

## United Way of Greater St. Louis STRATEGIC TRANSITION PLANNING SERIES 2018-2019

11.30.18



## TRANSITION SERIES GOAL



Help member agencies gain competence in: navigating through environmental changes, better securing diverse & sustainable funding streams, and exploring/pursuing options, all of which enhance the fulfillment of community needs-based missions

2

## SERIES LEARNING OBJECTIVES

### GAIN UNDERSTANDING

- About themselves, their environment and resources to be

### IMPROVE COMPETENCE

- In seeking funding from diverse sources, toward the

### BUILD PROFICIENCIES

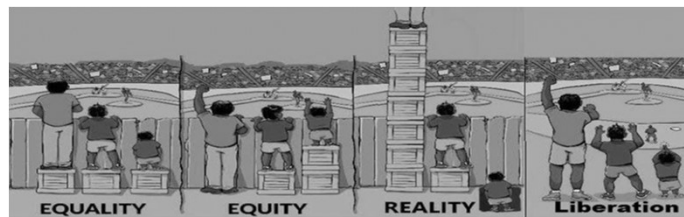
- That improve positioning, agility and

### ADVANCE EFFORTS

- To develop and implement a strategic transition plan

3

## RACIAL EQUITY LENS CONTEXT

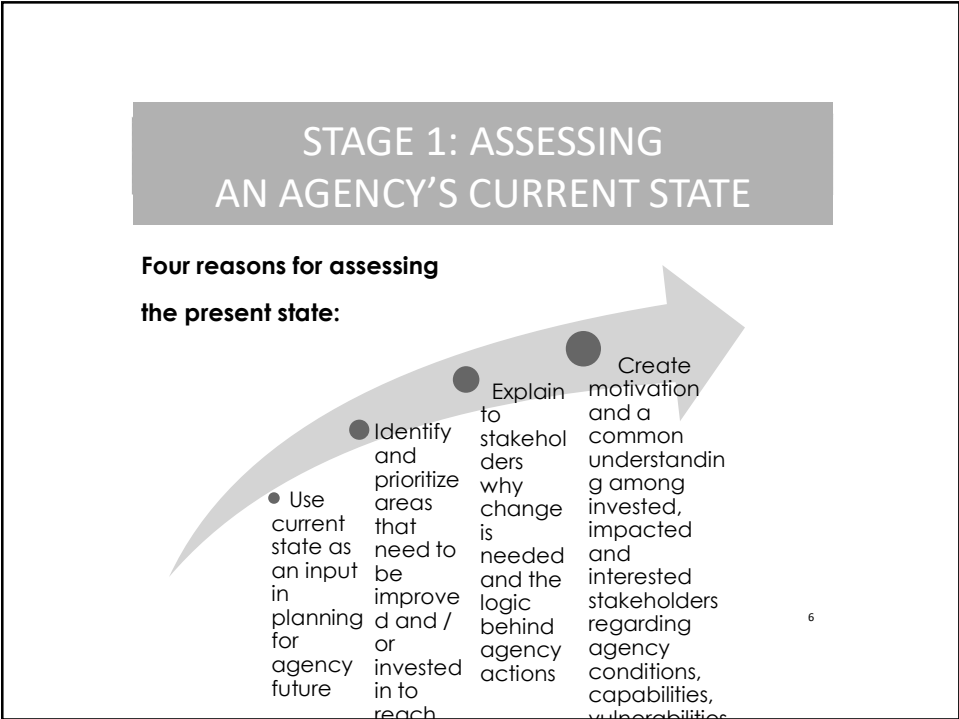


- Different communities (and individuals within communities) situated differently relative to each other
- Differences due to many factors, including history, education, language, access to community assets...
- While intent of policies & programs is to create access for all people (lifting all boats), in practice, universal policies create access to opportunity differently
- A rising tide brings less benefit or possibly hazard if one's boat is leaky or if one does not have a boat.
- Series sessions will provide an opportunity to apply a racial equity lens to topics in hopes of getting all members in our community a boat that floats so that all boats can be lifted.

4

Member Agency Strategic Transition Planning Series				
Stages progressively build toward culmination of helping agencies formulate a viable plan for better positioning in the current changing funding environment				
Stages:	Assessing an Agency's Current Position	Creating Vision & Setting Strategic Direction	Exploring Resources	Operationalizing the Plan
<b>Intent:</b>	Identifies/refines critical factors that outline agency overall environmental standing, affects current success & future viability. Informs decision-making in subsequent stages	Builds understanding and approaches to change management and consider possibilities, aligned with agency position, to shape future vision & strategic direction	Uncovers resources to be utilized to leverage agency's position amidst change and augment its ability to plan for reaching vision	Aligns vision, priorities & agency position with resources to develop a strategic workplan, outlining actions helping agency better adapt to changing landscape
<b>Sessions:</b>	#1. Series Overview & SWOT #2. Financial Health #3. Fund Devp Tools/Techniques #4. Prgm Financial Sustainability #5. Contingency Planning	#6. Change Management #7. Innovation #8. Vision/Strategic Direction	#9. Board Engagement & Role in Fund Devp #10. Dive into Fund Development #11. Strategic Alliances - P1 #12. Strategic Alliances - P2	#13. Creating an Actionable Transition Plan
<b>Learning Objectives:</b>	Participants will improve understanding about agency condition, including capabilities & vulnerabilities overall and in finance & fund development areas	Participants will shape their agency's future vision, leveraging position, in context of change, utilizing innovation, all to pursue improved mission fulfillment	Participants will identify resources (focusing on revenue generation & program/operational effectiveness) to help further mission fulfillment	Participants will utilize understanding & insight gained to frame strategic transition plan, better positioning agencies in the shifting environment
<b>Correlating Quality Standards:</b>	G: Board drives direction P: Effective program design G: Board financial oversight F: Financial stability F: Financial planning/oversight	G: Board drives direction G: Program effectiveness P: Program positive impact G: Community accountability A: Structure facilitates operations	G: Board meets strategic needs F: Financial stability F: Effective financial planning G: Board accountable to community	G: Board drives direction F: Financial stability P: Program positive impact G: Board accountable to community

5



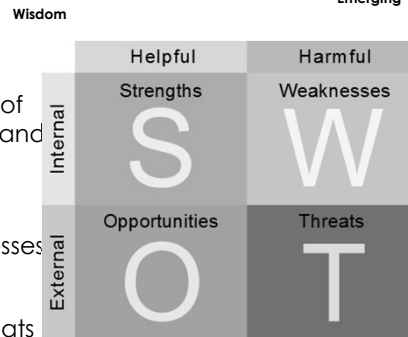
6

## SESSION 1: SWOT Analysis

5.17.18

Presented by: Rebecca Bennett  
Emerging

- Grounds plan
- Provides realistic view of agency's capabilities and vulnerabilities
- Identifies internal strengths and weaknesses
- Examines external opportunities and threats



© 2018 Rebecca Bennett, Emerging Wisdom 7

## SESSION 2: Financial Health

6.14.18

Presenters: Judy Murphy & Amy

Altholz

RubinBrown

Common financial sustainability benchmarks include:

- Operating reserves
- Liquidity evaluation
  - Days of Cash on Hand to Pay Expenses
  - Current Liquid Assets/Current Liabilities
- Funding gap analysis
- Diversified funding streams
- Budget vs. actual analysis

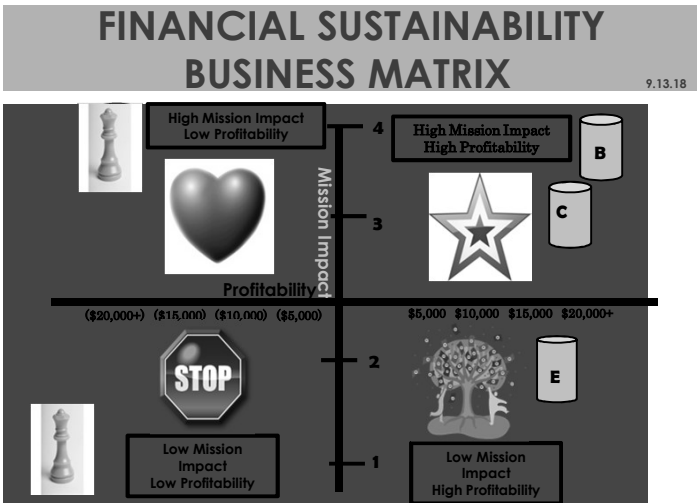
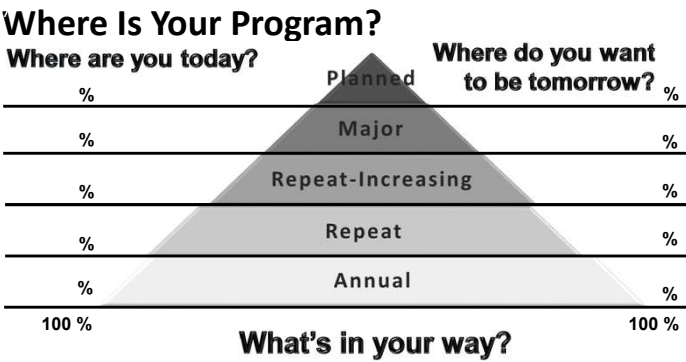


8

 RubinBrown

# SESSION 3: Fund Development Tools & Techniques

Presented by: Wendy Dyer,  
Wendy Dyer Fund Development Consultants



Presented by Dick Goldbaum, Transitions in Leadership  
adapted from Nonprofit Sustainability: Making Strategic Decisions for Financial Viability, by Bell, Masaoka, Zimmerman, Jossey Bass, 2010

## SESSION 5: Contingency Planning

10.11.18

Presented by: Pat Knoerle-Jordan  
Experience on Demand

**Definition:** Risk mitigation process preparing an agency for potential challenges by navigating through worst-case scenarios to help ready itself for best responses if needed

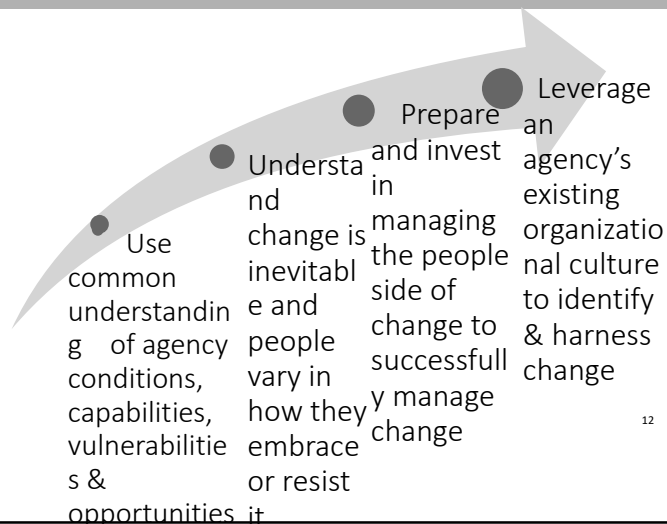
Contingency Planning is used to:

- Achieve higher degree of shared experience and organizational learning
- Raise/challenge widely held beliefs & assumptions about agency and its direction
- Identify key levers to influence future course; incorporate change management into strategic analysis; & intentionally mitigate future negative impacts

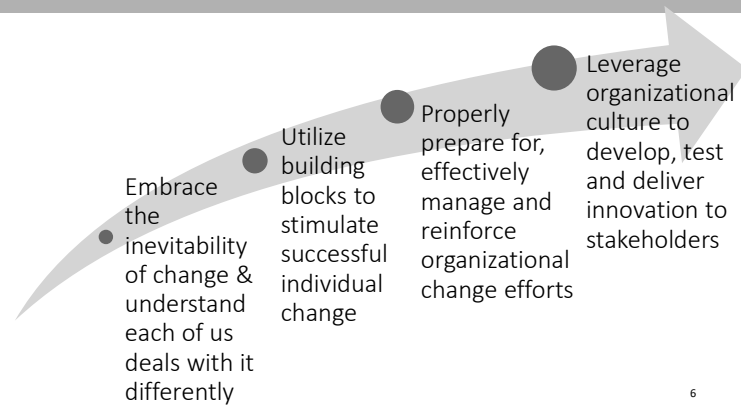
### Contingency Planning Model:



## MOVING FROM STAGE #1: ASSESSING CURRENT STATE TO #2: PREPARING FOR CHANGE & INNOVATION



## STAGE 2: PREPARING FOR CHANGE AND INNOVATION



6

## SESSION 6: Change Management

11.8.18

Presented by: Marissa Q. Paine  
Painefree Coaching & Consulting

### Phase 1 – Preparing for Change

Define your change management strategy

Prepare your change management team

Develop your sponsorship model

### Phase 2 – Managing Change

Develop change management plans

Take action and implement plans

### Phase 3 – Reinforcing Change

Collect and analyze feedback

Diagnose gaps and manage resistance

Implement corrective actions and celebrate successes

## SERIES ROLES & RULES

### Roles

#### Facilitators

- Guides learning and sharing
- Conducts exercises
- Maintains schedule

#### Participants

- Are open to learning
- Share knowledge & insight
- Check for understanding

### Rules

- Manage your comfort
- Listen actively
- Ask questions and encourage others to share
- Minimize distractions
- Respect all views and opinions
- Enjoy yourself!

11

## Member Agency Strategic Transition Planning Series

Please contact Julie Simon at  
[Julie.simon@stl.unitedway.org](mailto:Julie.simon@stl.unitedway.org)  
 with questions, comments or concerns

37



United Way of Greater St. Louis  
STRATEGIC TRANSITION PLANNING SERIES  
Session #7: Developing a  
Culture of Innovation  
November 30, 2018



## SESSION PURPOSE

- Using common understanding of your agency's current state, continue into Stage #2 "Preparing for Change and Innovation"
- Identify and harness the innovative capacity of your agency



18

## LEARNING OBJECTIVES



Participants will:

- Increase knowledge about conditions that inspire and stimulate innovation
- Improve understanding of how to go about defining a problem or opportunity
- Gain insight on methods for generating ideas experimenting with and delivering innovation
- Advance learning about supportive roles and key approaches to innovation

14

# Developing a Culture of Innovation

Joseph T. Steensma, EdD, MPH, CIH  
Washington University

## Assumptions

- Your organization is rich with innovation and innovative capacity
- Innovations to many people and organizations seem episodic and isolated...in many organizations “innovation” is a thing or an event
- Systematic approaches to innovation tend to yield greater benefits

Innovation more than a light bulb moment...it is a process that (should be perpetual) yields “something different”.



## Is this what we want innovation to look like in our organizations?

- How can you nurture and promote innovation in your organization?
- How can innovation happen more reliably?
- Are there systems of innovation that can be employed to yield innovations that fit the organizational capacity?
- For answers to these questions we may have to go back to 1435...then to 1998...

## The Medici Effect

- Frans Johansson's Book - *The Medici Effect: Breakthrough Insights at the Intersection of Ideas, Concepts and Cultures* gives us a lot to think about with respect to providing the conditions for innovation

## The Medici Effect

- A town of 50,000 (right after the plague) became the epicenter of innovation...how?
- The Medici's started a utopia of innovation by sponsoring artist in Florence.
- Which led to philosophers, scientists, engineers, and craftsmen of all types flooding to Florence.
- BUT...that was not what made Florence the epicenter of innovation...

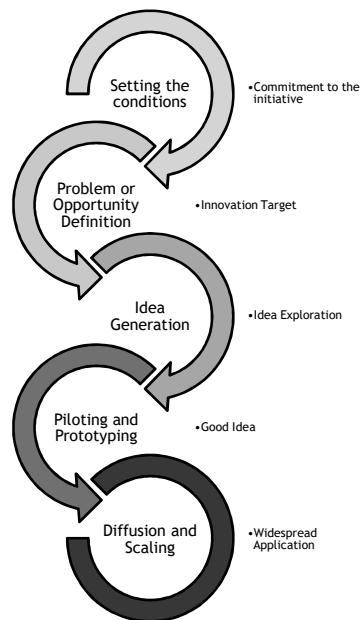
## The Medici Effect

- It was a system that focused on:
  - **Collaboration:** Forget boundaries...get the best talent from a wide swath of skills and talents and put them in one place. Look inside and outside of your existing organization
  - **Create a support system:** Creativity IS NOT ENOUGH! Innovation needs to be supported systemically and systematically.
  - **Change Agents:** Senior leaders are important in the innovation process, but people who have credibility with the rank-and-file and can foster change throughout the organization are far more integral to the innovation process.

## The Google Effect

- Andrew Jones - The Innovation Acid Test: Growth through Design and Differentiation - talks about Google's remarkable consistency in innovation:
  - Get EVERYONE involved:
  - Promote TIME to be creative:
  - FAIL early, FAIL often
  - In my opinion, there is no 'failure'...there is either "win" or "learn" (or both).

## A CONCEPTUAL FRAMEWORK



## SETTING THE CONDITIONS

### Signal Commitment from top leadership

- Conditions:

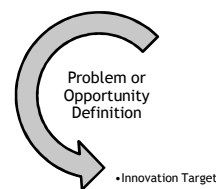
- Democratize Innovation
- Experiment and learn
  - Think about your chemistry class
- Collaborate and network
- Measure and be accountable
  - How?
- Communicate



## PROBLEM OR OPPORTUNITY DEFINITION

What are you trying to  
innovate around?

- Offerings:
  - Core offerings
  - Synergy of offerings
  - Supporting services
- Processes
  - Core Processes
  - Enabling Processes





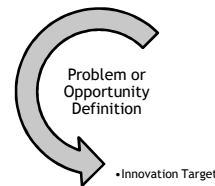
## What type of change are you interested in producing?

- Incremental Innovation

- Improves on existing products or services

- Radical Innovation

- Overturn existing paradigms
- Create new markets



Which way do you go? Who should you listen to?

The purpose of innovation is to produce value...for the CUSTOMER!

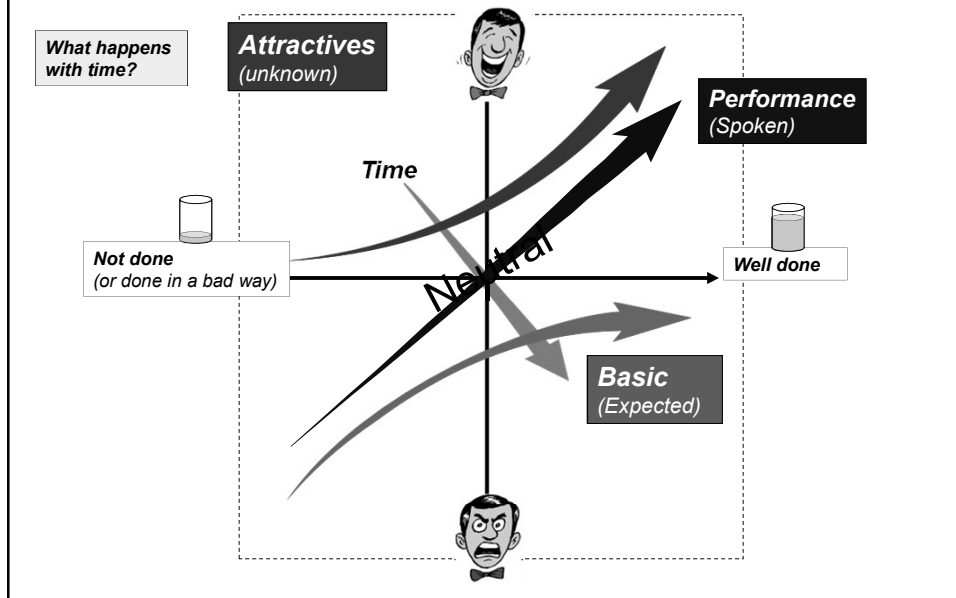
- So we should listen to the voice of the customer to help us understand what is valuable to them.
- We should approach innovation with the customer in mind.

# Thought Experiment

What if the best innovation  
you could feasibly  
implement in your  
organization doesn't  
require **DOING** something  
new but **STOPPING**  
something old?

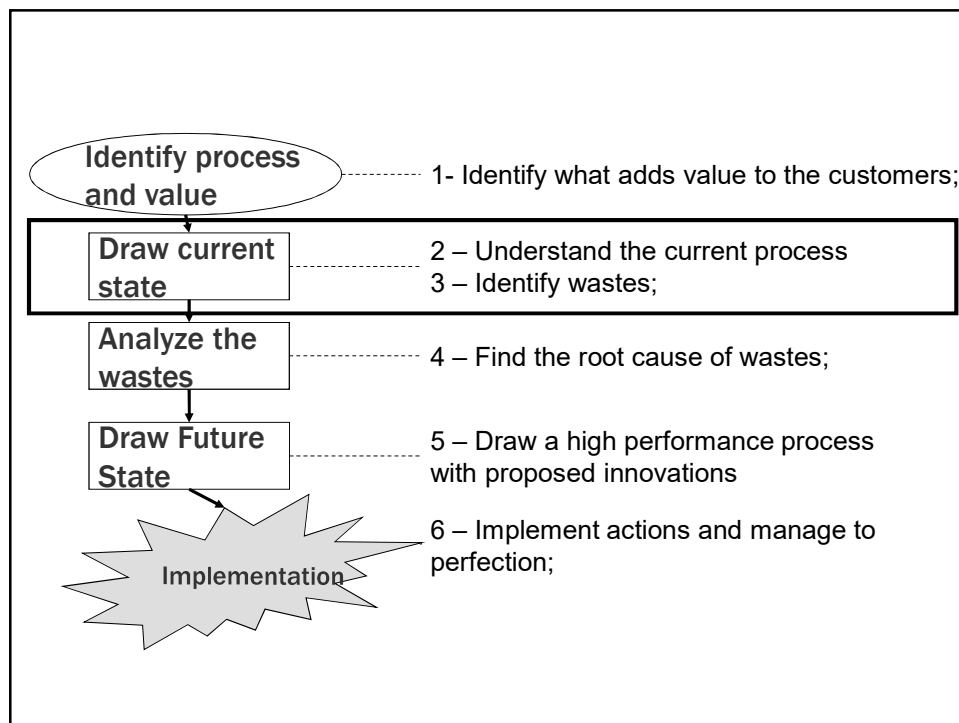
35

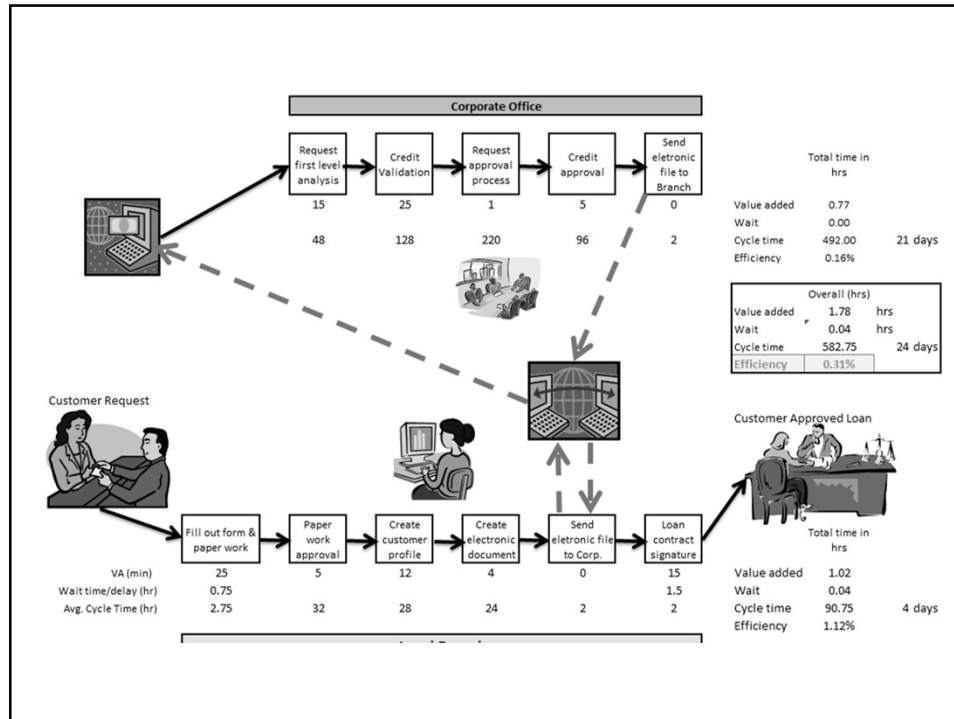
## What creates a happy customer?



## What tools do we have to define the problem or opportunity?

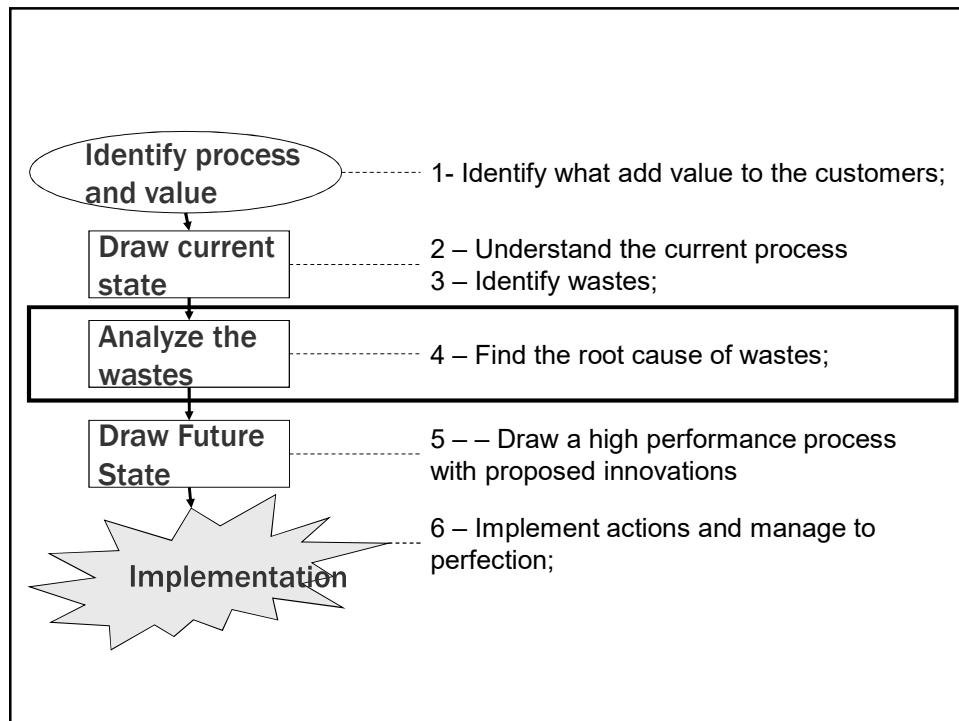
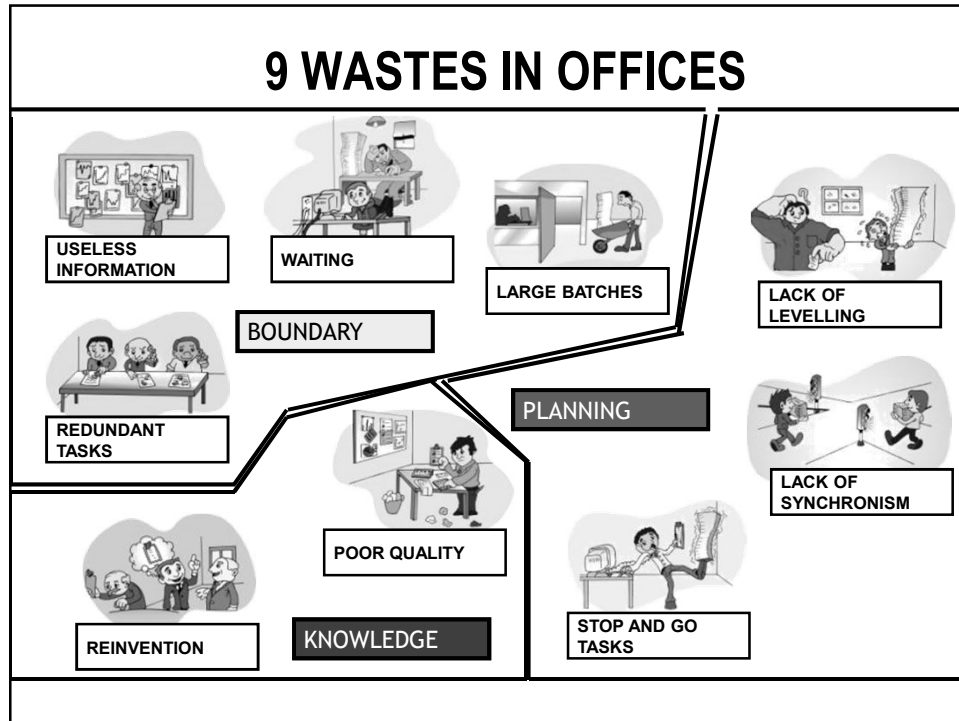
- I like to use “Lean” tools to help me through the innovation process.
- First I like to understand where there is value and where there is waste (Value Stream Mapping)
- Then I use other lean tools (DMAIC) to help me innovate around the opportunity.





## WASTES IN OFFICES

- BOUNDARY WASTES
- KNOWLEDGE WASTES
- PLANNING WASTES



## DMAIC TOOLS (ubertool)

Define, Measure, Analyze, Improve and Control



BRAINSTORMING



PARETTO CHART



CHECK-LIST



CHARTS



PRIORITY MATRIX



ISHIKAWA

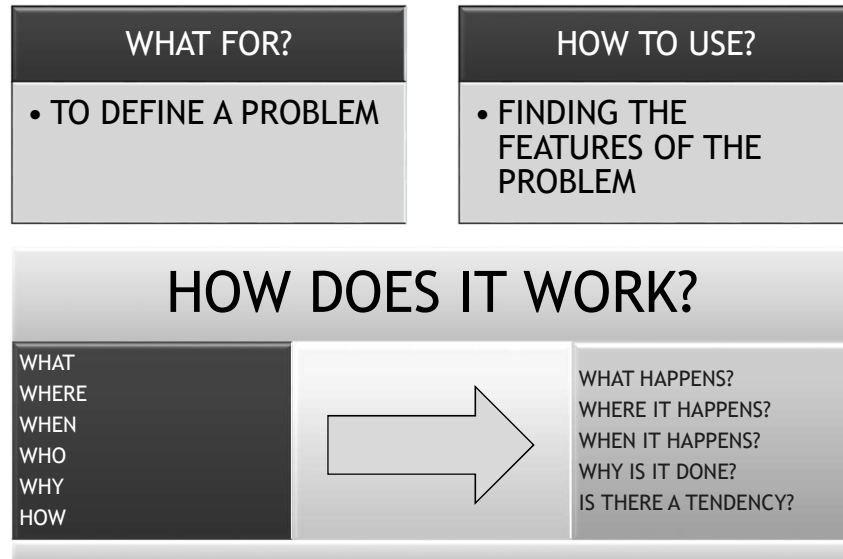


5W / 1H

## DMAIC TOOLS (ubertool)

Quick Hits	Complex
JUST DO IT!	PLAN = 5W1H & 5 WHYs
~ 40% of cases	~ 60% of cases

## 5W1H



## 5 Whys

Defect	Reasons
Why-1: Why did THE DEFECT occur?	
Why-2: Why did THAT occur?	
Why-3: Why did THAT occur?	
Why-4: Why did THAT occur?	
Why-5: Why did THAT occur?	
Why-6: Why did THAT occur?	

## **BREAKOUT!**

Pair up...Think about one area of waste  
for your organization.

What kind of waste is it?

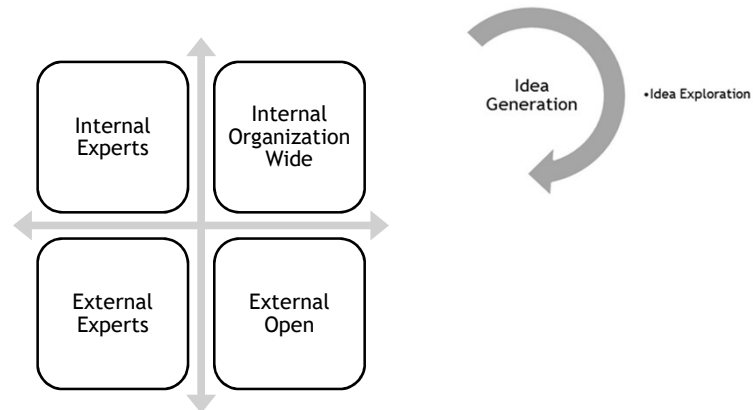
Try to work together to get to a root  
cause.

Define the problem you want to innovate  
around.

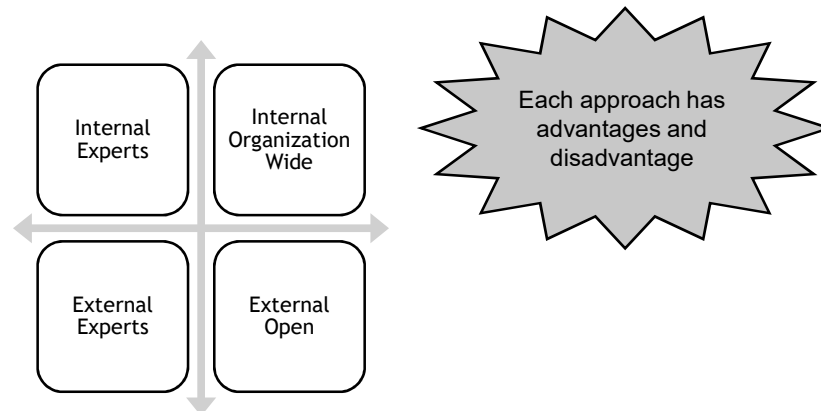
**IDEA GENERATION**

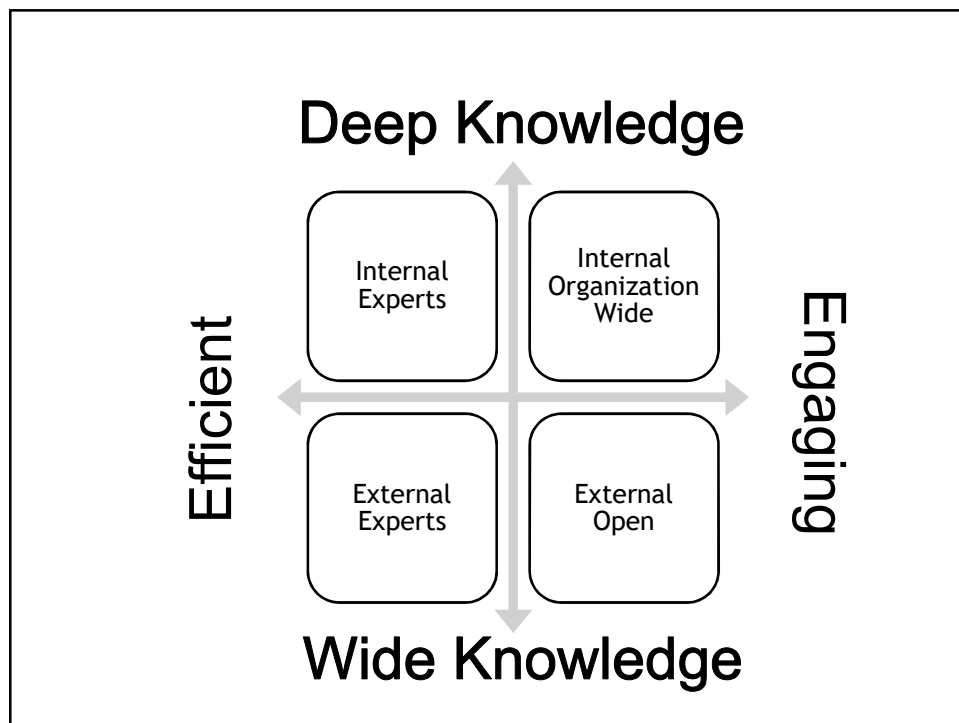
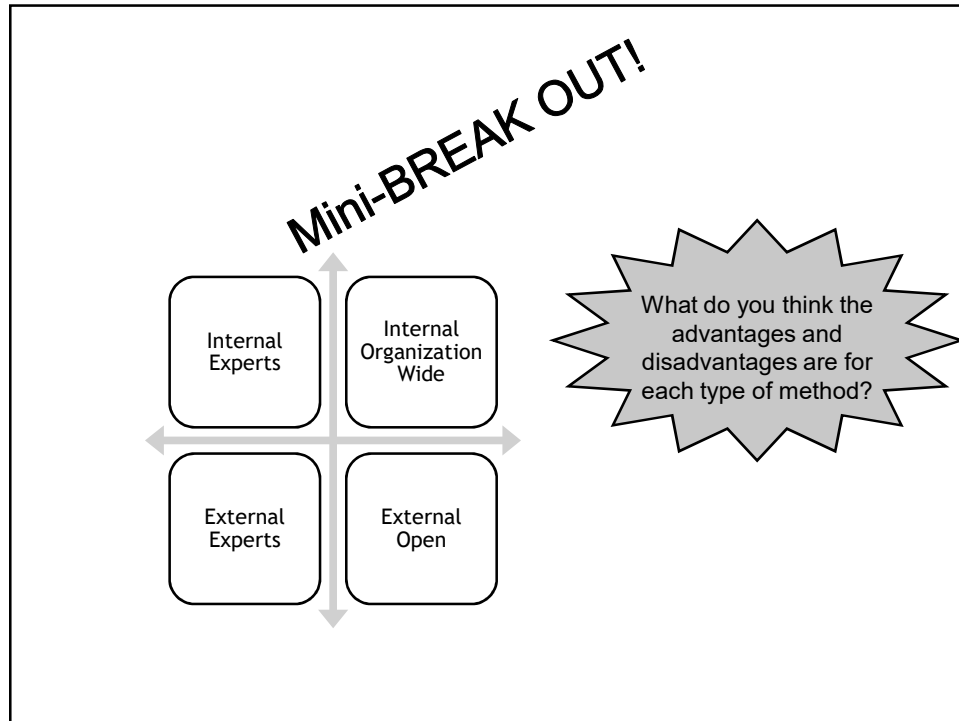


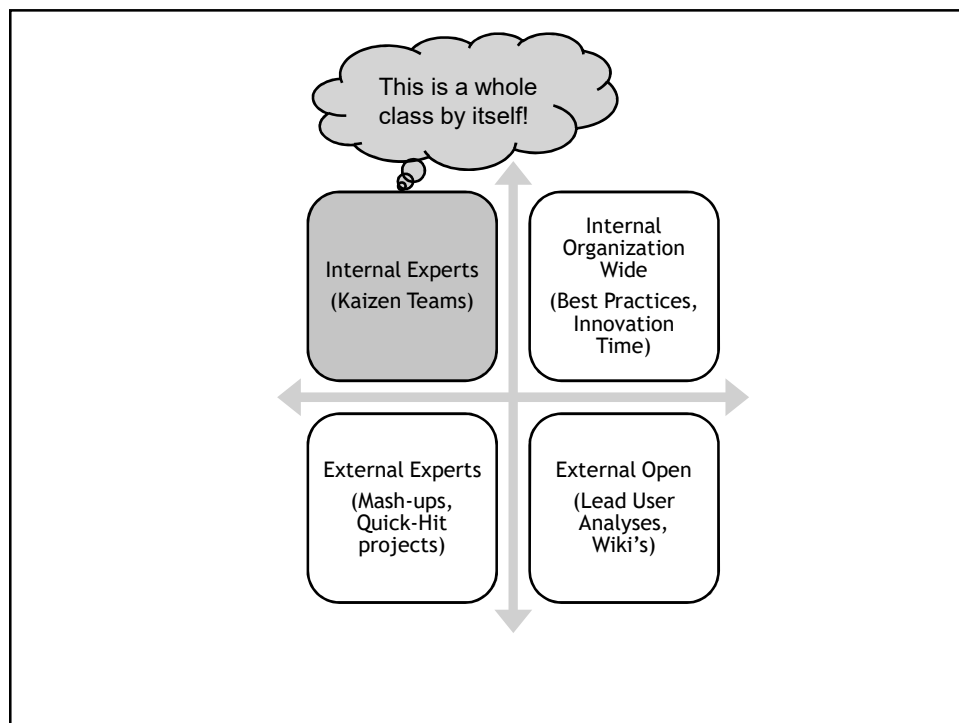
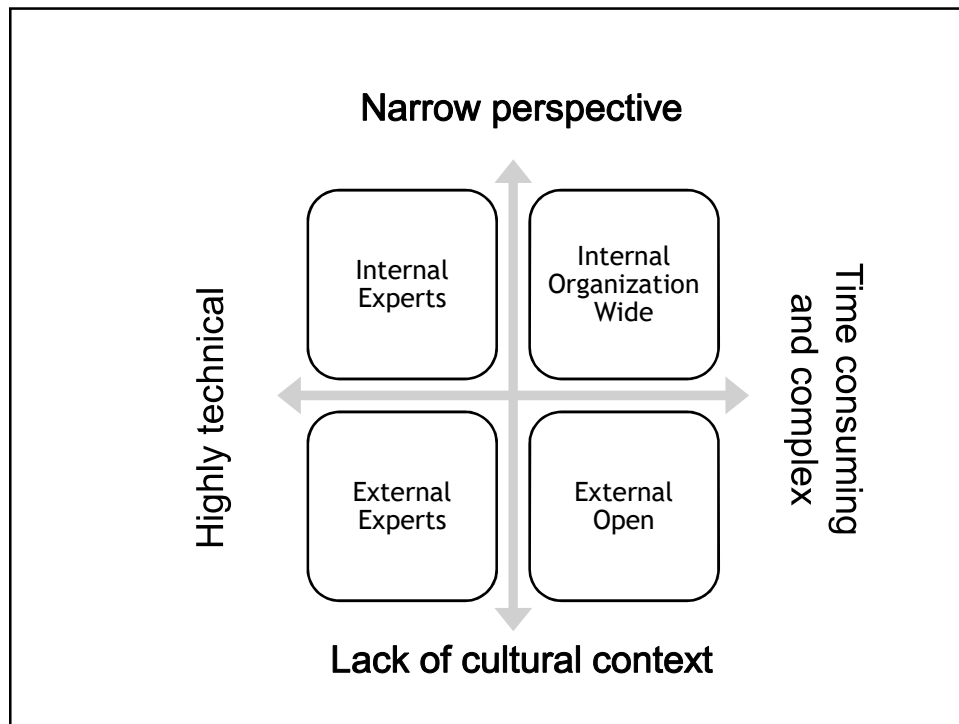
## What approach to innovation should you take?



## What approach to innovation should you take?







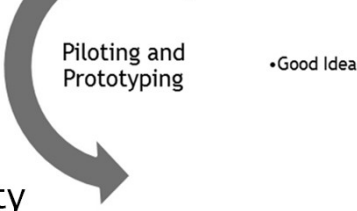
# Innovation Report Card

Title		DATE	E.O.	F.B.	M.E.	P.P.	D.M.	A.C.	C.F.
<b>BACKGROUND / TARGETS</b> <ul style="list-style-type: none"> <li>•Historical Context</li> <li>•What is the opportunity? What is the relation with the service/program?</li> </ul>			<b>FUTURE STATE</b> <ul style="list-style-type: none"> <li>• Actions and why are recommended</li> <li>• Countermeasures to the root-cause</li> </ul>						
<b>CURRENT STATE</b> <ul style="list-style-type: none"> <li>•Where are we?</li> <li>•How are we?</li> <li>•Facts and data</li> </ul>									
<b>ANALYSIS</b> <ul style="list-style-type: none"> <li>•What is the root cause (if fixing a problem)?</li> <li>•Why does the opportunity exist?</li> <li>•What is (are) the restrictions to innovation?</li> </ul>			<b>ACTION PLAN</b> <ul style="list-style-type: none"> <li>• Which activities are required to reach the target condition?</li> <li>• Responsible and when?</li> </ul>						
			<b>Indicators</b> <ul style="list-style-type: none"> <li>• Measurement of impact of the actions in the KPIs</li> </ul>						

## SESSION BREAK

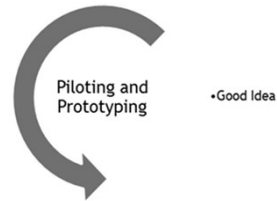
## PILOTING AND PROTOTYPING

### What is the pace of innovation?

- Rapid Prototyping
    - Great in small organizations
    - Not so great in society writ large
  - Slow Prototyping
    - Best for large “system” or “society changing” innovations.
- 
- Piloting and Prototyping
- Good Idea

## What is prototyping?

- It can be really simple
  - E.g. story boards, future-state VSMs
- Or fairly complicated
  - High-tech simulations, mock-ups of apps
- BUT...it is ALWAYS iterative!



## 6 Key principles of experimentation

- Front-load the innovation process. Get a testable idea or product out early...even in raw form to begin to test.
- Do not overload the team.
- Integrate new and existing technologies.
- Build the systems to test and prototype quickly: Skunk-works
- Fail early, and often, but don't confuse failure with "mistakes" or poor performance.
- Manage projects as experiments: there is no "fail" just "win" or Learn".

## What do you need to prototype

- Again...it depends...but before you start you should:
  - Assemble the resources: You must ID what resources you need to enter the development process. Make sure you have the financial, technological, and human resources in place.
  - Scan: As the solution (innovation) might unfold differently depending on context the testing/prototyping stage allow additional time to scan externally to see how the new idea might compliment (or be complimented) by others.
  - Plan: Start with the end in mind and WORK BACK! This will help you add detail to the innovation.
  - Design/Refine: Make adjustments from what you have learned.
  - Test: Test as much as you can early on...test with users ASAP!
  - Establish baseline metrics: From those we can assess improvements. Also consider starting with this: We will know this is working when...
  - Learn/Refine...

## DIFFUSION AND SCALING

What is the best approach to spreading the innovation?

Dissemination

Growth

Replication

Enabling Environment

## Dissemination

- Actively providing information and maybe technical assistance to share your innovation with others.
- Can be cost effective, but without marketing reach can be limited and slow going.
  - Pushing and free access work well here



## Growth

- Pushing the innovation within your organization or to be taken up by others like you.
- Moving from pilot to pilot in similar environments.
  - Affiliation agreements/ JMAs work well here

## Replication

- Helping others replicate the innovation in OTHER contexts beyond your organization, transplanting the innovation into numerous other, disconnected places.
  - Licensing works well here!

## Promoting an Enabling Environment

- Helping promote policies, standards of practice/care, develop markets that reinforce or promote the spread of the innovation...
- In some cases **YOU NEED TO CHANGE THE SYSTEM** for the innovation to have a chance of being broadly taken up.
  - Lobbying and community involvement work well here

## SUPPORTING ROLES IN INNOVATIVE ORGANIZATIONS

## Scouts

- Scouts for innovation—whether focused internally or externally on new ideas developed outside the organization’s walls—are responsible for identifying innovation practices and good ideas that can be valuable to a team or to the organization as a whole for solving a specific problem or pursuing an opportunity.

## Innovation Broker

- Actively links an institution to interesting and applicable knowledge and players in the innovation space. While a scout mostly scans, captures, and disseminates information and opens possibilities
  - more dynamic filter and hands-on matchmaker of ideas.
  - Goes beyond scanning in an effort to provide information in a broad sweep. Link specific information to a serious seeker/users.

## Innovation Facilitator

- helps and coaches an institution's leaders and teams to apply innovation tools
- Draws on a repository of knowledge for acting more innovatively,
- Helps guide internal teams in using the innovation methodologies.

## Innovation Facilitator

- Drives a team to
  - identify the problems and opportunities they want to innovate upon
  - Generate ideas to solve those problems or capture those opportunities
  - Identify ways to prototype and test their innovations; and develop ways to implement, scale up or diffuse their ideas.
- The facilitator does not take a primary execution or implementation role

## Innovation Champion

- Leadership role
- Responsible for embedding a culture of innovation into the “DNA” of the organization.
- Helps find small and large ways to integrate innovation into the regular activities and processes of the foundation.

## Innovation Champion

- Focuses on nurturing innovation throughout the organization, from promoting buy-in at the highest levels to infiltrating activities ranging from strategy development and hiring with an eye toward innovative recruits.

## Innovation Incubator

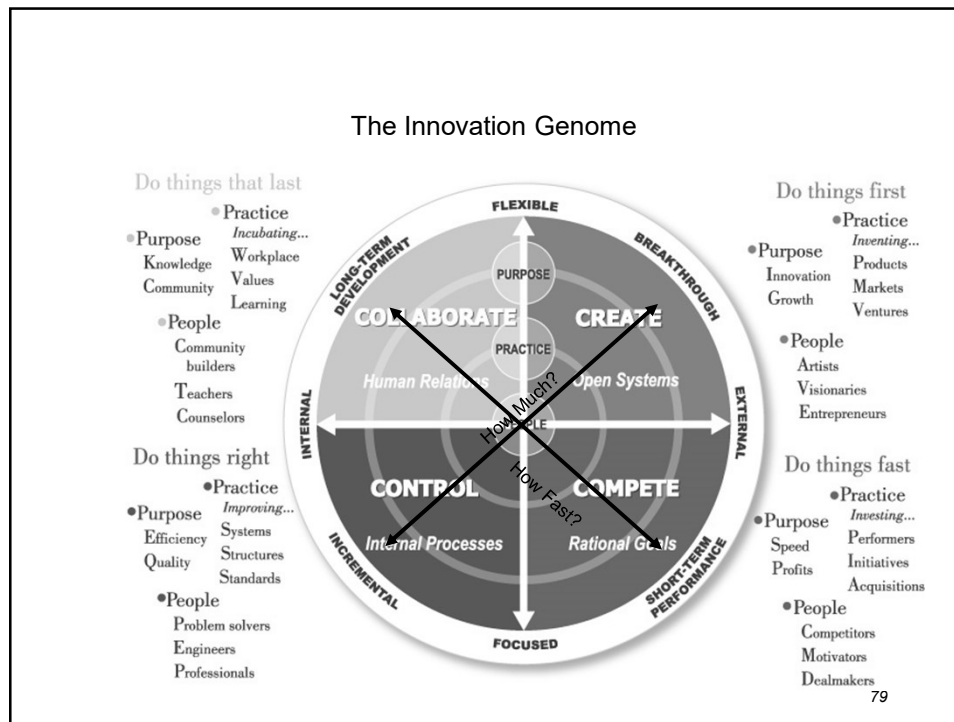
- While many of the other roles are focused on concepts and planning, this is about implementation.
  - Utilizes tools we talked about in selecting new and inventive ideas and developing these ideas with the appropriate resources and research.
  - May solicit outside support, the responsibility is with the incubation team to grow the innovation idea into a practical application product/service.

**Let's talk:  
Does/Could your  
organization have all  
of these roles?  
Where do you see  
yourself?**

**WHEN IT COMES TO  
INNOVATION...WHAT IS YOUR  
ORGANIZATION'S STRONG  
HAND?**



*This is an amazing book that, though written to address innovation in 'for profit' entities, would be a great read for ANY would be innovator! DeGraff and Quinn make it possible to see how YOUR organization might best innovate.*



## Are You Saying That An Organization Has One Conscious Approach to Innovation?

**No**

- But it does play to it's strong hand by...
- *Industry*
- *Department function*
- *Location*





## What are the Key Approaches to Innovation?

<p><b>Collaborate</b> <i>Social Approaches</i></p> <ul style="list-style-type: none"> <li>▪ Knowledge management</li> <li>▪ Collaborative communities of practice</li> <li>▪ Search and reapply</li> <li>▪ Culture and competency development</li> <li>▪ Collaborating with customers</li> <li>▪ Open source</li> </ul>	<p><b>Create</b> <i>Generative Approaches</i></p> <ul style="list-style-type: none"> <li>▪ Futuring and scenario planning</li> <li>▪ New market speculation</li> <li>▪ Diversified radical experiments</li> <li>▪ Early technology adaptation</li> <li>▪ Innovation societies and fellows</li> <li>▪ Corporate venturing and spin-offs</li> <li>▪ Greenhouse funds</li> </ul>
<p><b>Control</b> <i>Technological Approaches</i></p> <ul style="list-style-type: none"> <li>▪ Continuous process improvement</li> <li>▪ Lean systems</li> <li>▪ Total quality management</li> <li>▪ Simulations</li> <li>▪ Platform innovation</li> <li>▪ End to end IT systems</li> <li>▪ Supply chain innovation</li> </ul>	<p><b>Compete</b> <i>Business Approaches</i></p> <ul style="list-style-type: none"> <li>▪ Mergers and acquisitions</li> <li>▪ Portfolio management</li> <li>▪ Rapid action problem solving teams</li> <li>▪ Revenue insight processes</li> <li>▪ Branding</li> <li>▪ Business solutions</li> </ul>

## Take a Collaborate Point of View and Think About...

- Practices - Culture, competency, and processes of the organization Mission and vision statements
  - Knowledge management
  - Learning organization
  - Collaborative communities of practice
  - Culture development and transformation
  - Customer relationship management
  - Competency development
  - Team building
  - Mentoring and coaching
  - Training
- People: Individuals in the organization, at all levels
  - Sees potential
  - Builds commitment and trust
  - Sensitive and caring
  - Patient listeners
  - Encourage participation
  - Respects differences
  - Empowers people
- Preferred Environments
  - Family atmosphere
  - Collaborative workplace
  - Shared values and vision
  - Integrates personal goals
  - Informal
  - Teaching and coaching
- Preferred Communication
  - Talk about personal experiences
  - Tell stories
  - Express emotions
  - Put the person at ease
  - Acknowledge the role of intuition
  - Recognize important spiritual symbols
- Organizational Types
  - WL Gore
  - Genentech
  - McKinsey and Co
  - Harley Davidson
  - S.C. Johnson
  - eBay
  - The Body Shop
  - Universities

[www.competingvalues.com](http://www.competingvalues.com)

82

## Take a Create Point of View and Think About...

- Practices - Culture, competency, and processes of the organization Mission and vision statements
  - Creativity methods
  - Strategic forecasting and scenario planning
  - Corporate venturing
  - Spin-offs
  - Entrepreneuring
  - Growth and market disruption strategies
  - Change and innovation programs
  - New product development
  - Radical experiments
  - Borderless and virtual organizations
- People: Individuals in the organization, at all levels
  - Visionary dreamers
  - Clever
  - Optimistic
  - Enthusiastic
  - Quick on their feet
  - Big-picture thinkers
- Preferred Environments
  - Stimulating projects
  - Flexible hours
  - Free from everyday constraints
  - New initiatives
  - Independent work streams
  - Diverse workforce
- Preferred Communication
  - Be enthusiastic and energetic
  - Look at the big picture
  - Draw concepts
  - Use metaphors
  - Look at the future
  - Explore how the pieces fit together
- Organizational Types
  - Google
  - Apple
  - Pixar
  - Virgin
  - Nokia
  - Versace
  - Bio techs
  - Start ups

83

## Take a Compete Point of View and Think About...

- Practices - Culture, competency, and processes of the organization Mission and vision statements
  - Economic value added management
  - Mergers and acquisitions
  - Real options analysis
  - Time to market reduction
  - Performance management scorecards
  - Profit insight processes
  - Pay-for-performance plans
  - Branding
  - Sales channel management
  - Portfolio management
- People: Individuals in the organization, at all levels
  - Goal and action oriented
  - Impatient
  - Assertive
  - Driven
  - Decisive
  - Challenging
  - Competitive
- Preferred Environments
  - Competitive
  - High pressure and impact
  - Fast moving and high energy
  - Image enhancing deal making
  - Quantifiable results
  - Winners and losers
- Preferred Communication
  - Get to the point and summarize
  - Be logical and analytical
  - Critically confront the downside
  - Show personal ownership
  - Demonstrate a biased towards action
- Organizational Types
  - Unilever
  - Microsoft
  - IBM
  - Bloomberg
  - PepsiCo
  - Goldman Sachs
  - New York Yankees (alt. Chelsea)
  - Blue chips

[www.competingvalues.com](http://www.competingvalues.com)

84

## Take a Control Point of View and Think About...

- Practices - Culture, competency, and processes of the organization Mission and vision statements
  - Business process improvement
  - Activity based costing
  - Benchmarking
  - Lean manufacturing
  - Total quality management
  - Simulations
  - Contingency planning
  - Pervasive information systems
  - Reorganization
  - Supply chain management
- People: Individuals in the organization, at all levels
  - Pragmatic
  - Organized and methodical
  - Scientific or technical
  - By the book
  - Problem solver
  - Objective
  - Persistent
- Preferred Environments
  - Clear roles and responsibilities
  - Stable project management
  - Logical objectives
  - Methodical processes
  - Standards and regulations
  - Ordered and structured work
- Preferred Communication
  - Provide details
  - Follow the rules
  - Conform to accepted esprit de corps
  - Provide detailed data
  - Demonstrate how it works
- Organizational Types
  - Toyota
  - GE
  - Shell oil
  - Airbus
  - Wal-Mart
  - Siemens
  - LG
  - Medical centers

[www.competingvalues.com](http://www.competingvalues.com)

85

# BREAKOUT!

**WHEN IT COMES TO  
INNOVATION...WHAT IS YOUR  
ORGANIZATION'S STRONG  
HAND?**

## Enlist Deep and Diverse Domain Experts

	Teachers	Dreamers and visionaries	
	Communicators	Fashion trend setters	
	Counselors	Creative actors	
	Listeners	Big picture thinkers	
	Conflict mediators	Experimenters	
	Community builders	Energizers	
	Planners	Competitors	
	Organizers	Decision makers	
	Analysts	Goal oriented achievers	
	Technicians and scientists	Sprinters	
	Methodical problem solvers	Political game masters	
	Professionals	Deal makers	

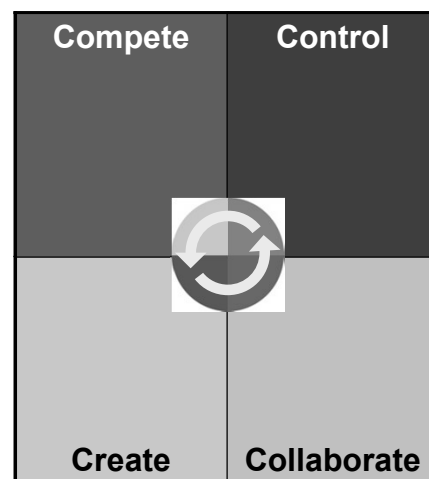
## Think Around the Challenge and Integrate the Solution

### Differentiate

- Consider the challenge by thinking around the four perspectives
- Use breakout groups to divide and conquer

### Integrate

- Integrate the perspectives and develop hybrid solutions
- Integrate the breakout groups if appropriate to sync it the solutions



[www.competingvalues.com](http://www.competingvalues.com)

88

One last thing!!!

## Inhibitors of Creative Thinking

Personal Block	Problem Solving Blocks	Contextual Blocks
<ul style="list-style-type: none"> <li>■ Lack of self-confidence</li> <li>■ A tendency to conform</li> <li>■ A need for the familiar/habit-bound thinking</li> <li>■ Emotional “numbness”</li> <li>■ Saturation</li> <li>■ Excessive enthusiasm</li> <li>■ Lack of imaginative control</li> </ul>	<ul style="list-style-type: none"> <li>■ Solution fixedness</li> <li>■ Premature judgment</li> <li>■ Habit transfer</li> <li>■ Use of poor approaches</li> <li>■ Lack of disciplined effort</li> <li>■ Poor language skills</li> <li>■ Rigidity</li> </ul>	<ul style="list-style-type: none"> <li>■ Scientific reasoning provides a panacea</li> <li>■ Resistance to new ideas</li> <li>■ Isolation</li> <li>■ Negative attitude toward creative thinking</li> <li>■ Autocratic decision making</li> <li>■ Experts</li> <li>■ An over-emphasis on competition or cooperation</li> </ul>

*The Creative Edge. William Miller 90*