

Reflection Questions:

Reflect on the questions below, and write down your answers in the space provided.

What are some of the different issues you notice in the situations described on the quiz?

Where do you draw some of the lines between situations that demonstrate creativity and those that do not?

What is happening in situations that you marked as demonstrating creativity?

How would you describe what is going on in the situations you marked as not demonstrating creativity?

Pick at least one situation where you were unsure whether to choose yes or no. What kind of additional information would help you decide?

How do you define creativity?

How did you arrive at this definition?

How does your definition compare to what others believe about creativity?

Is there a difference between creativity and innovation? If so, how would you describe the difference?

How might clarifying beliefs about creativity help enhance the creative performance of your team?

What is Creativity?

A Beliefs Quiz

Competitive advantage depends on a lot of factors. Clearly, one of these is peoples' ability to apply knowledge, ingenuity, and creativity to solve problems and capture opportunities. But how do you boost peoples' ability to apply creativity to whatever it is they are working on? And if you can build a culture that encourages creativity and innovation, how can you sustain it, measure it, and reward creative performance?

These are difficult questions. Part of the problem is that creativity is a "fuzzy" topic.

- Every definition of creativity is a working hypothesis, since there is as yet no agreed-upon definition of creativity and no valid test to measure or predict creativity.
- Our personal definitions (implicit theories) of creativity are often based more on myths, assumptions, and personal experience than on research or critical inquiry.
- Our definitions have profound consequences for how people lead and participate in creative collaboration.

The fact is your personal beliefs about what creativity is will guide the choices you make about how to inspire, develop, and measure creativity. Clear, shared definitions - and an understanding of how those definitions influence choices and behavior - will help to ensure measurable success for creative endeavors.

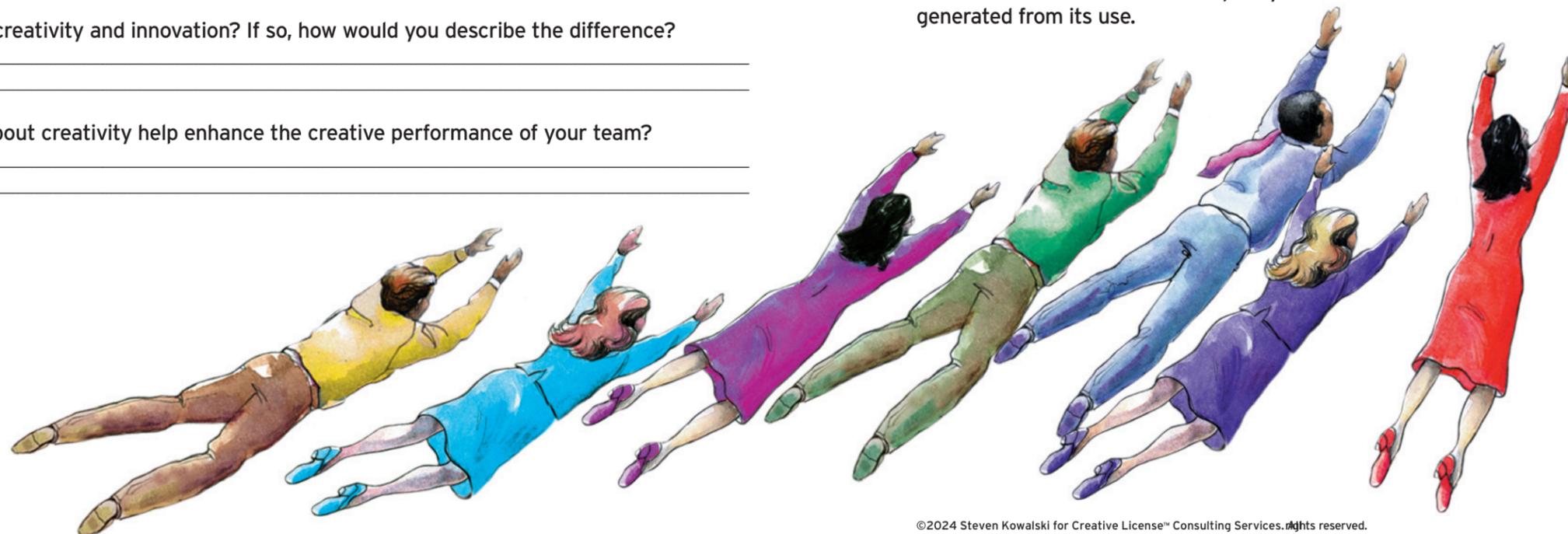


This Beliefs Quiz provides a starting point to begin conversations that clarify what people believe about creativity. Take the Quiz with your team or a group of colleagues and talk together about the reflection questions on the back of the folder. Keep in mind that the value of this tool lies in the quality of conversations that are generated from its use.

"Beliefs set the upper limit of what's possible."
- Gary Hamel in *Leading the Revolution*

Imagine you are just starting to work on a team - and your goal is to develop something new. It could be a new internal initiative, a product or service, quality improvement, marketing strategy, or sales approach. It could be the implementation of new technology, or the design of a new business concept. Whatever your team's goal, how will you:

- motivate and inspire each other to generate unique ideas?
- evaluate ideas to determine which are most viable?
- know if you are collaborating most effectively to achieve creative results?
- measure the quality of your creativity?



What is Creativity? A Beliefs Quiz

Consider each situation, and mark 'yes' or 'no' - depending on whether you believe the scenario demonstrates creativity or not. Please choose yes or no, even if you are unsure - and use the space provided to make note of any questions or issues you have.

Yes No

- A mathematician struggles for over ten years on a particular series of equations - and gives up after she fails to find an answer.
Questions/Issues: _____
- Late for work, a Warehouse Manager discovers a new, shorter way to drive to the company's Distribution Center.
Questions/Issues: _____
- An accounting firm finds new and unique loopholes in the tax code that allows them to hide their client's bad debt.
Questions/Issues: _____
- A Pharmaceutical R&D team uses the failed result of another team's work as the missing ingredient for a new drug they have been developing.
Questions/Issues: _____
- A student in India generates a method of improving the strength of aluminum, which unbeknownst to him had already been developed 5 years earlier in Germany.
Questions/Issues: _____
- An advertising account manager comes up with a pitch for his client's product that is unique but so offensive to the sensibilities of most people that his idea is rejected.
Questions/Issues: _____
- Two friends develop and carry out their plan to rob a local convenience store.
Questions/Issues: _____
- During a particularly fruitful rainy season, members of an Amazonian tribe with little contact to the outside world witness a plane fly overhead. Not knowing what a plane is, they describe it as a shiny, flying god that brings prosperity.
Questions/Issues: _____
- A Nobel Prize winning poet wakes up in the morning, takes a shower, and brushes his teeth.
Questions/Issues: _____
- Under a tight deadline, a consulting team cuts and pastes sections from four old proposals into a new bid for a lucrative government job.
Questions/Issues: _____

Yes No

- A politician's campaign team finds a way to use special effects technology to produce a video of her competitor engaged in illegal activity.
Questions/Issues: _____
- During a weekend visitation with his children, a divorced father combines left-overs in the refrigerator into a delicious meal.
Questions/Issues: _____
- A psychiatrist develops a creativity test for young children that is widely used in public schools, but cannot be proven to actually measure creativity.
Questions/Issues: _____
- A woman in a nursing home invents elaborate stories about someone breaking into the building each night.
Questions/Issues: _____
- Wanting to undercut their competition, a consulting team cuts costs in a proposal for a prospective client job.
Questions/Issues: _____
- A visionary CEO imagines an entirely new and radical concept for redefining her company. When she proposes the idea she is ridiculed and eventually removed from her position.
Questions/Issues: _____
- A child playing in the kitchen accidentally pours two household products together to produce a new cleanser that her father's company ends up manufacturing.
Questions/Issues: _____
- A scientist discovers a radical, but as yet unreliable process for producing plastic in a machine - rather than using pre-existing technology.
Questions/Issues: _____
- An engineer's newly patented process is not judged by colleagues as creative, but eventually leads others in the field to further valuable discoveries.
Questions/Issues: _____
- In a dream, a software developer solves one of the most difficult problems facing his team. He scribbles some notes down in the middle of the night, but cannot read his writing or remember the solution when he wakes up.
Questions/Issues: _____
- On holiday at the beach, a financial analyst imagines a way to fashion pieces of driftwood into sculptures - but never actually builds the sculptures or tells anyone about his idea.
Questions/Issues: _____