

Cracking the Creativity Code

Arie Ruttenberg & Shlomo Maital



Week Two



Week Two. Preview

2.1 The ZiZoZi method, in depth. Zoom in: Grasping every possible detail and fact related to the challenge at hand. 2.2 Case study: Edison's light bulb. 2.3 Zoom out: Taking the Imagination Elevator to the 989th floor to collect wild ideas. 2.4 Benchmarking as a key tool. 2.5 Is it innovative to 'borrow' and 'adapt'? 2.6 How to challenge basic assumptions (Peter Drucker). 2.7 Zoom in: Returning to ground floor with the basket of ideas and converging – selecting the best one. 2.8 Managing the tradeoff between 'discovery' and 'delivery'. 2.9 Creativity everywhere, all the time, everyone, everything. 2.10 Case studies



Cracking the Creativity Code

Arie Ruttenberg & Shlomo Maital

Week Two

Session #1

**ZiZoZi in Depth: Grasping
every detail and fact**



The ZiZoZi method, in depth

Zoom in: Grasping every possible detail and fact related to the challenge at hand.

Case study: Edison's light bulb.

Zoom out: Taking the Imagination Elevator to the 989th floor to collect wild ideas.

Benchmarking as a key tool. Is it innovative to 'borrow' and 'adapt'? How to challenge basic assumptions (Peter Drucker).

Zoom in: Returning to ground floor with the basket of ideas and converging – selecting the best one. Managing the tradeoff between 'discovery' and 'delivery'.

Creativity everywhere, all the time, everyone, everything. Case studies



Are You a True Explorer?

- ☐ **Difficulty, challenges, frustration are in my opinion opportunities for growth.**
- ☐ **Obstacles do not divert me from the path I have chosen.**
- ☐ **When a core value I held for years did not stand up to reality or serve me well at the time – I nonetheless refused to abandon it.**
- ☐ **I can express precisely my five core values and explain why I believe in them.**
- ☐ **I am constantly searching for new challenges.**
- ☐ **I find the process of meeting new challenges enjoyable and fulfilling, regardless of the rewards I might receive at the end.**
- ☐ **I have experienced deep failure but it has not deterred me from new challenges.**
- ☐ **I continually imagine where I wish to be in five years and work to make it happen.**



What do you SEE ????



Fotoğraf: George Steinmetz

Dev Develer

© 2005 National Geographic Society. Her hakkı saklıdır.

National Geographic Türkiye, Şubat 2005

“The best and most experienced idea people *would always say whatever was in their minds at the moment*, without filtering it, without apologizing and without being insulted if their ideas were not greeted with applause. *They simply poured out ideas and waited for the patient hunter sitting opposite them to pounce on one of them eagerly and announce, “Yes! That’s it!”* In many cases, the final choice surprised many people who did not believe the chosen idea was in fact the very best one, but who accepted the choice of the creative director like parents who are proud of all their children. *They know that their role is to generate a vast number of ideas and spread them out on the work table and that someone more experienced than they knows which of them will work, within the existing constraints of time, place, and budget.”*

Ch. 3



Cracking the Creativity Code

Arie Ruttenberg & Shlomo Maital



Week Two

End of Session #1



Cracking the Creativity Code

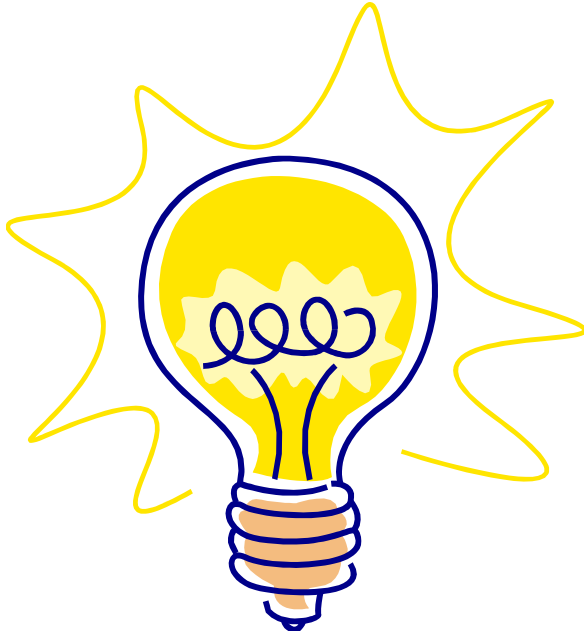
Arie Ruttenberg & Shlomo Maital

Week Two

Session #2

Case Study: How Thomas Edison Lit Up the World

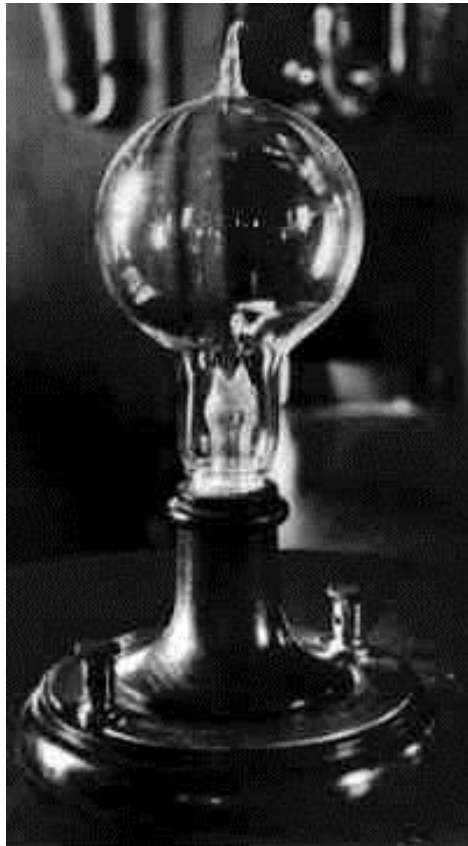




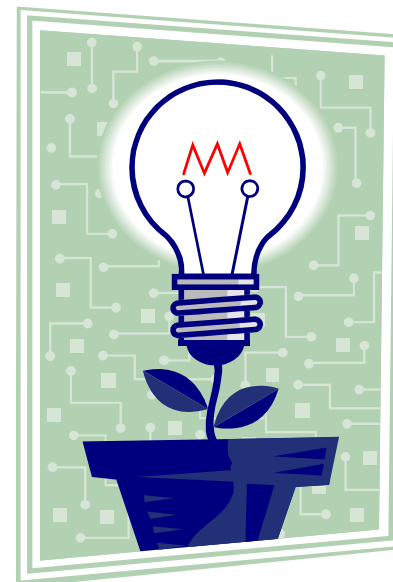
Thomas Edison:

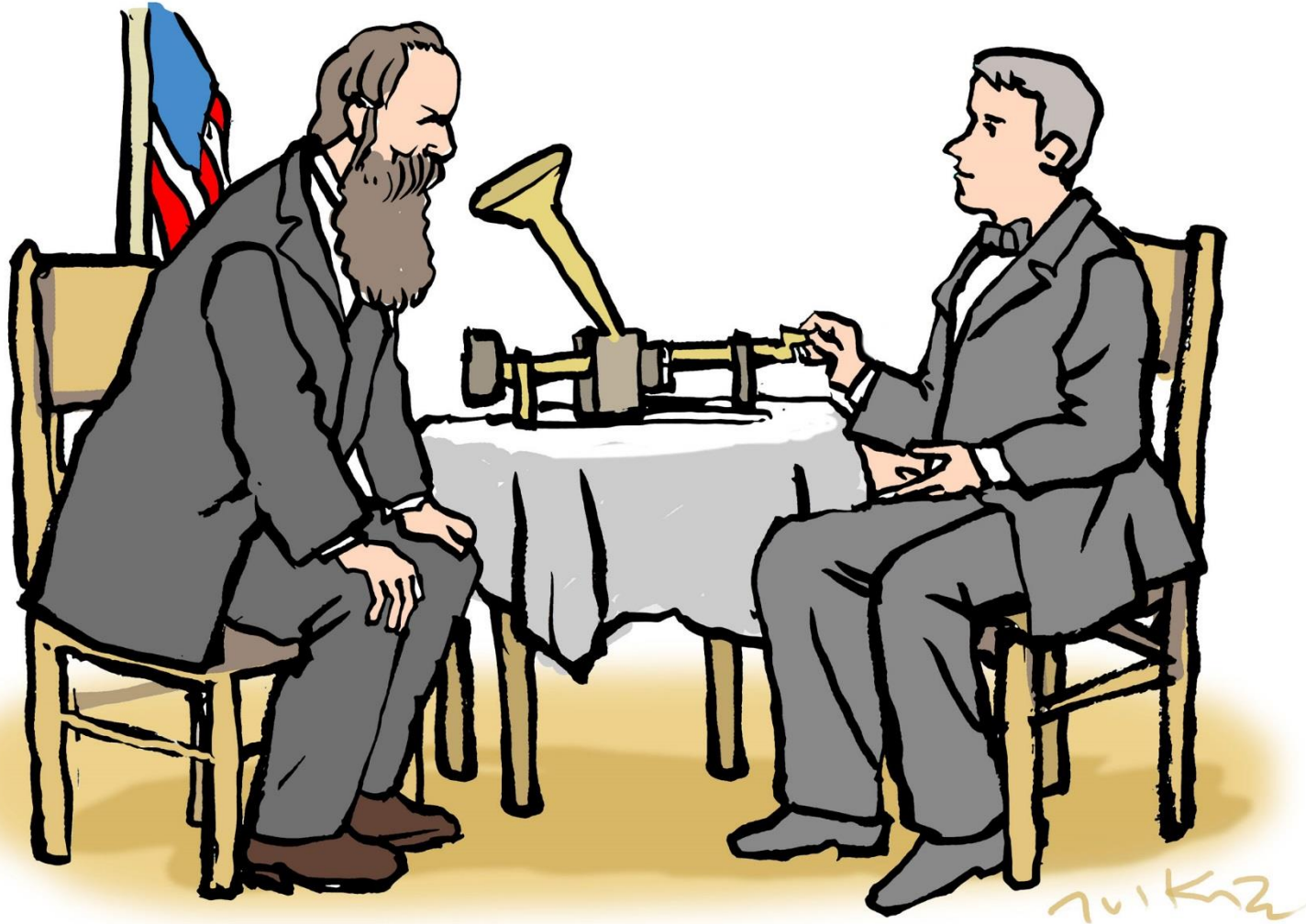
**How he electrified America with
inspired Zoom in /
Zoom out/
Zoom in**

**“Genius is 1% inspiration,
99% perspiration”**



Business Innovation: Are You the Next Edison?





**Edison
demonstrates the
phonograph to
President
Rutherford B.
Hayes**

The Six Key Lessons Edison's “light bulb” reveals:

- * Know what business you are in**
- * Economics (and sociology) trumps technology**
- * Winning business designs offset first-mover advantage**
- * Generate excitement**
- * Invent PLATFORMS, not products or processes**
- * Management skill is a crucial core competency in innovation**

The 7 Critical Systems Elements

- 1 The parallel circuit,**
- 2 A durable light bulb,**
- 3 An improved dynamo,**
- 4 The underground conductor network,**
- 5 The devices for maintaining constant voltage,**
- 6 Safety fuses and insulating materials, and**
- 7 Light sockets with on-off switches.**



Cracking the Creativity Code

Arie Ruttenberg & Shlomo Maital



Week Two

End of Session #2



Cracking the Creativity Code

Arie Ruttenberg & Shlomo Maital

Week Two

Session #3

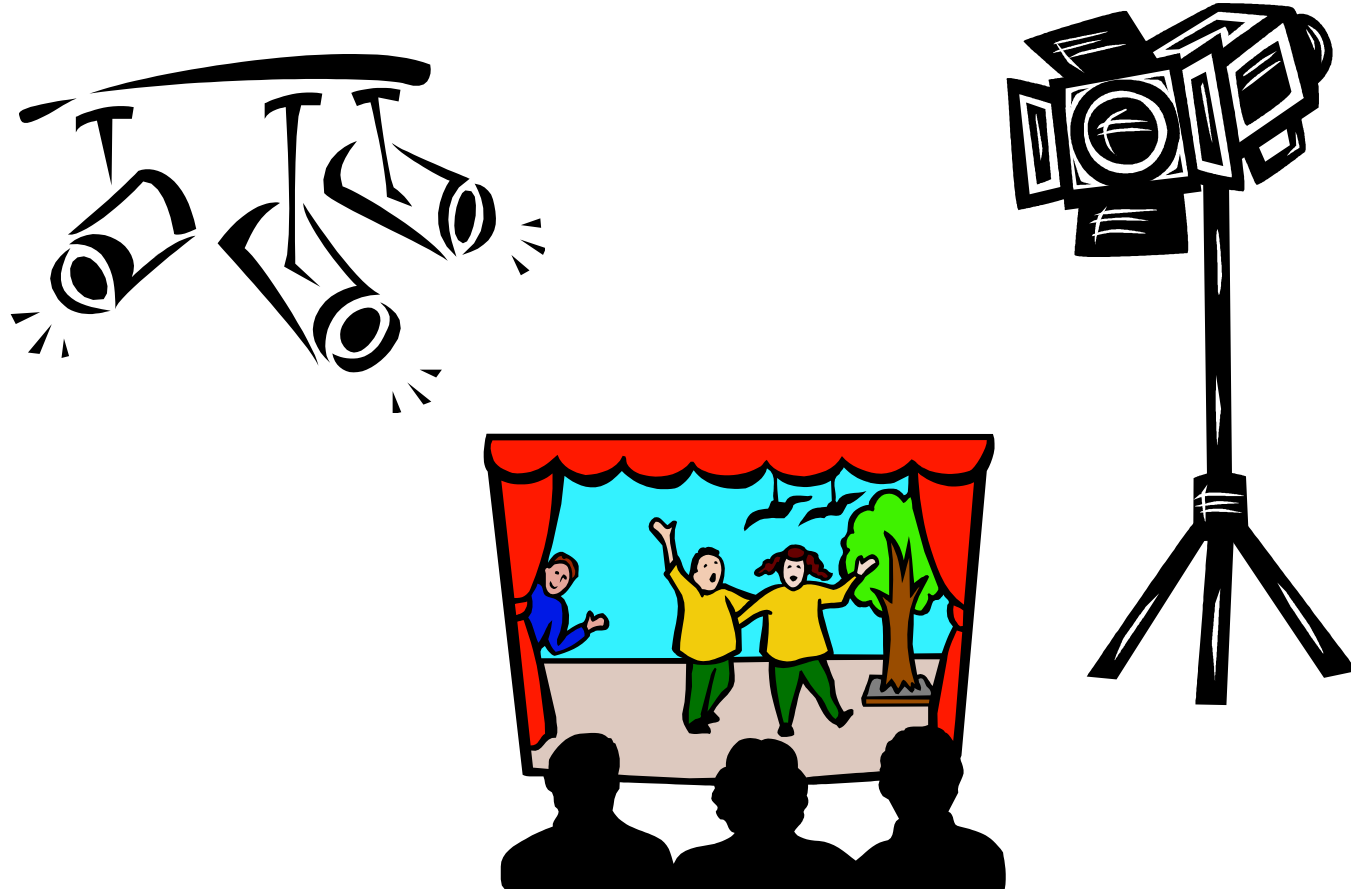
Zoom Out: Collecting Wild Ideas





Pablo Picasso (1881-1973)

“If you know exactly what you are going to do, what is the point of doing it?”



Luigi Pirandelli,

**“Six Characters in
Search of an Author”**

1921



George Bizet

“Carmen”

Become Who You Are: (self awareness)

If you were Georges Bizet, and you knew *that Carmen would become perhaps the world's most beloved opera, yet in your lifetime your masterpiece would be scorned, criticized and fiercely ridiculed....Would you still create it?*



Cracking the Creativity Code

Arie Ruttenberg & Shlomo Maital



Week Two

End of Session #3



Cracking the Creativity Code

Arie Ruttenberg & Shlomo Maital

Week Two

Session #4

**Zoom Out: Benchmarking as
a key tool**



Best Practice Benchmarking

Benchmarking is the process of identifying, understanding and sharing best practices. It is also a process of measuring systematically your business performance against an outside group. Through benchmarking, a company uncovers gaps in its performance and identifies areas to target for improvement. Moreover, benchmarking uncovers new ways of improving business processes and activities, and motivates action by providing external examples.



Benchmarking is a Mindset

- Observe everything, everywhere, everyone, all the time
- Benchmark *far beyond your own products or industry*
- Benchmark to where best practices are *moving*, not to where they are at present



Example: The 22 Processes in a Hotel

- Enter lobby • greeting • check-in • bellboy
- Shower • advice on restaurants • breakfast
- Checkout

- choose hotel • make reservation • travel to hotel • park car • walk to hotel • go to room
- look around room • require assistance of employee • call home • use business center
- workout • retrieve car • head to airport
- follow-up, satisfied?

Can You Create Value by Widening the Range of Choice?

Cracking the Creativity Code

Arie Ruttenberg & Shlomo Maital



Week Two

End of Session #4



Cracking the Creativity Code

Arie Ruttenberg & Shlomo Maital

Week Two

Session #5

Is it innovative to borrow and adapt?





**The story of how
M&M's was discovered:**

Zoom in

Zoom out

Zoom in



Cracking the Creativity Code

Arie Ruttenberg & Shlomo Maital



Week Two

End of Session #5



Cracking the Creativity Code

Arie Ruttenberg & Shlomo Maital



Week One Session #6 How to Challenge Basic Assumptions





Peter Drucker:

**World's Greatest
Consultant – His Secret**

It starts with Zoom In.

**It starts with asking questions
nobody ever asks.**



1. Assumptions about the business environment:

- *What are our assumptions about society and social forces and how they are changing?*
- *What are our assumptions about our markets, our customers, their values and behaviours? How well do we understand them? How will these changes impact our business?*
- *Who are our competitors -present and future? How do we identify them? How well do we know them?*
- *What are our assumptions about key technologies? Do we identify disruptive technologies?*
- *What does our company do that creates value? What is unique?*
- *Which of these assumptions is crucial for our current business strategy?*



2. Assumptions about the specific business mission:

- *How does our organization 'make a difference' in the economy and society at large?*
- *How do we measure success?*
- *What drives behavior in the organization?*
- *What does the organization believe is its mission?*
- *Which of these assumptions is crucial for our current business strategy?*

3. Assumptions about core competencies needed to accomplish the mission:

- *What are our assumptions about the core competencies needed to achieve our mission?*
- *What must we excel at, in order to succeed and achieve or maintain market leadership?*
- *What are our assumptions about our organizations' key strengths and weaknesses?*
- *Which of these assumptions is crucial for our current business strategy?*



Action Learning: *Challenge your assumptions*

Choose an organization, product, group or your own life.

Use Drucker's template to examine the basic assumptions. Focus on ones that are the most *Invisible*. Suppose a key assumption is false. What are the creative implications?





Field of Dreams

1. A Hole in the Wall in a Delhi slum

2. Tablets for Illiterate children who know no English

Cracking the Creativity Code

Arie Ruttenberg & Shlomo Maital



Week One

End of Session #6



Cracking the Creativity Code

Arie Ruttenberg & Shlomo Maital

Week One

Session #7

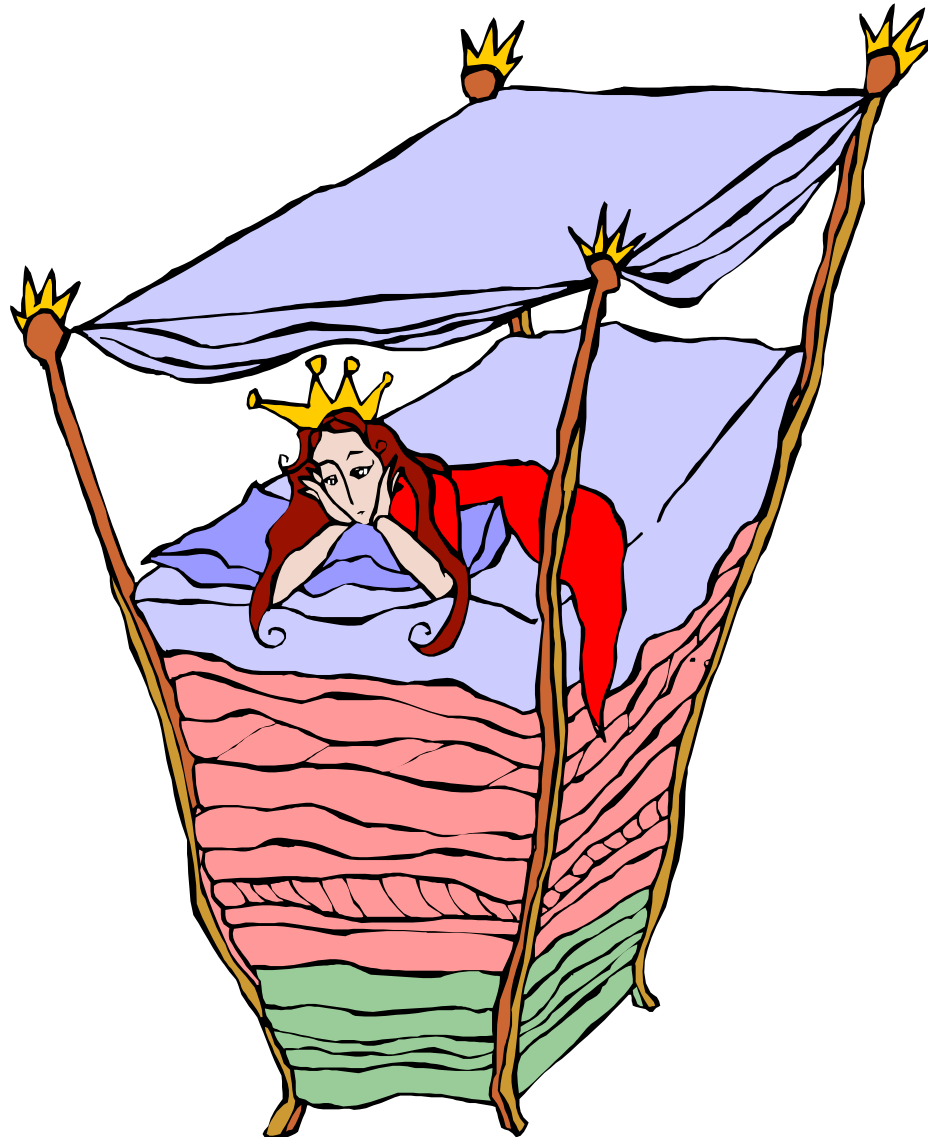
Zoom In: Choosing the Best of Many Ideas



How to discover a Great Idea:

- 1. The more ideas (“choices”) you generate, the better your chance to come up with a great one**
- 2. The more your ideas are anchored in real people, and real needs, the better**
- 3. The faster you can prototype and try your idea, the better your chances to succeed.**
- 4. The ONLY arbiter of a good idea...is the users themselves**





ZiZoZi in Action:

The story of a mattress

Cracking the Creativity Code

Arie Ruttenberg & Shlomo Maital



Week One

End of Session #7



Cracking the Creativity Code

Arie Ruttenberg & Shlomo Maital

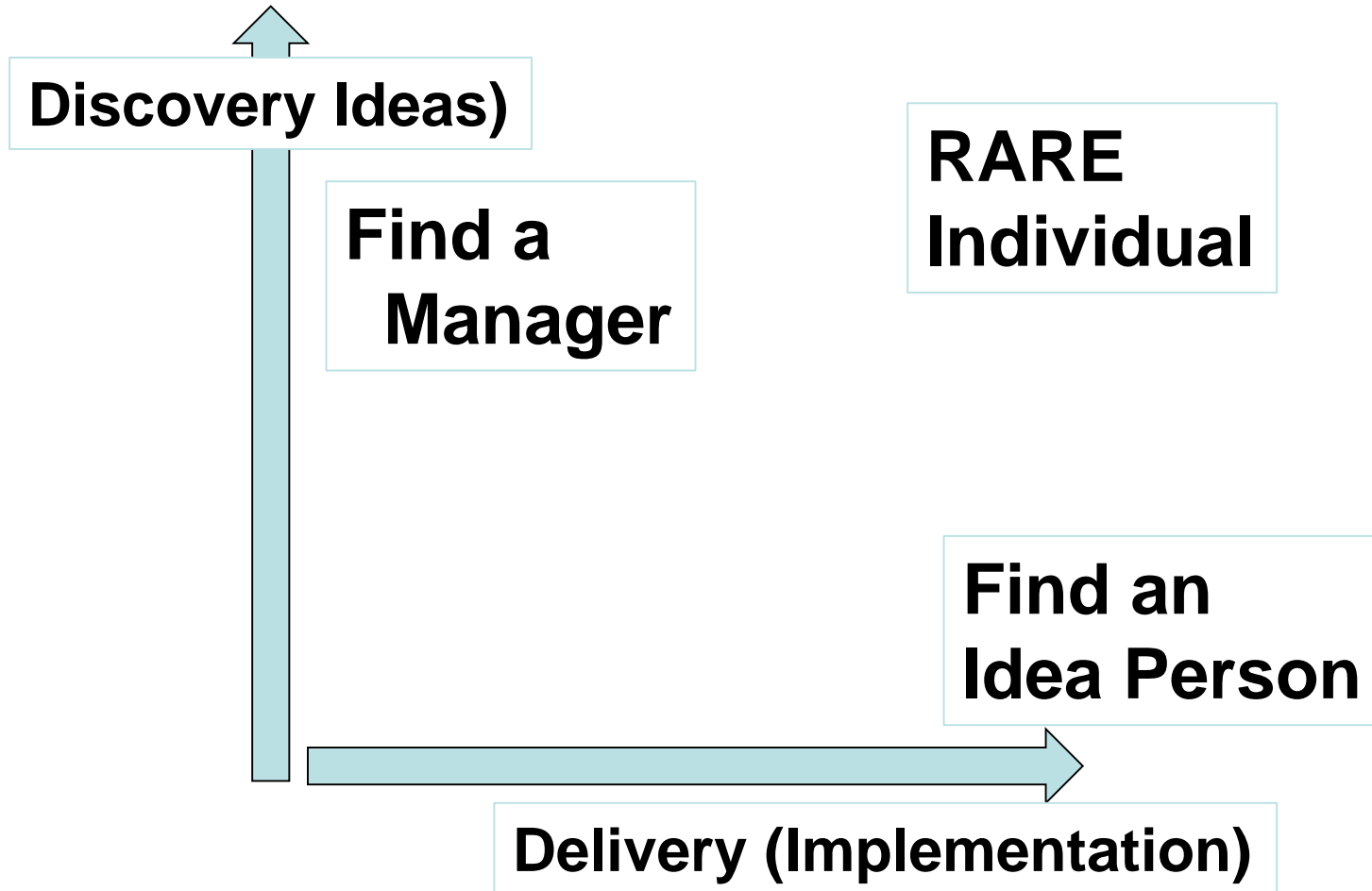
Week Two

Session #8

**Managing the tradeoff between
discovery and delivery**



Your Own Personal Tradeoff?



Fortune - Career Survey

Action Learning: Eight Jobs – Pick One

There are many different tasks people do in their work; innovation is only one. Here is a classification of eight types of work.

- ♠ **Application of Technology:** *use technology and engineering to solve business problems;*
- ♠ **Quantitative Analysis:** *use mathematical and financial analysis to solve problems.*
- ♠ **Theory Development & Conceptual Thinking:** *take an academic, conceptual approach to business problems;*
- ♠ **Creative Production:** *generate innovative new business ideas;*
- ♠ **Counseling and Mentoring:** *help others in their careers, develop personal relationships in the workplace;*
- ♠ **Managing People:** *achieve business goals by working with, and directing, people;*
- ♠ **Enterprise Control:** *having ultimate strategy and decision-making authority;*
- ♠ **Influence Through Language and Ideas:** *exercise influence through skillful use of persuasion.*

Cracking the Creativity Code

Arie Ruttenberg & Shlomo Maital



Week One

End of Session #8



Cracking the Creativity Code

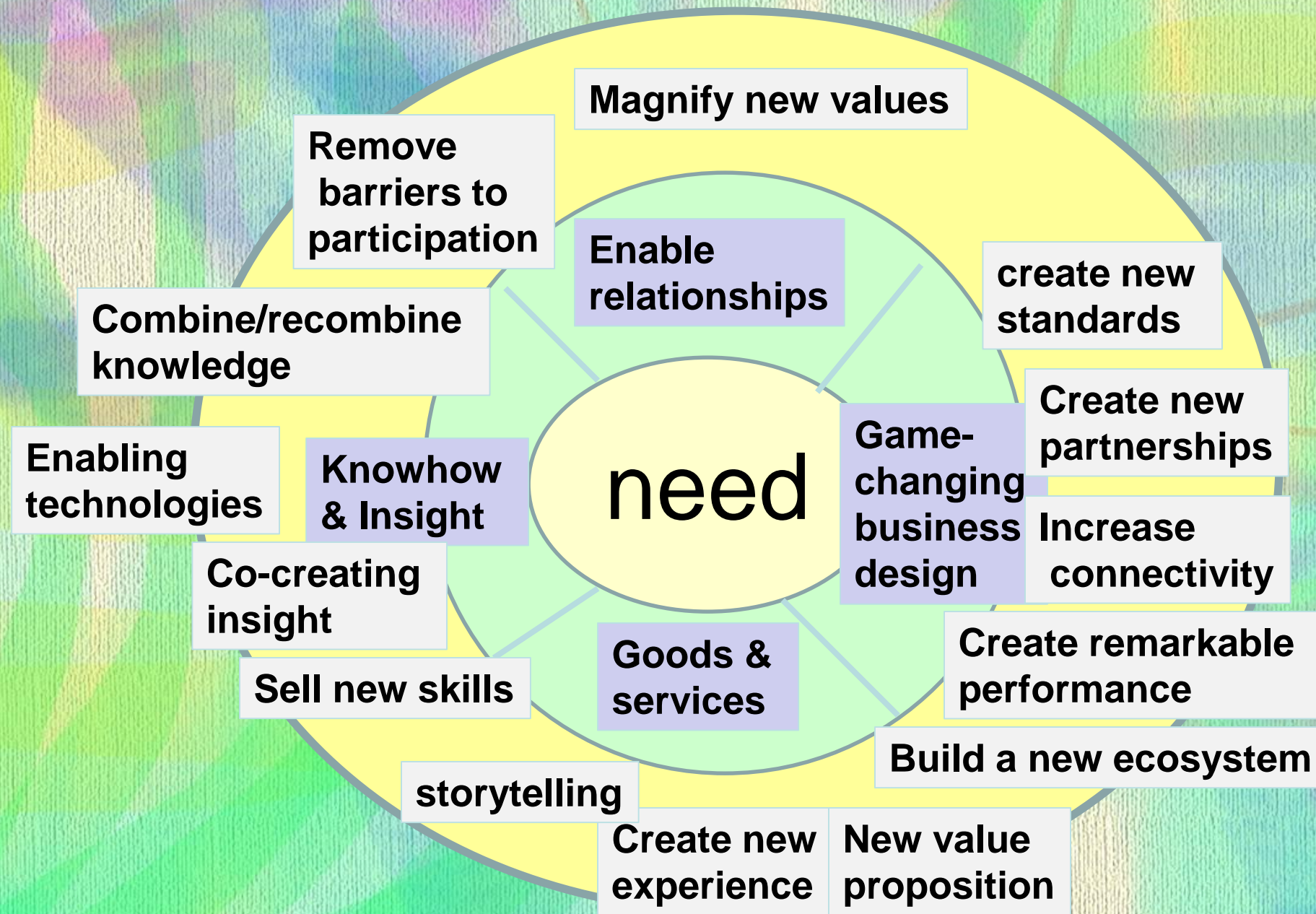
Arie Ruttenberg & Shlomo Maital

Week Two

Session #9

Creativity Everywhere: All the Time, Everyone Everything





Innovate everywhere, evrything

Cracking the Creativity Code

Arie Ruttenberg & Shlomo Maital



Week One

End of Session #9



Cracking the Creativity Code

Arie Ruttenberg & Shlomo Maital

Week Two

Session #10 Case Studies





Thinking IN the Box...

***How do you get from
Earth to Mars?***

...uh, go to Venus????

Source: "Proton Zvezda" by NASA -
http://commons.wikimedia.org/wiki/File:Proton_Zvezda.jpg





Source: 颐园新居, Lifeline Express , Wikimedia Commons

Lifeline Express

Jeevan Rekha Express



Baby Einstein



Cracking the Creativity Code

Arie Ruttenberg & Shlomo Maital



Week Two

End of Session #10



Cracking the Creativity Code

Arie Ruttenberg & Shlomo Maital



Week Three Preview



3.1 The ZiZoZi method: continued. Zoom in: The role of accidental discovery and serendipity; 3.2 sharpening observation skills; 3.3 empathetic discovery; 3.4 the role of failure in enhancing success. 3.5 Zoom out: Collecting data through direct observation. 3.6 The IDEO approach. 3.7 Zoom in: Taming wild ideas. 3.8 How to ‘sell’ your ideas. 3.9 How to be creative in large organizations. 3.10 What is your ‘story’? Building powerful narratives. Case studies.

