Creative Leadership

Creative Leaders and Cultures:

➢Pursue Great Questions

➢Expect Answers

➢Idea Sponge

➢5% Rule

➢$F^4(OB)$

Children and Creativity…

- Adults come up with 3-4 solutions to a problem

- Children come up with over 60 solutions to a problem

- 98% of 5 year-olds are creative geniuses.

- Why?

- Be 5 again. Forget some of the limits you've learned.

> "In times of change, the LEARNERS inherit the earth, while the *learned* find themselves beautifully equipped to deal with a world that no longer exists."
> ~ Eric Hoffer

"The quality of our lives hinges on the quality of the questions we pursue.
Have you decided what questions to pursue?"

~ Jonathan Fanning

Collect and Pursue Great Questions:

1. How can you become a leader people actually want to follow? (Mike Abrashoff, author of *It's Your Ship*)

2. If today were the last day of your life, would you want to do what you are about to do today? (Steve Jobs)

3. How are you creating roadblocks? How can you clear at least one obstacle from the path? How can we encourage failure/experimentation?

4. What would be a crazy way to approach this problem? If we had never heard of mops before, how might we approach cleaning floors? (Swiffer)

5. What are the worst ides you can come up with for this challenge?

6. If we shift the time perspective, what changes? (100 years in future or past, if a child designed this, budget of $1 or $1million, 1 day to get result)

7. Amazon (free shipping) - "If there were no financial consequence, what would we consider here?"

8. How can we 10x this _____ (product, process, impact)? How can we sell 1 million books in 1 day (*Chick Soup for the Soul* authors)

9. How can we create a memory / paradigm-shifting experience? ("Hammie", the hammerhead shark)

10. Pressure often increases creativity. How can we apply Atlassium's "FedEx days" (deliver within 24 hrs) or entrepreneurial "overnighters"?

11. What type of reminders can we build into the culture that keep us honest, reframe our perspective, and remind us of the "Why?"

12. If, as a leader, you can only give away what you have, what do you regularly to refill your cup?

13. What will "they" think? What if… (Walt Disney) do

14. What 1 habit would have a radical positive impact on your family's culture?

15. Who are you becoming? Who are you helping people around you to become?

16. How can we hire just 2.3% (Southwest Airlines)

17. How can you help others to build one new amazing habit every month, quarter, or year?... Reduce before reusing and recycling!

18. Socrates said "I can't teach anyone anything; I can only make them think." How can you get people around you to think (often and deeply)?

19. What's your Calcutta? (Mother Teresa and the Missionaries of Charity)

20. How can you live more simply so that others may simply live?

21. How can you do small things with great love?

22. How can you use the gifts you've been given to serve the hurting world we live in?

23. How can we change the rules to spur creativity? Dr. Seuss... write a book with only 50 words (*Green Eggs & Ham*)

24. What can you do this year that will have a positive ripple effect 100 years from today?

25. What story would help make this point?

26. What acronym might help your reframe the approach? (For "bored" kids… BORED: Build, Outside, Read, Experiment/Explore, Drama)

27. How can you "Plus" the experience? (Walt Disney)

28. How can you find an extra 5-10 hours in your week? How could you cut all meetings in half?

29. What are you looking for?

30. How can we make a building for the Arts that's suitable for the Arts? (Sydney Opera House design team)

31. What will be the Eiffel Tower of the Chicago World's Fair? (George Ferris, inventor of the Ferris Wheel)

32. What could be a game changer for our town business department family community?

33. Who already influences the group of people? How can I get paid to learn?

34. How can I get there simpler, quicker, and in a more enjoyable way?

35. How can we double marketing results with half the marketing investment? How can we get paid to market what we do?

36. How would leverage apply to this process? (Who's already provided a solution/process/tool?)

37. Who would pay you up front to build the product, service, organization, or operation that you dream of building?

38. How can you give more quantity time to most important ideas, causes & people in your life?

39. Are you dreaming small dreams or big dreams? (Aristotle)

40. How can we affect the world in such a way that within 30 years, poverty will only exist in museums? (Muhammad Yunus)

41. Are you in the arena… face marred with dust., sweat, and blood? Are you striving valiantly, spending yourself in a worthy cause? (T. Roosevelt)

42. If you were 100% responsible for falling in love with your spouse all over again, starting today, how would you do it?

43. How can we build a business that works for anyone, anywhere? What about me? (Ray Kroc, McDonald's pioneer)

44. How do people actually learn? Couldn't students everywhere have access to the same lessons as Bill Gates' kids? (Sal Khan, Khan Academy)

"Art is work." (Studio motto)
"There's no such thing as a creative type...
people need to be reminded that creativity is a verb,
a very time-consuming verb."
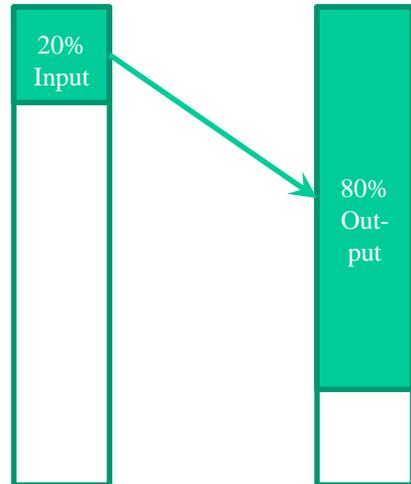~ Milton Glaser, designer of world class logos

1. Connect all dots using the least number of straight lines.
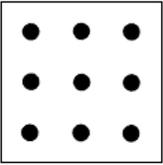
2. You are given a round cake and allowed only 3 straight cuts, how many slices you can make?

Happy Birthday!

3. If Pareto's Law were *true*, what would happen to your output if you shifted 20% of your time from low yield to high yield activities?

20% Input

80% Out-put

4. The pages of each volume are exactly 2 inches thick. The covers are each 1/6 inch thick.
 A bookworm started eating at page 1 of Volume I and ate through to the last page of Volume IV.

What distance did the bookworm cover?

Shakespeare I
Shakespeare II
Shakespeare III
Shakespeare IV

"People err who think my art comes easily to me. I assure you, nobody has devoted so much time and thought to composition as I. There is not a famous master whose music I have not industriously studied through many times."
~ Mozart

"The desire for safety stands against every great and noble enterprise."

~ Tacitus (Roman Historian and Senator)

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Zappos.com

Deliver WOW through service
Embrace and Drive Change
Create Fun and A Little Weirdness
Be Adventurous, Creative, and Open-Minded
Pursue Growth and Learning

Build Open & Honest Relationships with Communication
Build a Positive Team and Family Spirit
Do More With Less
Be Passionate and Determined
Be Humble

> "For individuals, character is destiny. For organizations, culture is destiny."
>
> ~ Tony Hsieh (Zappos CEO)

Starbucks	GE	Fun Bus	
Be Genuine	Energy	Be Encouraging	Be Enthusiastic
Be Welcoming	Energize	Be Loving	Be 100% Responsible
Be Involved	Edge		
Be Considerate	Execute		
Be Knowledgeable	Passion		

What "committable" core values would you like to define *your* organization's culture?

Autonomy increases engagement (Daniel Pink in *Drive*). How can we increase autonomy of:
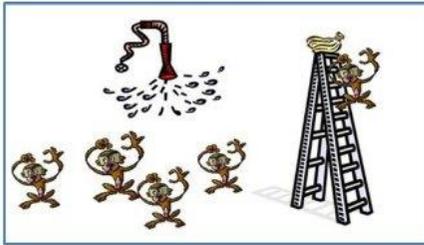
Task

Time

Technique

Team

A group of scientists placed 5 monkeys in a cage and, in the middle, a ladder with bananas on the top.

Almost immediately, several monkeys climbed the ladder in pursuit of the fruit. The scientists, however, surprised all of the monkeys by spraying them with very cold water. Each time another monkey attempted to climb, all the monkeys would get another dose of cold water. Before long, if any monkey neared the ladder, the others would tackle it. The scientists then replaced monkeys, one at a time with new monkeys. As soon as the new monkey ventured up the ladder, the others would tackle the climber to avoid being sprayed. Before long, all original monkeys had been replaced. Though none of the new monkeys had ever been sprayed, none would venture towards the ladder for fear of being taken out by the group. The scientists no longer needed the hose to prevent climbing.

How do we currently support this in our culture?
(more frequent than we may wish to admit!)

What simple and effective strategies can we employ to battle this mindset?
For example, Amazon has incorporated this story into their culture: Hippos kill more humans in Africa than any other animal. Why? They appear "cute" to many tourists, but are deceptively quick and powerful. In business, the HiPPO – Highest Paid Person's Opinion, can also be deadly to a culture. This also applies to the most vocal person, the most senior person, and the positional leader. Often repeated phrases in meetings: "Watch out for the HiPPO!" & "HiPPO warning!"
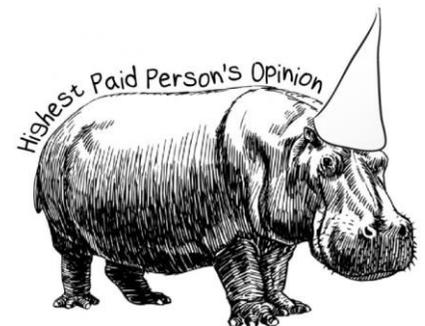
"What would happen if somebody took us over, got rid of us — what would the new guy do?" (Andy Grove to Gordon Moore at Intel, mid 1980's)
"Get out of the memory business." (Moore's reply")

Tools to Increase Creativity:

Six Thinking Hats

IBM:

- White – Focus on data, past trends, extrapolate historical information

- Red – Focus on intuition, gut reactions, emotions

- Black – Focus on base points, look at it cautiously and review weaknesses

- Yellow – Focus on thinking positively, be optimistic

- Green – Focus on being creative, free thinking
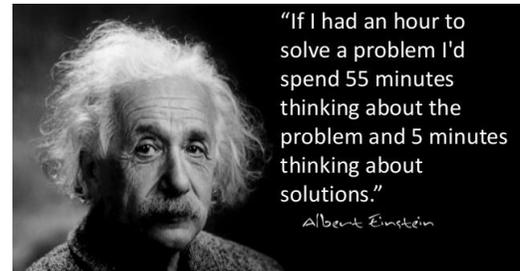
- Blue – Focus on process control

JF:

- Great ??s – change the questions you are asking

- Expect Answers – rate your expectancy. Feed belief.

- Idea Sponge – collect ideas from everywhere, best practices, worst practices, outside industry

- 5% Rule – model, modify, merge, mash ideas together

- F4(OB)Bullets then Cannonballs – how can we learn a lot from inexpensive experiments?

(Team can rotate through hats as a unit or assign each person/sub-team a specific hat.)

Round Robin (Einstein's Ideas)

1. List 1 Challenge.

2. Write 1 answer on the paper while saying it out loud. (can use scribe for efficiency)

3. Pass the paper to the teammate on your left. (or use 1 scribe to speed process)

4. Listen to the one answer that each of your teammates will say or write.

5. Add an additional answer that no one has mentioned on your next turn.

6. Continue contributing answers, one at a time, until time is up.

"If I had an hour to solve a problem I'd spend 55 minutes thinking about the problem and 5 minutes thinking about solutions."
Albert Einstein

20 Idea Method

1. 1st thing every morning, write your biggest challenge on top of a sheet of paper.

2. List 20 ideas for solutions before going on to the rest of your day

3. Repeat daily for a week or two

Open Spaces

1. Break challenge into several categories   (ie. Dreams: Financial, Adventure, Relationships, etc.)

2. List each category on its own flipchart/paper around room

3. When visiting each category, read list of ideas and write your own ideas related to category on flipchart (and on your own paper – if applicable)

4. Law of 2 feet: either you are writing at a category location or your 2 feet are taking you a different category

5. Participants may revisit categories (during or after session)

Metaphor / Picture

- Turn challenge into a metaphor or picture. (Long enough lever, marketing as pouring water into a colander, "bullets then cannonballs")

Tools to Increase Creativity (ctd):

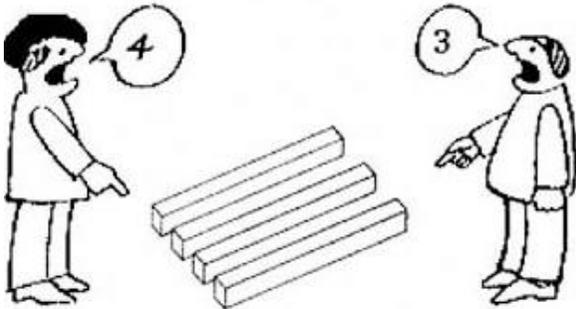## Keep the hole in your SOCS!
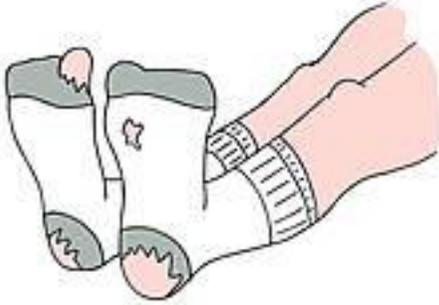
Situation
Option**S**
    (many Choice**S**
    before moving on)

Consequences (+/–, good/bad for each option)
Solution (recommended & why)

How do you see the world?

Perception is NOT Reality

"Pay more attention to your character than your reputation.

Reputation is merely what people say you are.

Character is who you truly are."

- John Wooden

What is the "real" purpose / question / measurement?

Beethoven would experiment with 70 different versions of a phrase before settling on the final one: "I make many changes and reject and try again, until I am satisfied."

Creative Leadership Assessment: Rate yourself. - Try to be completely honest! (5 is Strongly Agree … 1 is Strongly Disagree)	
1 2 3 4 5	I change the questions that I ask and pursue, in order to bring out different perspectives.
1 2 3 4 5	I collect questions. Some are good. Some are not. A few are great and they affect me.
1 2 3 4 5	I allow others to ask questions, even when they may challenge the status quo.
1 2 3 4 5	I am not afraid of "Why?" and "What if?" … even when the questions stretch me.
1 2 3 4 5	I approach challenges with a belief that very good solutions exist and we will find them.
1 2 3 4 5	I look for evidence that a solution can be found and use it to positively shift expectations.
1 2 3 4 5	I inspire others to seek solutions, using appropriate stories, metaphors, and role models.
1 2 3 4 5	I create victories – some small and some large – to help build momentum and belief.
1 2 3 4 5	I am an idea sponge, collecting ideas from a large variety of sources.
1 2 3 4 5	I file ideas effectively and reflect on them regularly.
1 2 3 4 5	I encourage others to collect and share ideas, even what Steve Jobs called "dopey ideas."
1 2 3 4 5	I am intentional in exposing my thinking to different industries, mindsets, people, cultures.
1 2 3 4 5	I look for ways to modify current best practice approaches to work in our situation.
1 2 3 4 5	I blend ideas together, often realizing that 1 idea with 5% of another can change the game.
1 2 3 4 5	I allow ideas to marinate, and get others involved in the marination process.
1 2 3 4 5	I am willing to expand, contract, converge, diverge, and blend ideas.
1 2 3 4 5	My emotional response to failure: "it's necessary - let's learn as much as we can from it."
1 2 3 4 5	I am able to forgive mistakes, not hold grudges, and encourage others to take risks.
1 2 3 4 5	I am willing to "iterate" – failing regularly, but as part of a process to create new / better.
1 2 3 4 5	I design and run small experiments with great learning potential and relatively low cost.
1 2 3 4 5	(Write your own creative leadership challenge here)