

Change Management: Creative Thinking

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What is Change Management?

Change management is a systematic approach to dealing with the transition or transformation of an organization's goals, processes or technologies. The purpose of change management is to implement strategies for effecting change, controlling change and helping people to adapt to change.



Creative Thinking

What happens when creative thinking
is **not** utilized in a business?



OLD-FASHIONED



Modern

- ❖ Change and innovation can only happen with creative thinking!
- ❖ Creative thinking is necessary for:
 - ❖ Generating new ideas for products and services
 - ❖ Transforming business processes
 - ❖ Creating a clever marketing strategy
 - ❖ Everyday business problem-solving

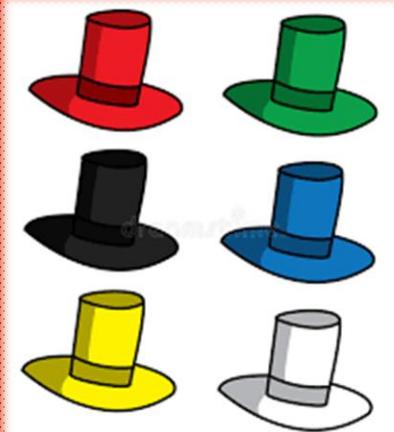
A Business Analyst's Creative Toolkit

Brainstorming

Collaborative Games

Mind Mapping

Six Thinking Hats

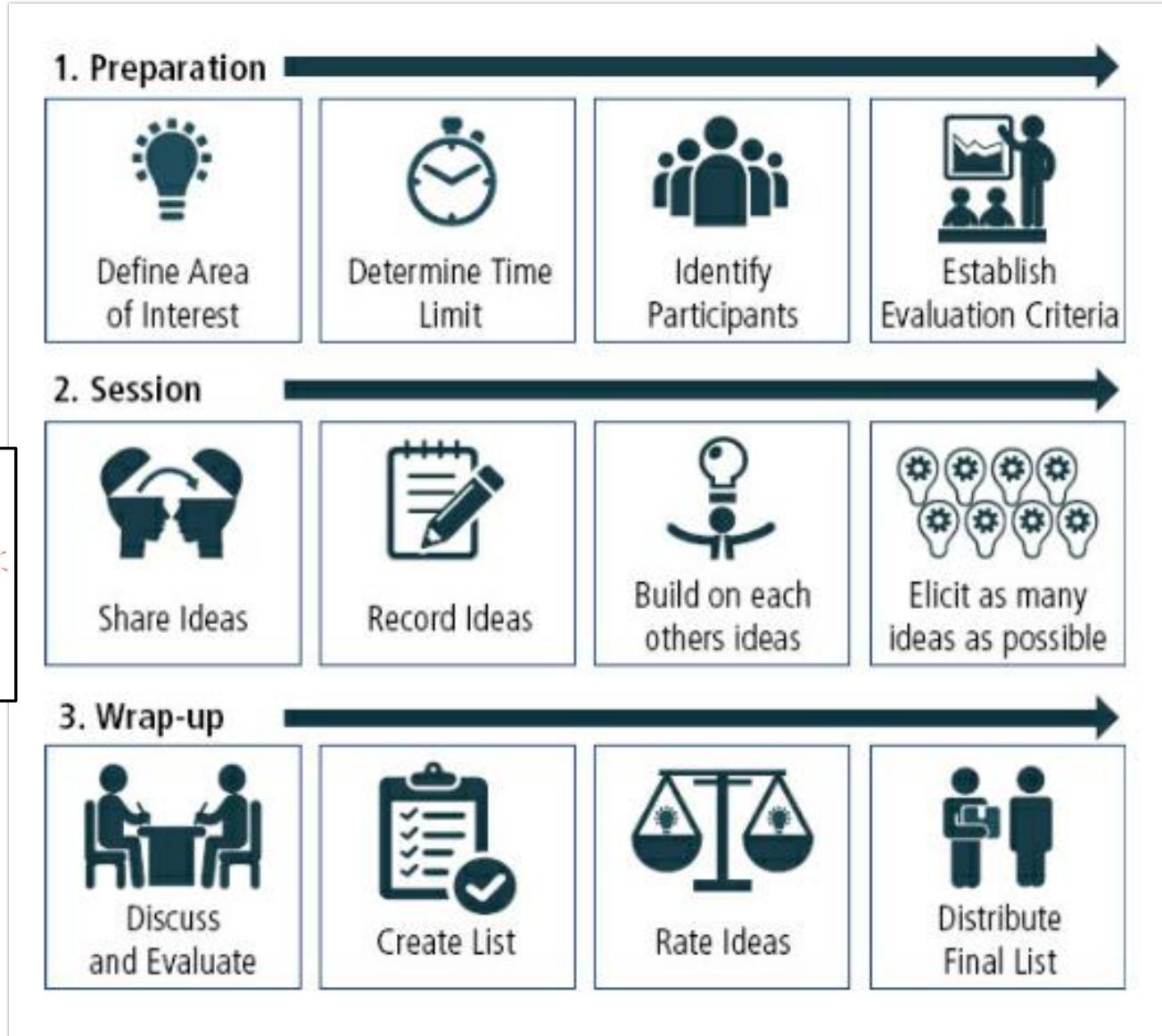
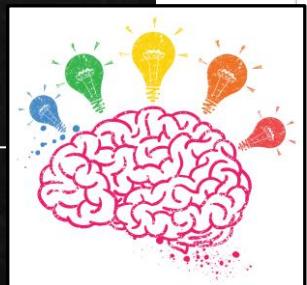


Brainstorming

- Putting heads together to generate the best new ideas
- Great way to harness the knowledge and creativity of all members of a group
- Brainstorming sessions should be structured to maximize its effectiveness and minimize pitfalls

Potential Pitfalls

- Limitations of organizational and interpersonal politics
- Too many disjointed ideas can create more confusion
- Results are only as good as the creativity of the participants



How to Brainstorm Correctly

Ralph Keeney, professor at Duke University's School of Business and author of *Value-Focused Thinking: A Path to Creative Decision-Making*



Lay out the problem you want to solve



Identify the objectives of a possible solution

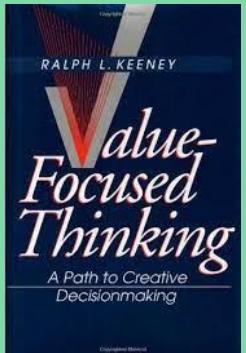


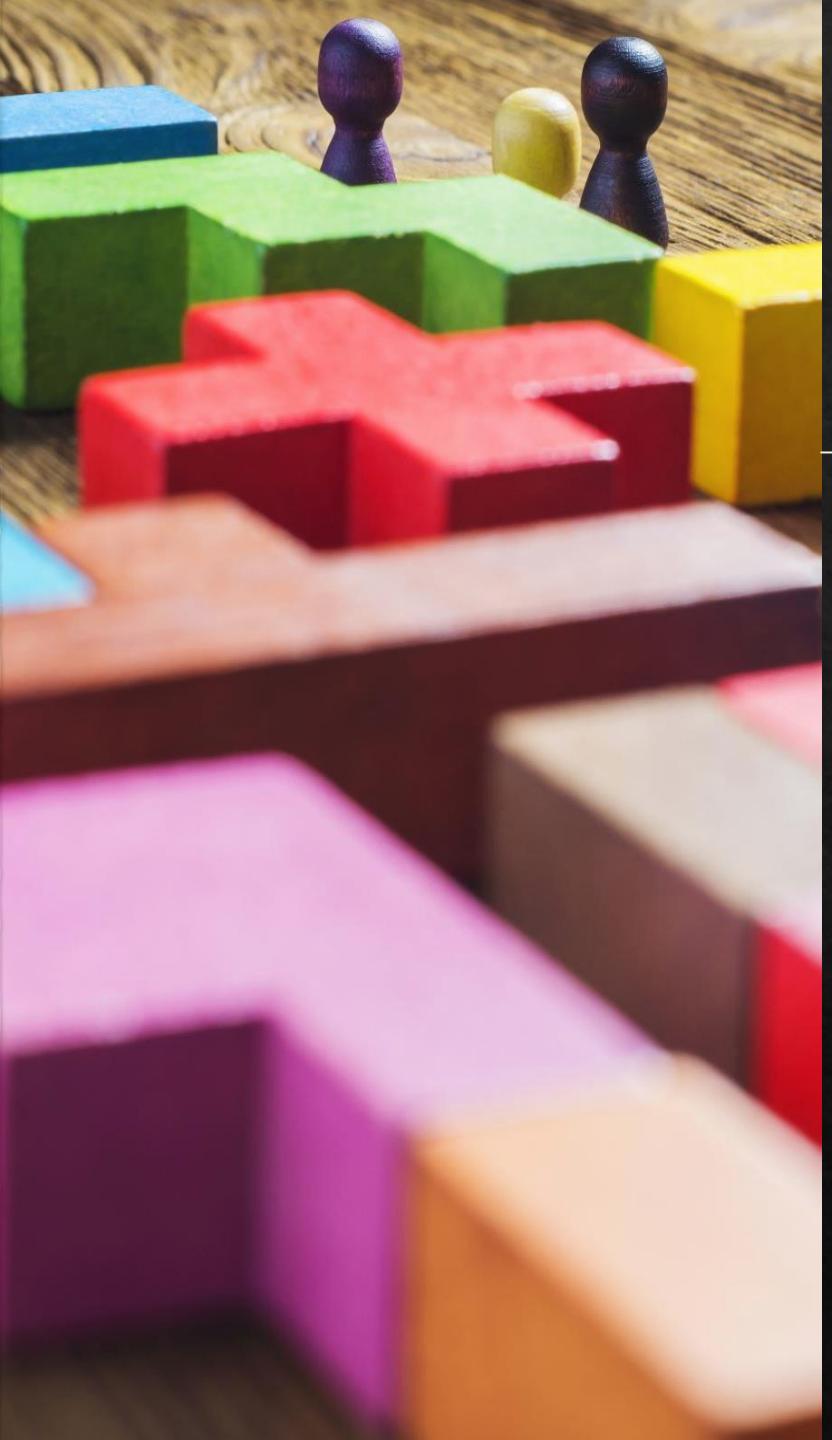
Try to generate solutions individually



Once you have gotten clear on your problems, your objectives and your personal solutions to the problems, work as a group

“When most people do brainstorming, they run all over the place and think outside the box. I think they should think *inside* the box—the right-sided box.”





Collaborative Games

Structured techniques inspired by game play that are designed to facilitate collaboration and inspire alternative ways of thinking

- Can be used to better understand business problems and to develop creative solutions
- Most involve visual and tactile elements which foster creative thinking
- Collaboration necessitates the sharing of ideas which gets people to see problems from new perspectives
- Can expose business problems that previously went unrecognized

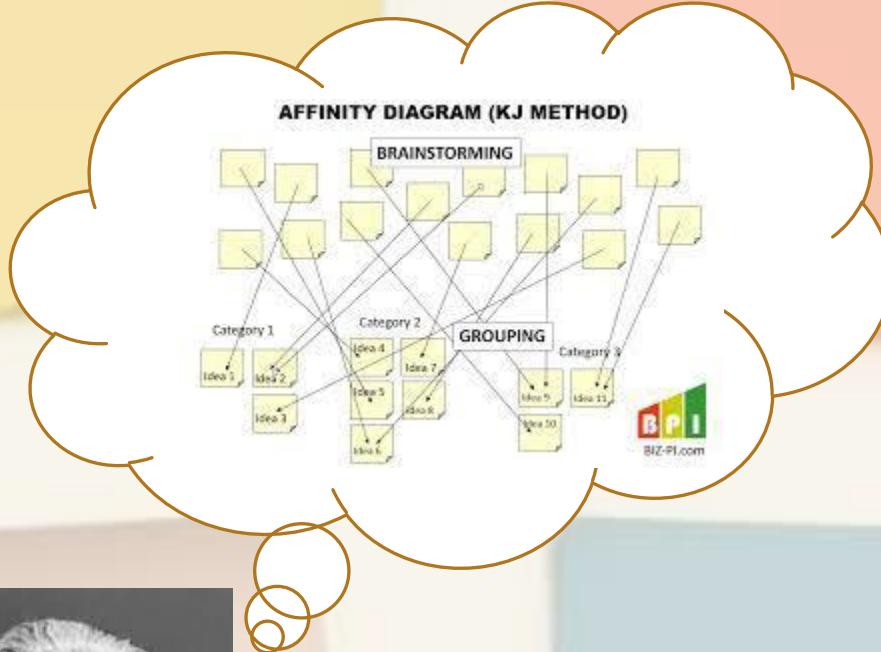
Examples

- Product Box
- Affinity Mapping
- Fishbowl

Limitations

- May not be taken seriously
- The rules of the game may cloud the objectives
- Participation may not be equal

Collaborative Game: Affinity Mapping



Originated by Jiro Kawakita, a Japanese Anthropologist in the 1960s

- Ideas are brainstormed by a team and then collaboratively grouped into categories based on commonalities
- Encourages team members to work together creatively to solve problems
- Helps to identify patterns of thinking

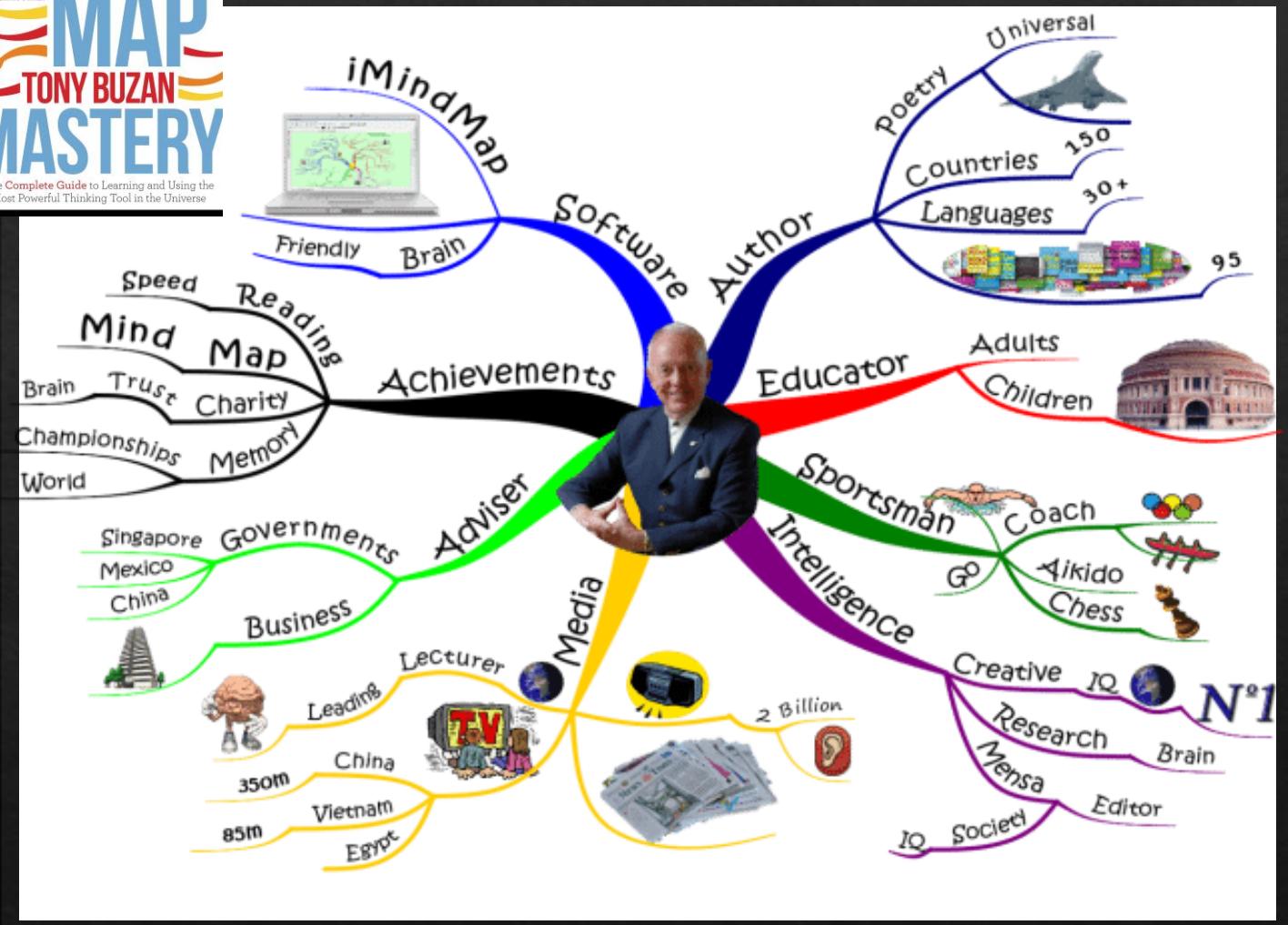
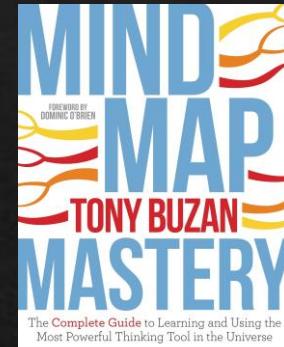
Staff	Distribution	Quality	Capacity
Lack of staff training	Not enough trucks.	Variable ingredients quality	Insufficient ovens
Difficulties recruiting	Cooling systems in trucks unreliable.	Packaging not strong enough	Limited storage space
High overtime	Product damaged in transit		Seasonal demand

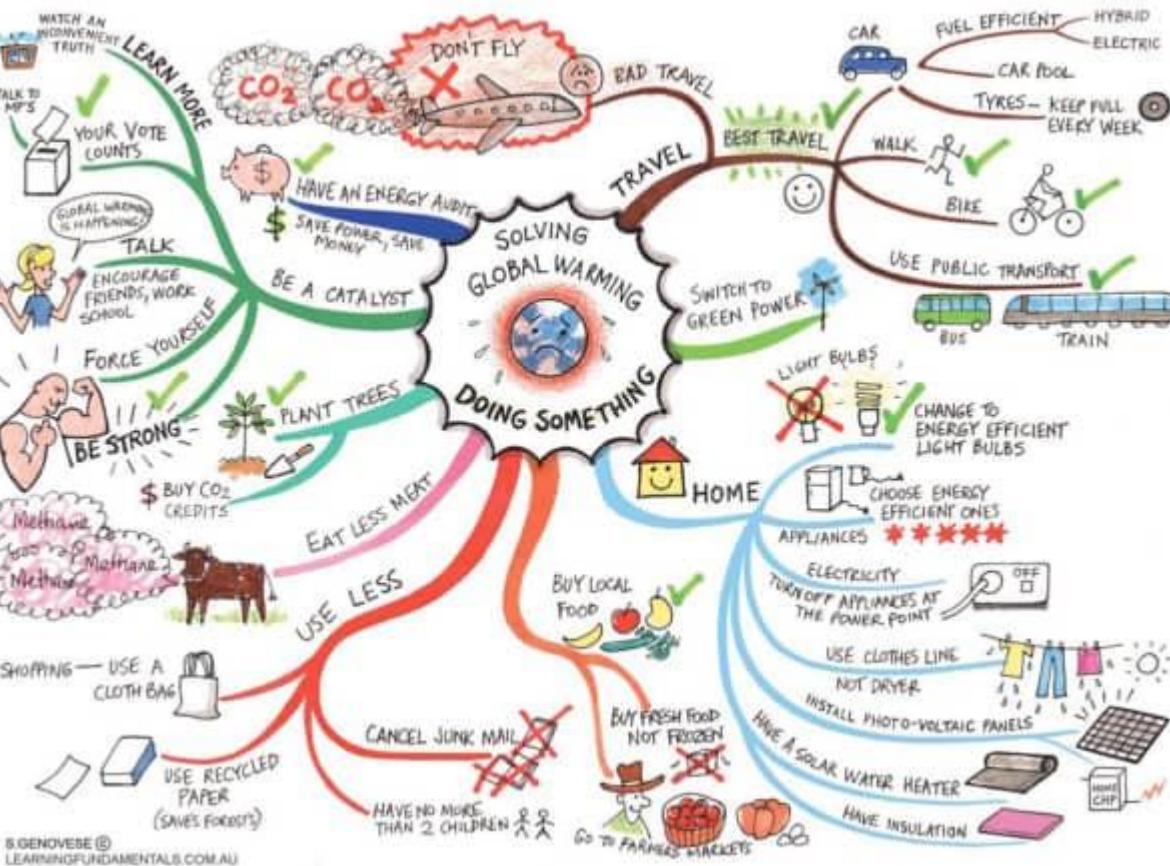
Mind Mapping

- ❖ A technique introduced by Englishman Tony Buzan in 1974
- ❖ Uses words, color, images, and associations to apply structure to ideas
- ❖ Allows people to think through complex ideas and inspires creative associative thinking
- ❖ Useful for analyzing business processes, inventing marketing strategies, summarizing and communicating ideas, and creatively solving problems

Limitations

- ❖ No standardized format
- ❖ Associative thinking is not the same as brainstorming and may not always be productive
- ❖ Can become visually complicated and difficult to communicate

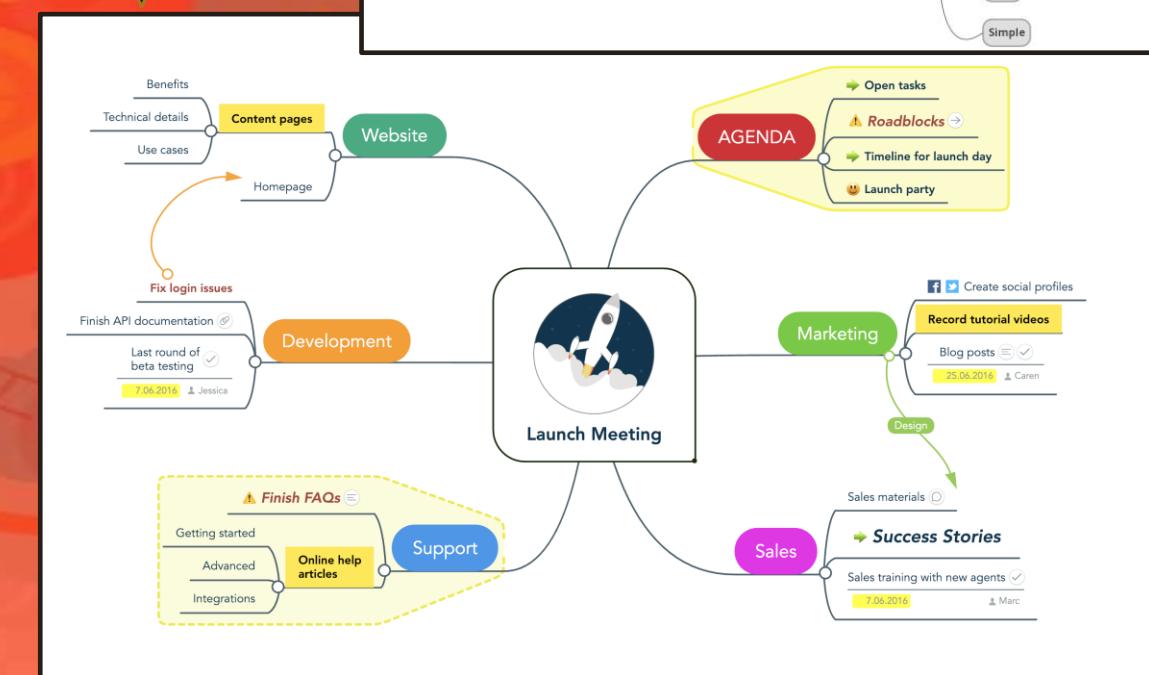
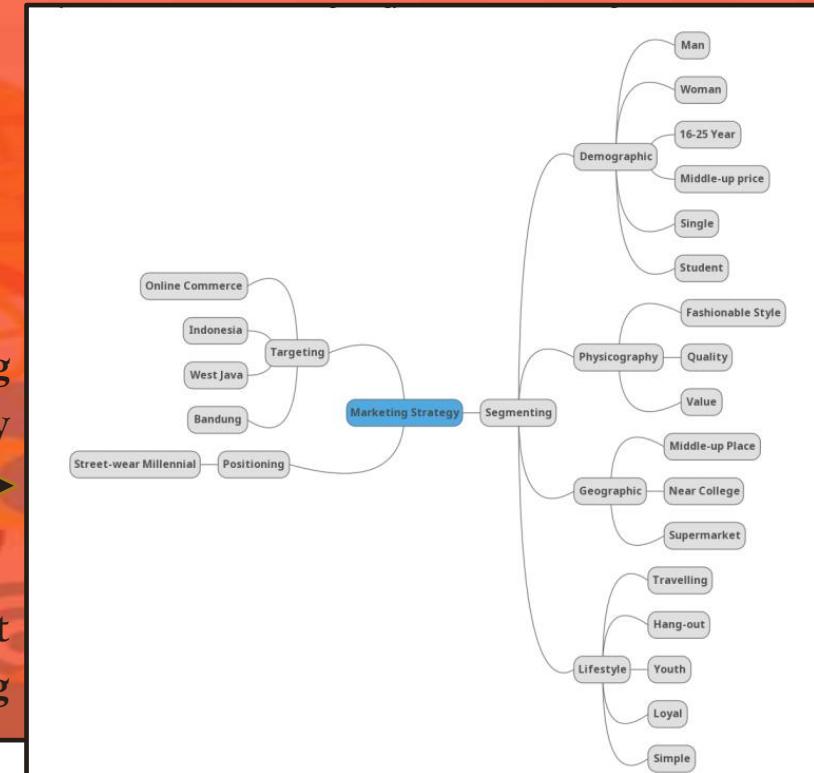




Solving global warming

Creating a marketing strategy

Planning an important meeting



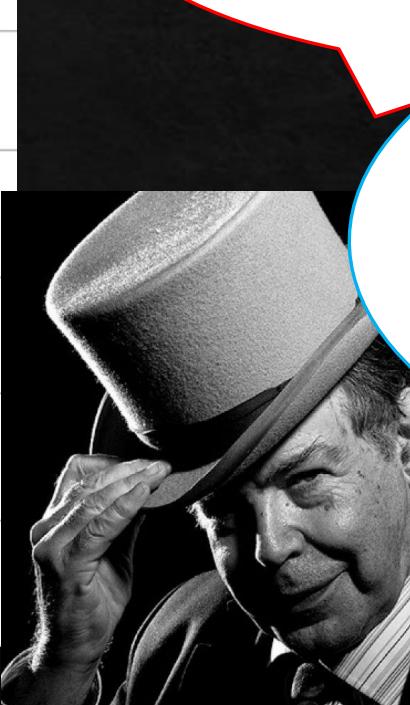
Applications of Mind Mapping

Six Thinking Hats

A method for problem solving that encourages participants to approach a problem from six different perspectives

Created by Edward De Bono, a Maltese Physician and Psychologist

Hat	Role	Focus
	Logic	The facts
	Optimism	The value and the benefits
	Devil's advocate	The difficulties and dangers
	Emotion	Feelings and intuitions
	Creativity	Possibilities and new ideas
	Management	Ensuring the rules of the hats are observed



“Creativity involves breaking out of established patterns in order to look at things in a different way.”

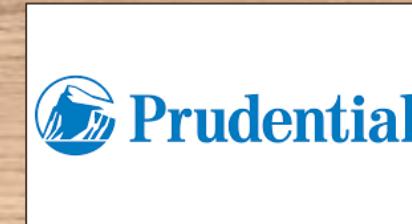
“Creative thinking is not a talent, it is a skill that can be learned. It empowers people by adding strength to their natural abilities which improves teamwork, productivity and, where appropriate, profits.”

Six Thinking Hats in Real Life

Notably, this method was used to facilitate the merger of Hewlett-Packard and Compaq Computer Corporation.



- The strategic planning team expressed concern for poor group dynamics and power plays interfering with performance
- Each member presented their business plan and then the team applied the Six Thinking Hats method to assess each plan's #1 initiative
- “This was the best team building activity we have ever gone through!”



Limitations

- Time consuming
- May not prevent arguing and infighting
- Can be difficult to reach a conclusion from so many different perspectives



Questions?

Bibliography