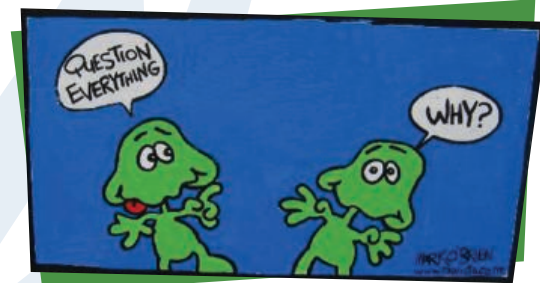


I *am* an idea factory!

Creative ideas exist everywhere. This picture offers a wonderful insight. Some people create by questioning existing ideas and some create by building on existing ideas. Both are useful and necessary styles of thinking.

- ☆ Do you question everything? Can you work with people who see less need to question things?
- ☆ Are you more accepting of the current situation? Can you work with people who question everything?

Regardless of your style, can you see the benefit of using another kind of thinking behaviour? Train yourself to think in more than one way, and recognize that other people already do!



a *personal* leadership tool kit for innovators

become an idea factory to find ideas whenever or wherever
you need them to solve the challenges of your job or your organization

Volume **1**

By Ed Bernacki
Innovationalist
The Idea Factory

I *am* an idea factory!

personal leadership tool kit for innovators

"Is creativity some obscure, esoteric art form? Not on your life. It's the most practical thing a businessperson can employ. Merely to let your imagination run riot, to dream unrelated dreams, to indulge in graphic acrobatics and verbal gymnastics is not being creative. The creative person has harnessed his imagination."

BILL BERNBACH

contents

I *am* an Idea Factory

To be an idea factory, use these pages for new ideas and to prompt discussions with people you work with.

- 2 Why do you need to be an Idea Factory!
- 4 Thinking like an idea factory: act like an innovationalist!
- 6 Leadership of people: leadership of ideas
- 7 Artistic creativity: idea creativity
- 8 Develop skills for managing ideas
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- 42 Where to apply your idea factory

I *am* an Idea Factory

This book was inspired by the many people who have influenced and supported my work.

- ✦ My mother, Irene Bernacki, who always supported me.
- ✦ Dr. M. J. Kirton, originator of the Kirton Adaption-Innovation model, opened my eyes to cognitive diversity. Some ideas are from his impressive work.
- ✦ George Gendron, former editor of *Inc.* magazine, supported the Conference Navigator Guide.
- ✦ Laurie Storsater continually invested in the ideas of The Idea Factory.
- ✦ Elmar Toime, former Managing Director of the New Zealand Post, made me rethink the value of ideas.
- ✦ Chris Wilson, a long-time editor of New Zealand Trade and Enterprise, offered inspiration.
- ✦ Bill Rankin, an 'idea factory' at Canada Post contributed many ideas to enhance this book.

“We can’t solve problems by using the same kind of thinking we used when we created them.”

ALBERT EINSTEIN

Developed and published by The Idea Factory.
Design by Nicole Melbourne of Nikki M Group.
For more information on this book, including bulk purchases and customized versions, contact Ed Bernacki at the Idea Factory,

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We really can't solve a problem with the same thinking that created it. Yet how often do we try?

why you need to be an idea factory

Virtually all manufacturers invest resources in research and development (R&D) to create new ideas, technologies and processes. This grows their capacity to innovate.

Consider that about 85 percent of our society comprises service organizations full of people like you, who serve customers in the public, professional and not-for-profit sectors. How much do these organizations invest to create new ideas, technologies and processes? For the vast majority, the answer is very little. Start a conversation about the need to invest time, energy and resources to develop a greater capacity to innovate in your organization.

You can start by using the ideas in this book to challenge your thinking.

- ★ Where do your **ideas** come from?
- ★ Where in your job or organization do you **need** new ideas to solve challenges?
- ★ How do you manage your **contribution** to your organization?

Take the initiative to enhance your capacity to innovate.
Develop your skills for innovative thinking and use them.

Become an Idea Factory. Be an Idea Factory.

ide'a *n.*

1. created plan of action; intention
2. way of thinking; being ambitious or rebellious

fac'to'ry *n.*

1. workshop, buildings and equipment for manufacturing

ide'a fac'to'ry *n.*

1. time and place to create good ideas; exploring problems, ideas, opportunities
2. approach or philosophy of promoting new ideas and new ways of thinking
3. person who harnesses his or her imagination to create new ideas for solving challenges
4. passionate person who sees a world of possibilities even if others do not yet see them

thinking like an idea factory: act like an *innovationalist*

Scientist David Suzuki is an environmentalist. He says what needs to be said—that our current way of living is not sustainable. His approach provides a useful role model for being an idea factory.

The world of ideas needs more people who do the same. We need people to become *innovationalists*, to say what needs to be said.

what needs to be said in your organization?

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how to act like an *innovationalist*?



- 1 **Question everything to explore ideas:** Realize that some people will judge you negatively for questioning everything.
- 2 **Notice mediocrity:** Be resistant to indifference, apathy and the status quo. Noticing mediocrity opens the door to opportunities for innovation.
- 3 **Encourage courageousness:** It takes courage to act on new and different ideas. Develop your ideas until you have the conviction to act.
- 4 **Highlight myths:** Don't accept excuses from government, big business or even from your own organization. Maintaining the status quo won't fulfill the potential of people to create great organizations and a great society.
- 5 **Focus on ideas, not stereotypes:** *Left wing versus right wing, private sector versus public sector* are meaningless distinctions to the *innovationalist*. No sector, organization or job has a monopoly on creativity.



leadership of people leadership of ideas

Our management culture focuses on managing people. Managing them to get results is very important. Equally important is how we manage our ideas to get results.

True leaders develop expertise in managing people and in managing for ideas. The best organizations harness the experience and expertise of people to create value for their organization. Focusing on ideas that lead to solutions to customer challenges, new products and services and new strategies requires an equal expertise.

Some say this is creativity. Some say this is innovation. I prefer to avoid debates on terminology—focusing instead on the results of creativity, the ideas people create to solve problems.

Some people have a greater aptitude for managing people and some for managing ideas.

Recognize and nurture both skills. Managing ideas is as important as managing people for the success of any organization.

practice practice
the art of the art of
leading people leading ideas

artistic creativity idea creativity

EDWARD DE BONO makes a useful distinction to help us understand creativity:

“The English language does not distinguish between idea creativity and artistic creativity. If you create something which was not there before, you are creative. Because of this failure of language, people are reluctant to accept that idea creativity is a learnable skill. Once we have separated idea creativity from artistic creativity, then we can set about learning and develop the skills of learning for new ideas.”

Artistic creativity produces art, music, sculpture and so on.

Idea creativity solves problems, creates new initiatives, deals with change and more.

Both take skills that you must learn and practice, along with the discipline and courage to use them.

develop skills to manage ideas

There is a skill set for developing your ability to innovate. Here are the subtitles for a personal learning plan. Focus your development in these five skill areas:

1 **Generate the ideas**—to solve problems. See pages 30–31.

2 **Develop the ideas**—to their fullest potential. A tool such as the book *Six Thinking Hats* (Edward de Bono) is ideal.

3 **Judge the ideas**—whether they are good or great. What is missing in each good idea that would make it great? See page 25.

4 **Communicate the ideas**—to get buy-in and the resources you need to start. See pages 26–27.

5 **Turn the great ideas into actions and results**—by learning to create effective strategies that will inspire people and action plans that will provide focus.

create a *personal* learning plan for managing ideas more effectively

1 Generate ideas:

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2 Develop ideas:

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3 Judge ideas:

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4 Communicate ideas:

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5 Turn ideas into actions:

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what you need to know about being innovative

lesson 1

Innovation is a lot like physical fitness. Why? Talking about fitness will not make you fit any more than talking about innovation will make you innovative.

lesson 2

Executives say, “We are investing in technology to become more innovative.” Refer to Lesson One. Does investing in running shoes make you fit? It’s how you use technology or other resources that makes you innovative.

lesson 3

Creativity helps you discover new and original ideas that can be managed into action. If the results are beyond the norm, you can conclude that it was an innovative idea. If the results are predictable, then it’s simply effective problem solving.

lesson 4

Innovation is intertwined with problem solving. Every person in every organization solves problems, creates opportunities and deals with change. The more effective the thinking, the better the solutions and decisions will be.

lesson 5

It’s well-documented that people solve problems in different ways, yet organizations fail to use this knowledge strategically. It’s easy working with people who think like you do. The first hurdle is working effectively with people who don’t. The second is harnessing the difference in styles to solve the diversity of challenges that face all organizations.

lesson 6

Innovative thinking is driven by the ability to manage ideas. Your ability can be enhanced by focusing on these skills to:

- ★ generate new ideas
- ★ develop the ideas
- ★ judge the ideas
- ★ promote the ideas
- ★ translate your ideas into actions

lesson 7

All organizations need new ideas, and everyone can contribute. Leaders must define where those new ideas will solve problems most effectively.

lesson 8

Can innovation fail? I say no. Things that fail include:

- ★ Poor solutions to tough challenges
- ★ New product designs that don’t impress customers
- ★ Poorly designed strategies for change
- ★ Strategies that are improperly implemented
- ★ New technologies that fail to create value
- ★ Innovation does not fail, but you can fail to innovate.

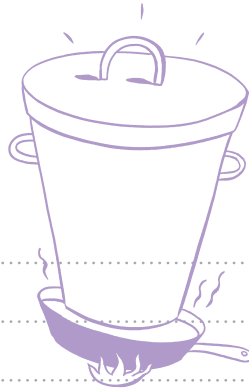
lesson 9

The public sector can be as innovative as the private sector. Consider how many companies go bankrupt through bad management. When looking at an organization, notice the services or products it provides and the way it manages people—it is either innovative or it is not.

As you read this book, capture your ideas here.
Manage your ideas by placing them into one of two idea bins:

hot *bin*

Place your red-hot ideas in the hot bin. Fire up the heat, focus on them and see what opportunity can be created.



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loony *bin*

Your crazy, outrageous ideas that will never work go into the loony bin. Keep on thinking and you might just make them happen. WOW!

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a great idea for your great ideas

You will come up with some ideas that are simply too good to lose. Post-it® notes are a great way to record ideas. You can then give them to someone else or move them to an idea journal for further development. Purchase some and stick them in.

the Post-it® note story

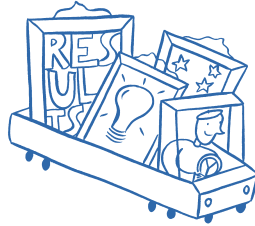
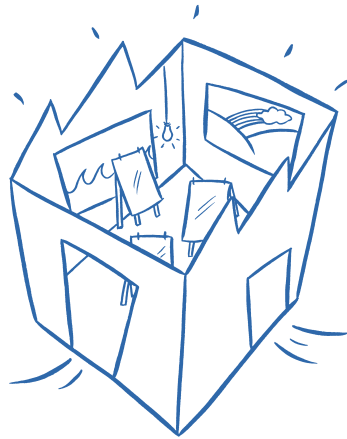
Dr. Spencer Silver discovered a “repositionable adhesive”—a fancy name for glue that barely sticks—while working in 3M’s corporate research lab. Silver presented his adhesive to scientists looking for a problem to solve. While singing in his church choir, Art Fry got tired of losing his page in his hymnal. Wondering about a bookmark that would stick lightly to a page, he remembered Silver’s presentation. The idea of the Post-it® note was seeded.

brainstorming like an idea factory



Some say that meetings are a necessary evil. They are necessary, but they're only evil if poorly planned.

When people come together in a positive environment for a well-structured meeting, new ideas can result. However, meetings are often poorly structured. Why not turn some of your meetings into idea factories?



During a brainstorming workshop, I noticed that people were struggling to come up with ideas. In this case, I wanted to create new ideas, not rework old ones.

It occurred to me that people understand how things are made in factories. So I said, "Think of this workshop as a type of factory designed to make new ideas, an idea factory."

As with mechanical factories, there are three stages in the process:

- 1 **Select the proper raw materials using a plan or blueprint.**
- 2 **Process the raw materials in a way that creates value.**
- 3 **For success, a result must be shipped.**

1

You need the proper raw materials to brainstorm successfully within the idea factory meeting.

- ★ Enthusiastic people will supply the type of thinking needed to get the right results. Get the breadth of diversity and expertise best suited to your challenge.
- ★ Allow sufficient time in a comfortable location.
- ★ Bring in all necessary research, reports or props to help people think broadly. Some need to keep their hands busy while they think.
- ★ A well-defined problem or challenge will give the discussion a focus.
- ★ Understand what a good result should look like.



An idea factory starts with a challenge — a clear and concise written description of a problem or an opportunity to solve or create. Use words that prompt people to explore.

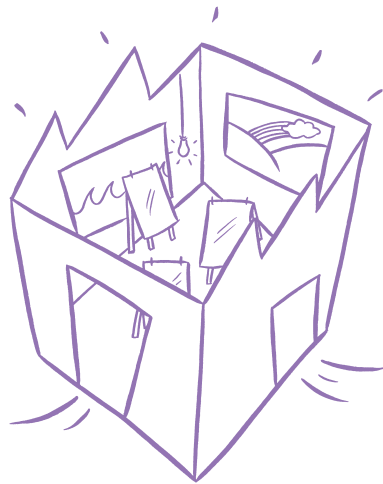
- _____
- *The challenge:*
- _____
- *What are you trying ...*
- _____
- *... to create?*
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- _____
- _____
- *... to achieve?*
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- *... to bring to life?*
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- _____
- *... to solve?*
- _____
- _____
- _____

It is said that a problem well-defined is a problem half-solved.

A well-defined challenge sharpens your focus and engages your brain.

Research finds that people in group brainstorming sessions often have different perceptions of a problem. It is no wonder that many efforts end in frustration. Begin by ensuring that all participants have the same understanding of the challenge.

2 You have to “process” your raw material into useful ideas.



As a warm-up, start with an overview of the challenge. Talk about what kinds of ideas you want to generate—new and original, or improvements of current solutions—and set some ground rules to ensure that people listen to each other and are open to the contributions of others.

Engage everyone from the very start. Keep the discussion focused, but allow people to fully explore ideas even if others think they are going off on a tangent.

Most important ... challenge the arrogance of the existing assumptions people make.

what will you do to prompt new thinking in your idea factory?

- ★ We tend to jump to the obvious solution, perhaps the one we used in the past.
- ★ Be warned. Our previous experience can blind us to new, more effective solutions.
- ★ Step back and expand on the possible outcomes.
- ★ What will prompt or stimulate us to think in new directions?

Avoid the curse of the expert, the person who says, “I know the solution. I have seen this before!” Listen to their option but don’t let it kill better ideas that could arise.

I used Edward de Bono’s brainstorming “Six Thinking Hats” with a group of Grade 10 students. I asked them about the value of such tools. One girl said, “It helps you have an idea that is outside of your opinion”. How profound.

notice your assumptions

Explore the problem to notice the assumptions made to solve the original problem.

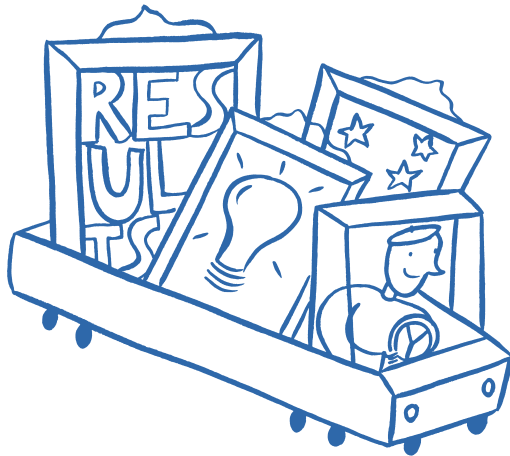
Make these *implicit* assumptions *explicit*.

- ★ Are the assumptions correct?
- ★ Are the assumptions still valid?

You may discover new ways to redefine or attack the problem.

As insight to push your thinking, read Edward de Bono’s book *PO: A Device for Successful Thinking*.

3 You must ship a result for a successful idea factory meeting!



Work with your ideas while they are still fresh. Create a vivid word picture of each potential idea or solution. Expand each into several sentences to ensure that you capture the total meaning. A well-defined idea has a sense of energy and conviction to it. Do not finish an idea factory without a result that can be used in the future.

Potential results of an idea factory may include these:

- ✦ an *idea* or concept for a product, process or service
- ✦ a strategy to achieve a *goal*
- ✦ a specific *plan* to act on an idea

review your challenge
to ensure that you have
achieved the desired result

**Team building is not a result but a worthwhile by-product of a successful meeting.*

apply your imagination

Everyone has the imagination to create new ideas, be it artistically, or to solve the challenges we face. Our results may differ based on how we apply our imagination. In 1953, Alex Osborn published *Applied Imagination*. He wrote 287 pages on how to apply your imagination in more structured ways.

He suggested that we have two types of imagination:

- ✦ Our creative mind, which visualizes, foresees and generates ideas
- ✦ Our judicial mind, which analyzes, compares and chooses ideas

If you can't solve a problem by applying your own imagination, Osborn's book includes 20 extra pages to help you engage other people to solve it. This is when he introduced the idea of brainstorming. To quote Osborn, 'brainstorm' means ...

“... using the brain to storm a creative problem ... and do[ing] so in commando fashion, with each stormer audaciously attacking the same objective!”

rules for harnessing the brains
of a group to storm through a problem:

- 1 Quantity of ideas is more important than quality—at first!
- 2 Don't judge ideas until all are raised.
- 3 Word your ideas in a positive and enthusiastic way.
- 4 Record and save ideas—some will be gems.

lessons from Osborn:

- ① Learn to harness your imagination in more structured ways to solve a problem.
- ② If you need more resources, harness the brains of those around you to solve the problem.

If you want to improve your brainstorming skills, read the first 287 pages of *Applied Imagination*. Osborn ends the book with this thought: “We need new ideas to win wars. We need even more and better new ideas to win peace.”

“An important idea not communicated persuasively is like having no idea at all.”

“There are few things more destructive than an unsound idea persuasively expressed.”

having a great idea is one thing;
getting others
 interested **in it**
 is **another**

- 1 Paint a vivid word picture of your idea in action. Describe it in a few sentences. What benefits will be created?
- 2 Clearly define the problem that the idea solves or the opportunity it creates.
- 3 Know your audience.
 - ★ Do they like the big picture followed by the details?
 - ★ Do they want the details that will naturally lead to your idea—the perfect solution?
- 4 Don't gloss over weak points. Anticipate the concerns people may have and mention them.
- 5 What if they say yes? Be prepared to address what is needed to get started.



do you go to conferences, take notes and never look at them again?

When was the last time you considered your method for taking notes at meetings, workshops, conferences and day-to-day work? Instead of summarizing everything, listen for and record the following:

- ★ Insights that make you say, “I never thought of that before!”
- ★ Ideas that make sense right away
- ★ Questions that intrigue you – some questions can serve as deferred ideas if you answer them in the near future.
- ★ Quotes, references and links to blogs or websites
- ★ Actions that you can take to get results

You can order a *Conference Navigator Guide* for your next event at www.InnovativeConferences.com

from making notes to managing ideas

Rarely will an idea be ready for action when it is created. Think like an artist.

All artists carry a sketchbook to capture their observations, insights and ideas.

- ★ Artists have an idea for a painting and decide on a canvas to capture it.
- ★ They focus everything on the canvas—adding colour, texture, detail and nuance.
- ★ Some work on several pieces at one time, moving between canvases depending on where their energies and ideas are flowing.
- ★ Artists stand back regularly to consider their work—is it finished or does it need more work to be great?

Manage your ideas like an artist. What's your sketchbook?

Select a specific journal as a place for your ideas. Consider each page as a working canvas for one idea. Move between ideas until one is ready, then act! Keep your idea journal to inspire you in the future.

start looking for ideas

There are three basic sources of ideas that you can harness to improve your products, services or servicing of customers:

1 Copy ideas

2 Imitate ideas

3 Create ideas

The difference is subtle. The difference is obvious.

- ★ To *copy* ideas, seek the best possible source of ideas to copy. Don't be satisfied with the first option. Look for more sources to compare options, inside and outside your industry or sector, within the country and abroad.
- ★ To *imitate* ideas, adapt great ideas to fit your situation. Look broadly. Compare the value of different options. Use existing ideas to springboard to stronger ideas. Notice how others solved a similar problem and imitate them.
- ★ To *create* an idea means that you don't look for other options—you look for insights that can lead you to an original idea.

stop looking for ideas

If you want original ideas, stop looking for other options or you'll end up copying ideas that may or may not solve your problem. Start looking for insights that can lead to new ideas. Here are two from our past:

- ★ At a family event the daughter of *Edwin Land* asked, "Daddy, why can't I see the pictures now?" It was a good question. He went on to create an instant camera and the Polaroid Corporation.
- ★ *Charles Birdseye* went ice fishing and noticed how quickly the fresh fish froze. This insight gave him an idea. The first Birds Eye frozen foods came onto the market in the 1930s.

Insights come from harnessing your intuition and taking the time to observe and understand.

- ★ What have you become aware of or noticed?
- ★ What intrigues you? What has come to your attention?
- ★ Notice relationships among people and everything around you.
- ★ Notice people's behaviour and compare it to how they say they behave.

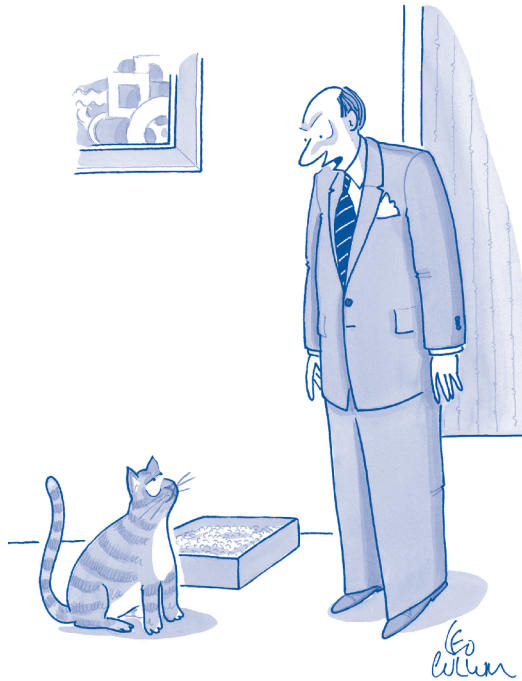
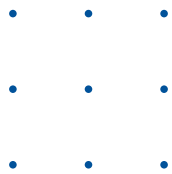
Insights are found on the edges of our existing ideas and solutions.

"The faculty of seeing is never given to us all by itself. It always goes hand in hand with the gift of observation. And the true creator may be recognized by his ability always to find about him, in the commonest and humblest thing, items worthy of note."

IGOR STRAVINSKY,
FROM "POETICS
OF MUSIC"

creativity and the box

Thinking outside the square or box is a well-used cliché. It originally described the solution to a tough challenge: how to link all nine dots with only four lines. You had to think beyond the box formed by the nine dots to solve the riddle. Then a cartoonist revisited this cliché in a rather delicious way.



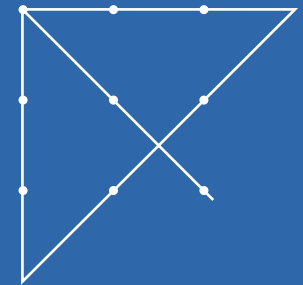
"Never, ever, think outside the box."

boxes offer interesting lessons

boxes represent structure, borders, parameters and set processes

Some people are motivated by goals and milestones. They like structure. They like boundaries. Ideas come from knowing the boundaries . . . and pushing a little further.

Other people find goals and checklists restrictive, stopping the creative flow that leads to new ideas. Their ideas come from ignoring the structure and searching for a different solution.



- ✦ Sometimes a solution will be found by "thinking inside the box": note the rules and structures, and see how far you can push them.
- ✦ Other times a solution will be found by "thinking outside the box": create original solutions, which end up redefining the rules and creating a new box.



stop killing ideas

“People are not resistant to change. All people accept some change and all people reject some change.

Perhaps the issue is this: they don't like your proposed change. That does not mean they are resistant to change.”

DR. M. J. KIRTON
WWW.KAICENTRE.COM

The *Harvard Business Review* ran a cartoon showing an employee dropping an idea into a suggestion box. His manager had a smirk on his face. He knew the “suggestion” box had no bottom. All ideas drop into a second box, a “resignation” box. The thought that we kill ideas and the people who create them may sound quirky, but it’s a reality for many employees. It was my reality.

I was pushed out of an organization for raising too many new ideas because they annoyed my boss.

This was a problem. I was the problem.

Here’s the paradox: while it’s easy to work with (or manage) people who think like you, how effective are you at working with people who do not think like you?

and the people who create them

People solve problems in different ways, but this difference is largely ignored. It is captured well by the cartoon on the cover of this book. Some say, “Question everything!” while others ask, “Why?”

People clash over these different styles of problem solving every day. Research tells us that some people solve problems by questioning everything. They see the best ideas as being “different” from the current solution. Others seek ideas by improving the current solution with something “better.”

Is one better than the other? No. Both styles are important in any organization because the challenges faced vary so widely.

We need to recognize that people think and solve problems in different ways. We then need to take advantage of the differences.

To read more about this idea, download “Square Pegs Round Holes” from www.WowGreatIdea.com

You solve problems every day in your organization. When doing so, recognize that there are two problems, not one.

If you are working on a problem by yourself, then you can use any style or process you want.

This is the “A” problem, the one you are looking to solve ...

A

Problem one:

The “A” problem is the problem you need to solve or the challenge you need to create or begin.

B

Problem two:

The “B” problem is the problem of working together effectively to solve the original problem, the “A” problem.

Yet rarely do you work on your own. When working with others, you will automatically have a second problem, which we can call the “B” problem. The “B” problem is the problem of working together to solve the main challenge, the “A” problem. If everyone thought in the same way, this would be easy. The reality is that we work with people who do not think alike. Always talk about how your team will work together effectively before you start. When people are comfortable in knowing how others will contribute, your results will be stronger.

effective teams
produce great ideas

enhancing customer service: idea factory challenge

Managing relationships with key customers, members or other stakeholders is as important as managing the finances of an organization. Most businesses will earn most of next year's revenues from today's customers.

Use this framework to derive new ideas to improve internal or external services:

- ★ List your key internal or external customers, stakeholders or clients.
- ★ Brainstorm actions for achieving the three objectives over the next twelve months for each one on the list.
- ★ Create a one- or two-page action plan to make things happen.
- ★ Review the customer service plans to keep track of the progress.

create a customer service idea factory challenge

For each customer, membership group or stakeholder,
use these objectives to produce a customer service management plan:

1 Actions to keep existing customers.

What are existing customers' perceptions of your quality and service? Focus on finding ways to improve, to encourage communication and to deliver services in ways that add value.

2 Actions to encourage the use of additional services or products.

What else can you sell to existing customers? Assist them in identifying other service needs that will help them accomplish their business goals. How else can you add value?

3 Actions to develop stronger relationships with clients.

Improve, strengthen and develop your business and social relationships with key decision makers.

banned: creativity killers

“We’ve tried that before.”

“We’ve never tried that before.”

“It’ll never work.”

“There’s no budget for new ideas.”

“It’s not the time for new ideas.”

“It’s not your job to think.”

“There you go, off on a tangent again.”

Creating ideas
creates confidence and
creates conviction.

Conviction *creates* change.

“We have a healthy pigheaded
resistance to mediocrity.”
FROM A CANADIAN BEER ADVERTISEMENT

5 ways to enhance your ability to be an idea factory

- 1 Listen to people when they comment, criticize, offer suggestions or ask questions. Respond in a positive way.
- 2 Seek out idea people: employees, suppliers, customers and others who have ideas.
- 3 Respect ideas, and give credit where and when it is due.
- 4 Be committed to the process of finding ideas for your success and growth.
- 5 Give ideas generously. You will be rewarded in turn.

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where can you apply your idea factory?

Research finds that many people want to be innovative in the way they work but they feel overwhelmed by time pressures and the lack of challenge in their jobs.

Regardless of how bureaucratic you believe your organization to be, you must find a way to create a space and time to nurture your creativity.

Canadian management writer Gareth Morgan observed that regardless of a person's position in an organization, more often than not they will have very little control over their day-to-day activities.

Even business owners and the highest level CEOs must get involved with many activities that are necessary but not of their own control. Morgan suggests that we control only about 15 per cent of our time. The rest is taken up by activities that are dictated to us.

Therefore, he suggests we focus on the 15 per cent of our time that we can control and take advantage of this to work on projects to develop our innovative potential. He recommends that we identify projects that will make a difference to our success.

things you may control

- ★ Meetings where you set the agenda – turn them into idea factories!
- ★ Project teams you lead – you set the style for the group.
- ★ Projects that you own – you define the vision and process.
- ★ Reports that you develop – you set the parameters.
- ★ People that you manage directly – you set the rules of how people will work.
- ★ Problems waiting for a solution in your job – you define the agenda.

Don't restrict this to your business life. Do you volunteer for a sport, music or church group? Can you look "outside the box" when planning your next vacation? What can you focus on to develop your skills for innovating?

The secret is that these projects must challenge you. They must interest you, intrigue you and get you actively involved. Keep in mind this common sense definition of creativity: to be creative you must create something. Turn these opportunities into acts of creativity and create more powerful solutions.

You not only benefit from the results that you can achieve by thinking beyond the obvious solution, you also benefit from the expertise and insight you develop. Other people will notice. There is energy and a sense of conviction that go with being

able to tackle any challenge that may arise. Harness this potential. Start with the projects you control – the 15 per cent of your job that you actually have control over.

your 15 per cent challenge

- ★ Review your many roles and responsibilities, and define where you can start to apply a new approach.
- ★ Where is innovative thinking needed for you?

15%

Ed Bernacki of The Idea Factory produces a range of idea journals and books to help you find more innovative solutions to the challenges you face.



“I prefer to see the glass as half full, not as half empty!”

“The issue is not whether the glass is half full or half empty; perhaps I can see twice as much *opportunity* as you can.”

This book represents 10 years of accumulated common sense that can help you become an effective innovative thinker who looks at a problem and confidently finds original solutions. This book is designed to make you think.

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