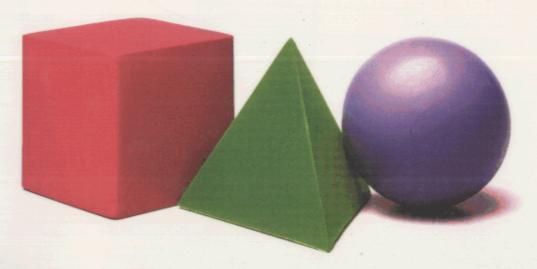
Colingo to

## CREATIVE PROBLEM SOLVING FOR MANAGERS

Developing skills for decision making and innovation



**Tony Proctor** 



## **Contents**

∟is	t of figures	xi
Pr€	face to the second edition	xv
1	CREATIVITY AND ITS IMPORTANCE IN BUSINESS	1
	Introduction	1
	Some definitions of creativity	2
	Invention and creativity	3
	Ideas and how they arise	5
	The importance given to creativity in business	6
	Conditions in which creative thinking is required most	10
	Paradigm shift	12
	Characteristics of creative thinking and creative thinkers	15
	Questions	19
	Cases	20
2	BLOCKS TO CREATIVITY	23
	Introduction	23
	The need to be ready for change	24
	Problem solving	24
	Mindset	26
	Other barriers to an individual's creativity	29
	Dealing with an individual's blocks to creativity	29
	Diagnosing whether someone is blocked in their thinking	30
	How techniques help to overcome blocks	31
	Blocks to organisational creative thinking and ways of dealing with them	34
	Elements and conditions of creative organisations	35
	Questions	36
	Cases	37

3	THEORIES OF CREATIVITY AND THE CREATIVE PROBLEM SOLVING PROCESS	46			
	Introduction	46			
	Creative thinking	48			
	The brain as an information processor	49			
	Convergent and divergent thinking	52			
	The conditions of creative thinking	52			
	Problem solving	55			
	Theories of creative problem solving	56			
	The cognitive theory of creativity	59			
	How we get ideas: the index metaphor	61			
	Problem solving mechanisms	63			
	Analogical reasoning	64			
	The problem solving process	64			
	The problem solving process and the creative process	66			
	The creative problem solving process	67			
	Questions	69			
	Cases	69			
4	OBJECTIVE FINDING, FACT FINDING AND PROBLEM				
	FINDING/DEFINITION	72			
	Introduction	73			
	Objective finding	73			
	Fact finding	76			
	Dimensional analysis	77			
	Problem finding/definition	79			
	Redefinition approaches	81			
	Redefinition approaches: laddering	84			
	Redefinition approaches: goal orientation	85			
	Redefinition approaches: boundary examination	86			
	Redefinition approaches: progressive abstractions	87			
	Redefinition approaches: 'why' method	88			
	Analytical techniques: decomposable matrices	89			
	Analytical techniques: cause-and-effect diagrams	92			
	Questions	92			
	Cases	93			
5	MORPHOLOGICAL ANALYSIS AND RELATED TECHNIQUES				
	Introduction	97			
	Checklists	98			
	Attribute listing	101			
	Morphological analysis	103			
	Force-fitting triggers	107			
	Heuristic ideation technique	109			

	Component detailing	111
	Sequence-attribute modification matrix	111
	Questions	113
	Cases	114
6	BRAINSTORMING AND ITS VARIANTS	118
	Introduction	118
	Classical brainstorming	118
	The process of brainstorming	121
	Wildest-idea variant	125
	Stop-and-go brainstorming	125
	Round-robin brainstorming	125
	Gordon–Little variation	125
	Trigger method	127
	Problems with brainstorming	127
	Brainwriting	127
	Brainlining	128
	Questions	130
	Cases	130
7	LATERAL THINKING AND ASSOCIATED METHODS	137
	Introduction	137
	Overview	138
	Awareness	139
	Assumptions	141
	Alternatives	144
	Provocative methods	146
	Metaphorical thinking	152
	Analogy	153
	The discontinuity principle	155
	Questions	155
	Cases	156
8	SYNECTICS	160
	Introduction	160
	Synectics	160
	Conducting synectics sessions	165
	Synectics in action	170
	Questions	173
	Cases	174

9	PARADIGM-BREAKING TECHNIQUES AND SOME MISCELLANEOUS IDEATION METHODS	179
	Introduction	180
	Vision building	180
	Symbolic representation	181
	Miscellaneous ideation techniques	185
	Clichés, proverbs and maxims	186
	Storyboarding	187
	Scenario writing	188
	Scenario day-dreaming	191
	Bionics	194
	Two words	195
	Free association	196
	Story writing	198
	Mind map	200
	Lotus blossom technique	203
	Fishbone diagram	204
	Questions	205
	Cases	206
10	EVALUATION	212
	Introduction	213
	Sorting	213
	Evaluation methods	216
	Advantage-disadvantage tables	216
	PMI: Plus/Minus/Interesting	217
	Castle technique	218
	Sticking dots	218
	Creative evaluation	220
	Force-field analysis	220
	Weighting systems	221
	The process of choosing	222
	Qualitative evaluation: reverse brainstorming	224
	Financial/mathematical evaluations	226
	Pay-off tables	226
	Decision trees	227
	Questions	228
	Cases	229
11	IMPLEMENTING IDEAS	238
	Introduction	239
	Ideas are not readily implemented	239
	Sources of resistance to change	241
	Role of communication in overcoming resistance to change	242

	Т		

		CONTENIS	
	Putting ideas into practice	243	
	Reducing resistance to change	246	
	Climate for change	251	
	Questions	254	
	Cases	255	
12	COMPUTER-ASSISTED CREATIVE PROBLEM SOLVING	258	
	Introduction	258	
	History of development	259	
	Structured approach to creative problem solving in computer programs	260	
	Types of program	261	
	Group creative problem solving aids	266	
	Conventional software	267	
	Questions	269	
	Cases	270	
	Appendix to chapter: notes on some creativity programs	270	
Rih	liography	277	
	Bibliography Author index		
Sub	Subject index		