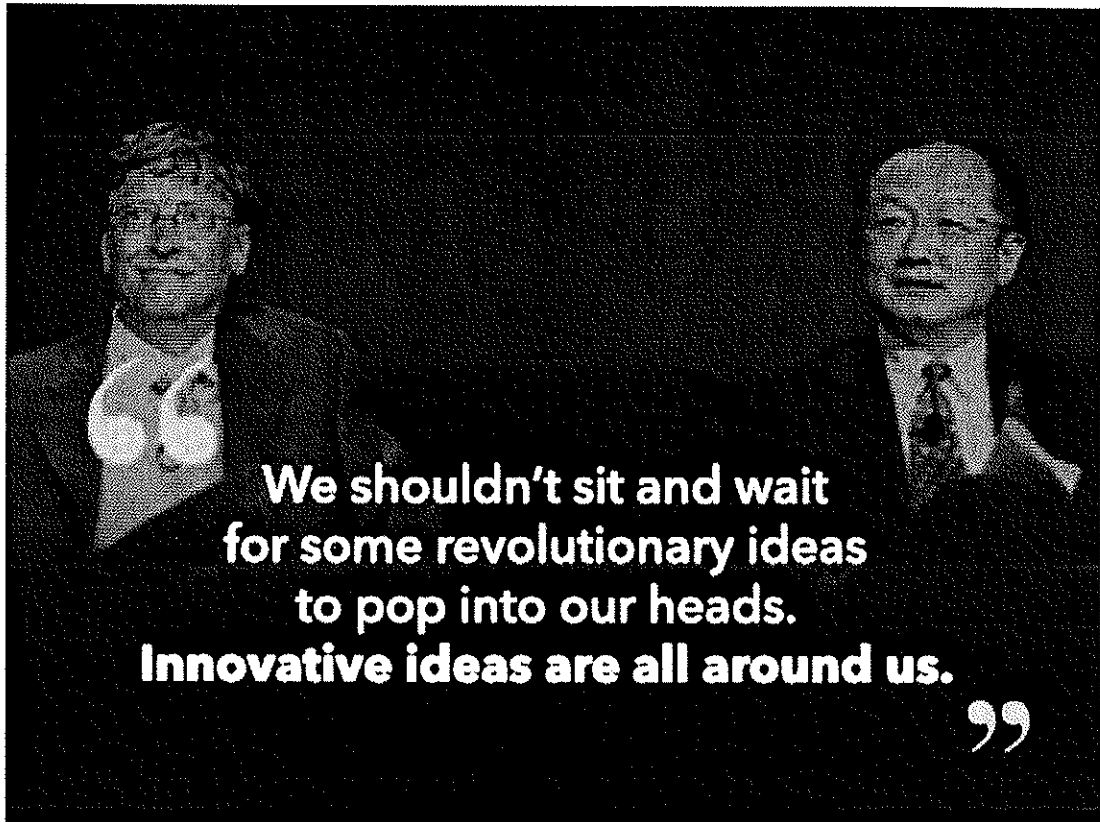
Wouldn't we assume the same would happen in the business world? (Though this trump card can always be played: "We're paying you to work." Nobody is paying you to make chili.)



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Jim Kim, Influencer, President at The World Bank

*In his article: What I Learned from Bill Gates*



## Jim Kim, President at The World Bank: 'What I Learned from Bill Gates'

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<https://www.linkedin.com/today/post/article/20140508125753-32702694-what-i-learned-from-bill-gates>

*Influencer, May 08, 2014*

*26,765 Views, 577 Likers, 125 Comments, inShare2,364*



*(Photo: World Bank)*

I have the great privilege in my job as president of the World Bank Group of speaking to some of the most creative political and business leaders around the world. One of the consistent themes across all of these conversations is the recognition that we must accelerate innovation to end extreme poverty and to grow economies in a way that is shared by all. What we lack is clear consensus around the best ways to foster and scale new ideas.

Recently, I had the opportunity to have a long discussion with Bill Gates, and our conversation naturally turned to what inspires innovation. Bill and his wife Melinda launched their foundation in 1994 and since that time they have transformed the world's development aspirations in health, education and poverty reduction.

I was one of the lucky beneficiaries of the Gates' generosity. In 2000, their Foundation made a \$44.7 million grant to Partners In Health, which I co-founded. At a time when most of the global health world was in denial about multidrug-resistant tuberculosis (MDR-TB), the Gates made the largest single tuberculosis-related foundation gift in history in order to find ways to treat this disease in developing countries. This pattern of visionary, innovative philanthropy has been repeated again and again in their efforts to tackle some of the greatest challenges of the 21st century.



## Creativity and Out of the Box Thinking for Business Performance

Over dinner in Washington, D.C., Bill talked about how he and Melinda built this innovative institutional culture, across business and philanthropy. He made three key points:

### 1. Innovation comes from collaboration

Great ideas, he said, don't appear in isolation. Recent research suggests that creativity is less an attribute of individuals than an emergent property that bubbles up within communities of people solving problems together. So the challenge for an organization is building a culture that encourages new ideas while providing a platform to reinforce collaboration.

As Steven Johnson noted in *Where Good Ideas Come From*, we tend to incorrectly picture innovation as "eureka moments," when exceptional individuals, plunged in solitary thought, experience a sudden flash of insight.

We talked about how the most powerful innovations arise often within huge institutions, if slowly. It often happens after intensive exchange and collaboration and mostly because of the intersection of individuals with deep experience and expertise that wouldn't happen elsewhere. This underscores Bill's personal commitment to understanding an issue in great depth.

When the foundation started looking into global health more than a decade ago, he immediately immersed himself in the field's technical aspects. I remember vividly a conversation with Bill in 2006 about the development of new drugs for the treatment of HIV. His encyclopedic knowledge of the existing molecules, their mode of action, and stage of development in the industry was dazzling and made me feel enormously grateful that he had taken the time to closely study the issue.

It was clear to me back then, and even more so now, that his ability to grasp even the smallest details had encouraged his teams to do the same, and that, in turn, had created a culture that inspired innovation.

### 2. The importance of grit

Bill is nothing if not dogged. He exudes grit and is convinced that determination, discipline and persistence are the most important determinants of the most successful people he has known. Steven Johnson made this same point, citing Charles Darwin's years of meticulously gathering data that led to his insights on evolution in 1838.



## Creativity and Out of the Box Thinking for Business Performance

Our conversation turned to whether parents, teachers and institutions (educational, military etc.) can nurture these qualities in young people. The South Korean educational system in which students, starting at an increasingly young age, go to school from 7 a.m. until 11p.m., produces students that do very well in international tests, such as OECD's PISA exams. Some observers have pointed out that this level of rigor may be contributing to the overall willpower and grit of the population. On the flip side, this has generated controversy about the collateral damage that this system is having on the mental health of young Koreans. We agreed that this is an area in which evidence is only now beginning to emerge.

We do know from research done by Roy Baumeister that while it is very difficult to reliably and sustainably increase measured IQ in populations, "willpower" can be built, almost like a muscle. Can countries, companies, educational institutions and even families, foster innovation by helping young people (and old people!) become more disciplined and gritty?

### 3. Bringing innovations to scale

As Bill has demonstrated in both his business and his philanthropy, generating great ideas is only the first step. Putting great ideas into action and delivering consistent results is both more important and more difficult. For example, translating ideas for improving global health into improved outcomes requires rigorous measurement, adaptation to local contexts, and especially a plan for reaching scale.

I left dinner that evening much more optimistic about the possibility for innovation and impact in our development work, even in the poorest, most difficult settings.

Bill's message was that we shouldn't sit and wait for some revolutionary ideas to pop into our heads. Innovative ideas are all around us: in the poorest countries, in the private sector, in international organizations, governments, academic institutions, and civil society groups.

If we collaborate, dig into the details and persist, and focus on scale, we may very well find the great innovations that will lead to healthier, more equitable and more productive societies.

I'd like to hear about your ideas on innovation and whether some of Bill's insights ring true from your experiences. I'll take some of the best and write about them in a future column.



Creativity and Out of the Box Thinking for Business Performance

## Comments

*Rakesh Arora, Entrepreneur*

*I've always had an innovative mindset. My approach to any field I have gotten involved in has had the same approach: read up on the field, conduct some experiments on a small scale to get a feel of the field, and then immerse yourself in the field with the tools obtained from the experiments to continue to get further insights and knowledge. I recently had the opportunity to contribute to a forum where the question was asked "How does one create an innovative culture".*

*I'll just cut and past my response from there: First requirement: know your field inside-out. Secondly, you have to be innovative yourself and show it succeeding (i.e. lead by example). With proper guidance/mentoring and delegation of power to those you manage, innovation will follow. This requires considerable patience and experience (i.e. don't jump-in when you know what to do, but guide those involved to think deeply about their approach and to try new things. You'll be surprised with the solutions that come out!). Don't be a no person. If someone wants to try something new but you feel is going to lead to a waste of time, then encourage the person to come up with a prototype/sample-audience-success/business-plan in their own time, as long as they meet their deadlines in the tasks assigned to them. Finally and most importantly, be a good listener.*

*Kevin Pezzi MD*

*Inventor with some truly big ideas that could make my investors richer than Bill Gates and Warren Buffett combined*

*Jim Kim, this is very misleading: "We do know from research done by Roy Baumeister that while it is very difficult to reliably and sustainably increase measured IQ in populations." Yes, but only because educators use poor methods. My sixth-grade teacher called me "slow" and I struggled so much in high school I dreamed of dropping out, yet after serendipitously finding keys to enhancing intelligence, memory, and creativity, I graduated in the top 1% of my class in medical school and I invent for one of Gates's pals. Incidentally, his company pays ME, not a COMMUNITY, because \*I\* thought of the ideas—not a group of people. I have several great ideas that Gates or any wise investor would love to see, and he can.*

*Ghanshyam Kaushik, HR Executive at C & R TEXTILES PVT. LTD*

*Mr. Bill said very accurately by his experience and understanding but the challenge is how to create a collaborative culture in various perceptual employees to get the innovative perfect idea with surroundings.*



Creativity and Out of the Box Thinking for Business Performance

*Gary Jones, Director*

*Based on my own experience the reason economies in Canada and the US are in trouble is because they have closed the door on creativity. They are more interested in maintaining the status quo than new ideas, cocooning themselves behind a wall of lawyers worried about intellectual property. Over twenty years ago I proposed what today we call the "cloud" to Microsoft and I was told they would NEVER share their software. How things change. My slogan was "anywhere, anytime and on any device" and they had the cheek to use this when they rolled out the concept. The Bill Gates and Steve Jobs of the world were visionaries whose companies grew and thrived on innovation. There is no place for them today. Just look at how Microsoft is imploding without the guidance of Mr. Gates. Look at the total mess that is Office 2013 and you quickly see that they stopped listening to customers long ago.*

*Peter Owen, Recruitment Manager at TechEng Ltd*

*I admire Bill gates immensely, particularly for his philanthropic work, and I love the quote "we shouldn't wait for some revolutionary ideas to pop into our heads. Innovative ideas are all around us" ... but shouldn't he be referencing Newton instead of Darwin? I was of the understanding he found his biggest original idea under the Apple tree.*

*Danilo Castro Dy, Senior Technical Support Manager at NCS Group  
Intelligence (alone) does not guarantee success, grit does.*

*Duarte Dias Dias, socio gerente na Mondiaço soc. rep. lda*

*The talks focus on businesses in which values money has to be rendaveis businesses to achieve the goals is just so interesting to the bankers.*

*Kimberly Mcgovern, Wonderfully Amazing Fashion: Owner*

*Thanks for sharing*

*FAHAD Alotaibi, teacher at Community Government Association of Bloomsburg University, Inc.*

*I like i will try do like him*





Creativity and Out of the Box Thinking for Business Performance

David A. Shockley, Buyer at Bayhealth Medical Center, Purchasing, Contracting & Operations Specialist

Great article. Thanks for sharing.

Martin A. Atayo, CEO/Executive President at MPGATECHNOLOGIES,INC

A well articulated reasoning from Chairman, Bill Gates, though, nothing stated is unknown!! We pay special attention to emphasis on need for collaborative culture in innovation, creative ideas, translation, and may be, development, predisposed by internet globalization of today. Collaboration and sharing?? Good, only to the extent idea originality and ownership are not only protected, but respected!! The brains behind creative ideas are dispirited by intellectual ownership dishonesty that endangers younger population attraction into technology and applied science realm. We must denounce and oppose manipulations by wealth privileged institutions that take undue advantage of innovative ideas exploitation in disregard of idea originality or ownership.

Olga Gomez Hernandez, Assistant de Dirección General en INSA

I would like to highlight just one amazing thing: innovation comes from collaboration....the statement of a visionary!

Michelle Butterly, Project Manager at ANZ Banking Corporation

I agree that collaboration, resilience and determined follow-through can produce great results. And you have to have all three to make a difference - that's the tough part.

Dan Shaw, Genius at Apple

Not so sure I jive with the whole "collaboration rules all". To read a book on the opposite side of the extroverted coin, Susan Cain's book "Quiet" seems to suggest quite the opposite on many studies and profile examples throughout history. Collaboration, while good in spurts, is useful only to the extent that people are allowed to think on their own and come together afterwards to provide that catalyst of discussion. For those people not well spoken, abstract methods such as chats or web forums can be useful to draw out latent potential in people otherwise adverse to peer to peer critique, whether or not that is the aim of the discussion. I can certainly appreciate a group setting, but for those people that manage thoughts better in solace (as many revolutionaries have, and many bright thinkers have) it seems a bit contrary to assume collaboration should be a de facto norm. Permitting people to roam on their own, observe, soak it in, and pour on their own to later come together seems like more of a plan. It can be hard to focus with so many voices in your head.



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Carlos Enrique Roldán, Senior Manager Trade Marketing at Philip Morris México

You read a lot of weird comments lately in LinkedIn...

Deepa Kurup, Assistant Director, Network Operations at University of South Florida

Great article

王其翔 新乡润新大特教咨询有限公司 - sales

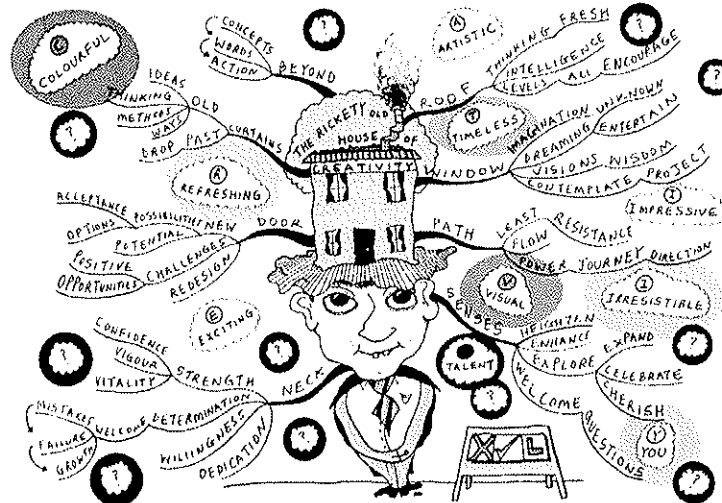
There is no doubt this is a good essay. collabration, grid,persistence are three elements of success.

David Miller, Customer Service Manager/ Open to New Opportunities

Hi Jim, Thanks for an interesting article. Sincerely, David

Sundarapandian BALASUBRAMANIAN, Level 2 Software Automation - ZR Mill - Metals at GE's Power Conversion

Great valuable discussion! Inspiring!





Creativity and Out of the Box Thinking for Business Performance

*The key question isn't "What fosters creativity?"*

*But it is why in God's name isn't everyone creative?*

*Where was the human potential lost?*

*How was it crippled?*

*I think therefore a good question might be not why do people create?*

*But why do people not create or innovate?*

*We have got to abandon that sense of amazement in the face of creativity, as if it were a miracle if anybody created anything."*

### Abraham Maslow



**Abraham Harold Maslow** (April 1, 1908 - June 8, 1970) was an American psychologist who was best known for creating **Maslow's hierarchy of needs**, a theory of psychological health predicated on fulfilling innate human needs in priority, culminating in self-actualization.

Maslow was a psychology professor at Brandeis University, Brooklyn College, New School for Social Research and Columbia University. He stressed the importance of focusing on the positive qualities in people, as opposed to treating them as a "bag of symptoms."



## Kill the Assumptions

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*Two people played 3 games of chess.*

*They both won two games.*

*How is that possible?*



Creativity and Out of the Box Thinking for Business Performance

What was the first idea that came to mind?

What had to change for you to solve the riddle?

How can our assumptions be a barrier to creativity and innovation?

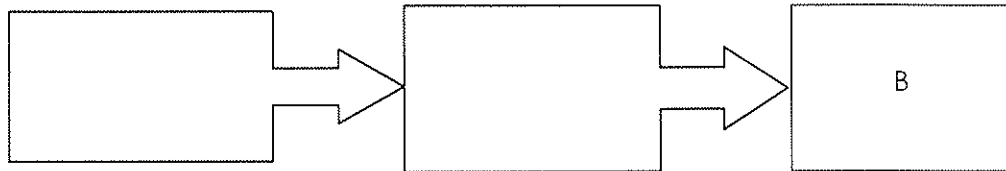
Often our assumptions are based on previous experience or missing information. But assuming that what we assume is correct, we don't bother to find out if it really is.

That's the barrier, because assuming what we do, we limit the scope of possibilities in a given situation. **We will now practice revealing those hidden assumptions.**



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**Stages in Solving the Problem**



The first stage in solving the problem is defining it. It may seem as if this is obvious but it isn't.

The next stage is redefining the situation into a creative solution. In order to succeed in this stage, you have to face your hidden assumptions.

A very useful way to thinking of solutions is by addressing these assumptions. The best way to do that is by counter-assuming.

Go through this model and think of as many hidden assumptions as possible. Then

Hidden Assumptions	Solutions
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think of as many solutions as possible. Write them down.



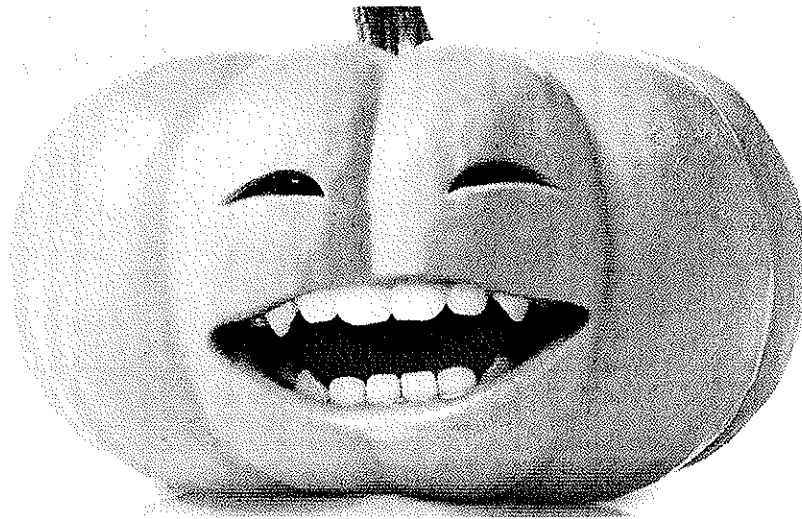
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### The art of dividing a 'what'?...!







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## Random Access

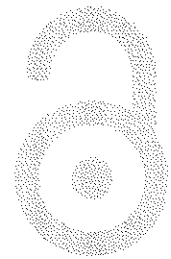
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People who are considered creative seldom pull imaginative new ideas out of thin air. More often they stumble upon them, so to speak, by making unexpected connections between old ideas.

How do they accomplish this, especially if, they don't try to be original?

The secret lies in the word **try**.

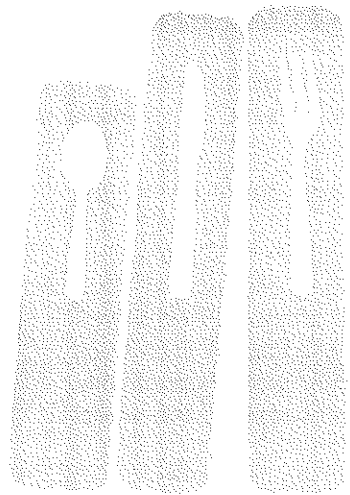
People who are considered creative don't pressure themselves to make innovative new connections. They just open their eyes (and minds) to the world around them, they wait expectantly for it to fork over the goods. And, surprise on surprises, the world is usually remarkably cooperative!



*Creative thinking can lead to  
innovative solutions to  
problems, improved  
efficiency,  
and increased sales  
and profits for the company.*



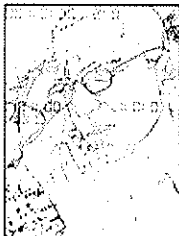
Creativity and Out of the Box Thinking for Business Performance



# EAT YOUR BOOKS

**Eat your books!**

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## Overloaded Circuits: Why Smart People Underperform

by Edward M. Hallowell

Harvard Business Review, 11 pages. Publication date: Jan 01, 2005.  
Prod. #: R0501E-PDF-ENG

Frenzied executives, who fidget through meetings, lose track of their appointments, and jab at the "door close" button on the elevator aren't crazy--just crazed. They suffer from **a newly recognized neurological phenomenon** that the author, a psychiatrist, calls **attention deficit trait**, or ADT.



Creativity and Out of the Box Thinking for Business Performance



**HBS Press Book**

**Fostering Creativity**

Source: Harvard Business Press Books

96 pages. Publication date: Mar 01, 2010. Prod. #: 2893-PBK-ENG

To survive in today's hypercompetitive climate, **businesses must innovate constantly**. Innovation hinges on creativity - generating novel and useful ideas.

**By fostering creativity in your team, you help unleash your company's innovative powers.**

But this requires a disciplined process for leveraging employees' unique experiences, thinking styles, and expertise. This book reveals powerful strategies for unlocking your team's creative energies.

You'll find out how to:

- Put the right individuals together for maximum creative potential - Systematically identify business problems that offer opportunities for innovative solutions
- Master the delicate art of managing "creative abrasion" between team members who think differently
- Establish a psychological and physical environment conducive to creativity
- Move your team from brainstorming to selecting options to focus on

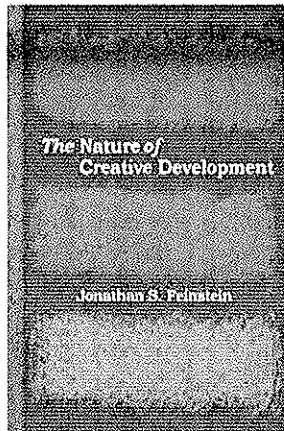
*Every day on the job, you face common challenges. And you need immediate solutions to those challenges. The Pocket Mentor Series can help.*

*Each book in the series is packed with handy tools, self-tests, and real-life examples to help you identify your strengths and weaknesses and hone critical skills.*

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The Nature of Creative  
Development,  
Jonathan S. Feinstein

*Jonathan S. Feinstein is the John G. Searle Professor of Economics and Management at the Yale School of Management.*

*2006, 600 pages, Stanford University Press, ISBN: 9780804745734*

The Nature of Creative Development presents a new understanding of the basis of creativity. Describing patterns of development seen in creative individuals, the author shows how creativity grows out of distinctive interests that often form years before one makes his / her main contributions.

The book is filled with case studies that analyze creative developments across a wide range of fields. The individuals examined range from Virginia Woolf and Albert Einstein to Thomas Edison and Ray Kroc. The text also considers contemporary creatives interviewed by the author.

Feinstein provides a useful framework for those engaged in creative work or in managing such individuals. This text will help the reader understand the nature of creativity, including the difficulties that one may encounter in working creatively and ways to overcome them.

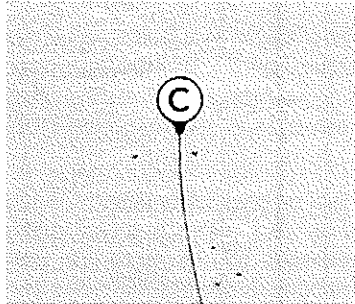
*"I consider [The Nature of Creative Development] to be an important step in attempting to understand individual differences in the creative process. Feinstein adopts a theoretical framework which integrates both rich case study detail regarding the individual, and the wider cultural and environment place of these individuals in society. The text is highly affordable and a recommended read."—The Psychologist*

*"Feinstein has done yeoman work here and should be applauded for bringing the study of creativity, long the preserve of humanities students, into a business school setting!"—The Jewish Journal*

*"The material presented by Feinstein offers a unique and rich perspective on creative development. The Nature of Creative Development is a highly valuable contribution to the field of creativity studies."—Ronald E. Purser, San Francisco State University*



Creativity and Out of the Box Thinking for Business Performance



The Soul of Creativity



The Soul of Creativity  
Forging a Moral Rights Law for  
the United States  
Roberta Rosenthal Kwall

Roberta Rosenthal Kwall is the Raymond P. Niro Professor of Intellectual Property Law and the Founding Director of the Center for Intellectual Property Law & Information Technology at DePaul University College of Law.

2009, 272 pages, ISBN: 9780804756433

In the United States, human creativity is historically understood to be motivated by economic concerns. However, this perspective fails to account for the reality that human **creativity is also often the result of internal motivations having nothing to do with money.**

This book addresses **what motivates human creativity** and how the law governing authors' rights should be shaped in response to these motivations.

On a practical level, it illustrates how integrating a fuller appreciation of the inspirational dimension of the creative process will allow us to think more expansively about legal protections for authors. Many types of creators currently lack the legal ability to compel attribution for their work, to prevent misattribution, and to safeguard their work from unwanted modifications. Drawing from a number of diverse sources, including literary, philosophical, and religious works, this book offers real solutions for crafting legal measures that facilitate an author's ability to safeguard his or her work without entirely sacrificing the intellectual property policies in practice in the United States today.

*"American copyright law attempts to strike a balance between protecting author's rights and preserving the public domain. In an insightful new book, Professor Roberta Rosenthal Kwall offers a new perspective to this ongoing conversation . . . This engaging book will undoubtedly encourage people to reconceptualize author's rights in a more holistic fashion."*— Harvard Law Review

*"The Soul of Creativity would be a welcome addition to any intellectual property firm's library. [Also recommended] for all academic law libraries, as their faculty and*



## Creativity and Out of the Box Thinking for Business Performance

students will find it a unique and valuable addition to the more standard copyright fare."— Alicia Brillon, *Law Library Journal*

"Far beyond a purely legal study, Roberta Rosenthal Kwall, in a truly interdisciplinary fashion, analyzes philosophical, psychological, cultural and, yes, theological reasons why authors, even in our postmodern world, merit protection of their moral or spiritual interests."— Adolf Dietz, *International Review of Intellectual Property and Copyright Law*

"Roberta Kwall is one of our country's leading advocates for bringing Continental European moral rights—the legal protection of authors' expressive autonomy and personal connectedness with their creative work—into US copyright law, a regime steeped in a utilitarian understanding that too readily overlooks the noneconomic aspects of creation and expression. In this lucid and eloquently argued book, Kwall presents a clarion call for recognizing moral rights and a nuanced, concrete blueprint for how they might be adopted in the United States in a manner consonant with our copyright and free speech traditions." — Neil Netanel, *UCLA School of Law*

"Roberta Kwall's new book on moral rights is a definitive treatment of the subject as well as a splendid addition to the literature on intellectual property. Kwall brings to her undertaking an impressive mastery of the complex tensions that can arise when a work of art lodges in the hearts and minds of the public. How much public recognition is an artist entitled to expect? And what is to be done when public appropriation and the passage of time result in threats to debase, degrade or even to destroy the original work or the reputation of its creator? Whether in the United States or abroad, answers to questions like these can often seem murky and uncertain. Kwall's responses, which are addressed primarily to changes she sees as necessary in American law, are nevertheless also carefully considered against a background of international conventions. She advances her proposals gently, respectfully, fairly, and powerfully. The result is a creative work in its own right, and one that (like its author) deserves the fullest recognition." — David Lange, *Duke University School of Law*

"Professor Kwall's book is a breakthrough in the theory of intellectual property. In a clear yet sophisticated manner, she shapes a new theoretical foundation for an understanding of the subject—one grounded in the concept of "moral rights." She draws from precepts of moral and political philosophy to develop a model built on a normative commitment to the principles of individual worth, dignity and creativity. It provides a welcome alternative to more traditional economic models. Her theory makes valuable contributions to the most important and controversial doctrinal and practical debates in the area. Even scholars who adopt a different perspective will need to deal with Professor Kwall's work." — Martin Redish, *Northwestern University Law School*

"Kwall presents new insights into the nature of the creative process in arguing for the expansion of the very limited moral right recognized by U.S. law. This important book highlights the difficulty in reconciling the property-based American copyright law with personality-based issues of authorship underlying the moral rights construct, and provides a foundation for creating a meaningful American version of moral rights."— Sheldon W. Halpern, Harold R. Tyler Jr. Chair in Law & Technology, *Albany Law School*

"Professor Kwall makes a refreshing and persuasive argument for clearer legal rights of recognition for authors, and she reaches far beyond studies that justify conventional moral rights. Kwall gracefully unites perspectives from literature, art, philosophy, and religion to reveal surprising deficiencies in the law and the complications of finding solutions." — Kenneth D. Crews, *Columbia University*



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## The Science of Thinking Smarter: A Conversation with Brain Expert John J. Medina

by John Medina, Diane Coutu

Harvard Business Review, 6 pages. Publication date: May 01, 2008. Prod. #: R0805B-PDF-ENG

Advances in neurobiology have demonstrated that **the brain** is so sensitive to external experiences that it **can be rewired through exposure to cultural influences**.

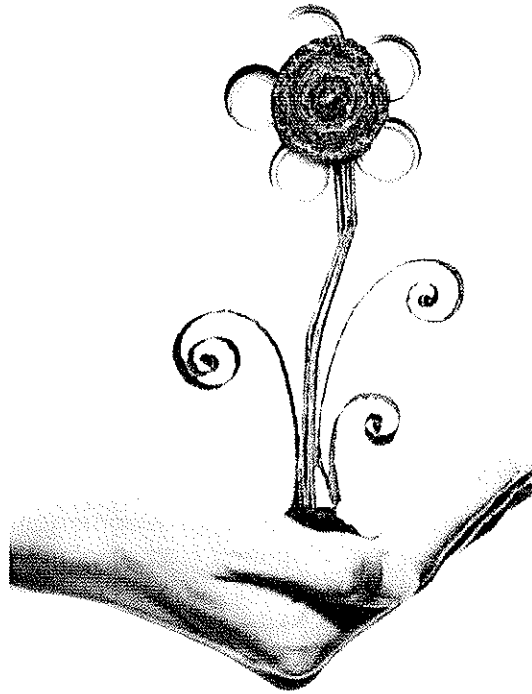
Experiments have shown that in some people, parts of the brain light up only when they are presented with an image of Bill Clinton. In others, it's Jennifer Aniston. Or Halle Berry. **What other stimuli could rewire the brain?** Is there a Boeing brain? A Goldman Sachs brain?

**No one really knows yet**, says Medina, a developmental molecular biologist, who has spent much of his career exploring the mysteries of neuroscience with laypeople. As tempting as it is to try to translate the growing advances to the workplace, he warns, it's just too early to tell how the revolution in neurobiology is going to affect the way executives run their organizations.

In fact, the brain wasn't built to remember with anything like analytic precision and shouldn't be counted on to do so. True memory is a very rare thing on this planet, Medina says. That's because the brain isn't really interested in reality; it's interested in survival. What's more, and contrary to what many twentieth-century educators believed, the brain can keep learning at any age. **"We are lifelong learners," Medina says. "That's very good news indeed."**



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Imagination  
is more powerful  
than knowledge.

*Albert Einstein*







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*Albert Einstein*