

**Joe Sample**  
**Creativity and Innovation**  
**self feedback report**

**Thursday, May 13, 2004**

# Introduction

The following information is provided to help you to navigate the extensive information that is included in this Creativity and Innovation output report.

## 1. Overall summary chart

The summary results chart provides a quick visual representation of your scores in seven categories that make up the Creativity and Innovation profile. Scores upon which to most concentrate are above 3.5, which are considered to be strong and scores below 2.75, which may be in need of further development. Please note that these category scores are averages. Individual question scores can be viewed by clicking on the category label hyperlink.

## 2. Category description pages

This report contains three output pages for each of the seven categories. The first of these three pages explains the category, list average scores and then provides high and low score interpretation notes. The second page provides a graphical representation of individual question scores. The third page in the set provides broadly based improvement actions for those individuals wanting to develop their competencies in the overall category.

## 3. 10/10 Report

The 10/10 Report page provides the raw scores for the top 10 highest scoring questions and the bottom 10 lowest scoring questions out of the 84. It also identifies the categories to which these questions belong.

## 4. Course and Reading suggestions

This output report includes development suggestions for the two lowest scoring categories out of the seven. These suggestions include training courses that may prove helpful, as well as specific books that may provide some useful additional information.

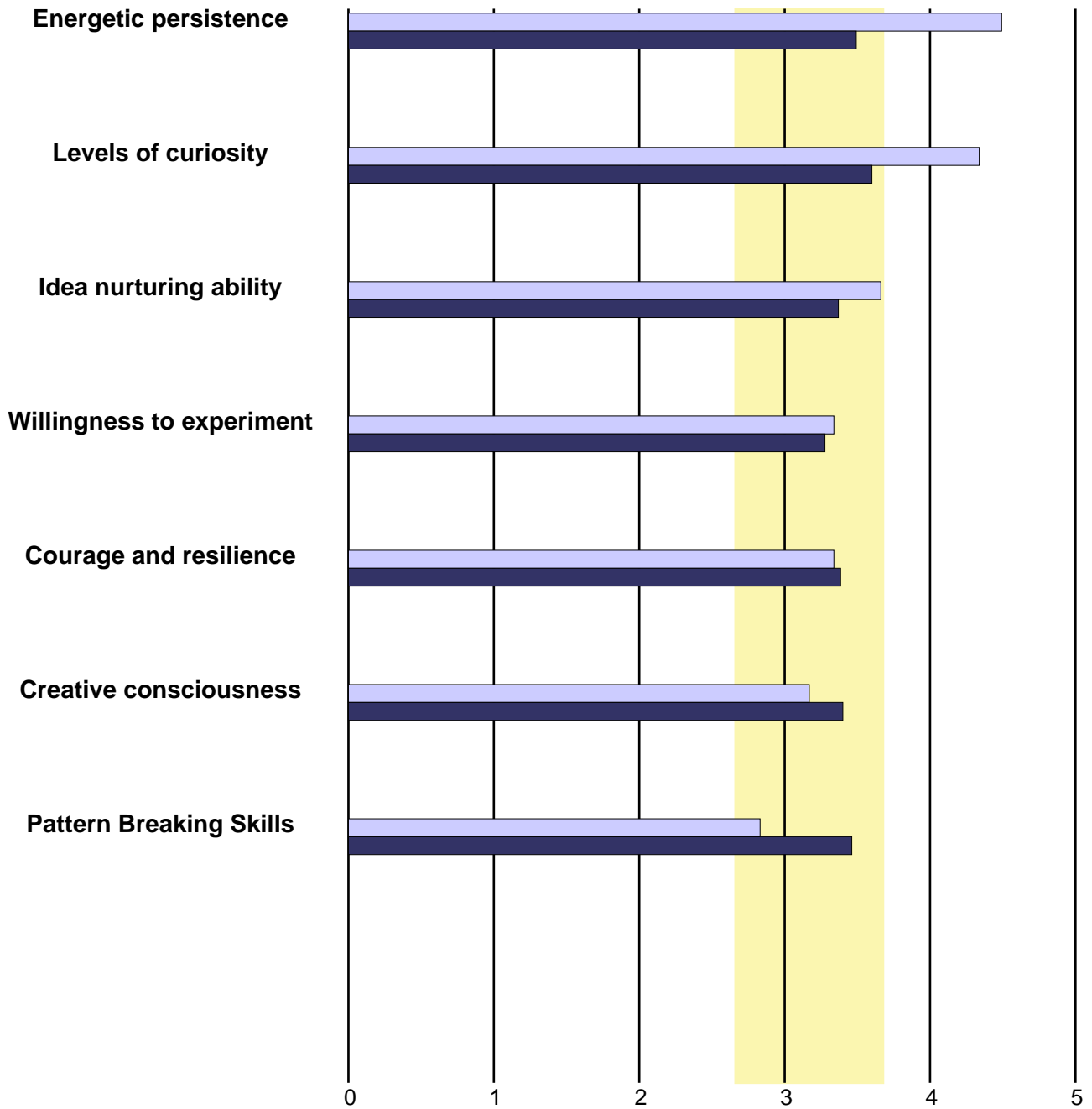
## 5. Development Plan

The development plan takes the five lowest scoring questions on aggregate and puts them into a single page template for individuals to record the specific actions that they plan to take as a result of their feedback during the forthcoming twelve month period. Individuals may draw upon any of the general guidance offered in their feedback report, or perhaps more usefully, draw upon the coaching tips ideas that are also included (see next section)

## 6. Coaching tips

The overall output report includes detailed coaching tips for the five lowest scoring questions on aggregate (consistent with the one page development plan). These coaching tips provide not only elaborative information about the particular questions but provide some specific advice on what individuals might do to improve their skills or learn new behaviors in the future.

## OVERALL SUMMARY



Self Norm

The above chart is sorted in descending order of summary scores.

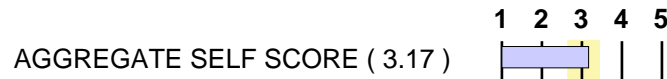
Norm bars shown on this chart are the progressive average aggregate scores of all individuals rating themselves on this questionnaire.

## Creativity and innovation Profile

### CREATIVE CONSCIOUSNESS

Creative consciousness looks at your internal personal drive towards being creative, or your levels of active interest in looking to be innovative. This category asks the question "How much is my base temperament orientated towards seeking new, modified or different solutions or approaches?"

1 = almost never, 5 = almost always.



### Interpretation

#### LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely to mean that this person has a preference for a world of order and established patterns to which they can apply their thinking. They are consequently unlikely to enjoy too much radical innovation or thinking about challenges to the existing general scheme of things. Their creativity is therefore typically restricted to small extrapolations or minor modifications to familiar sets of circumstances.

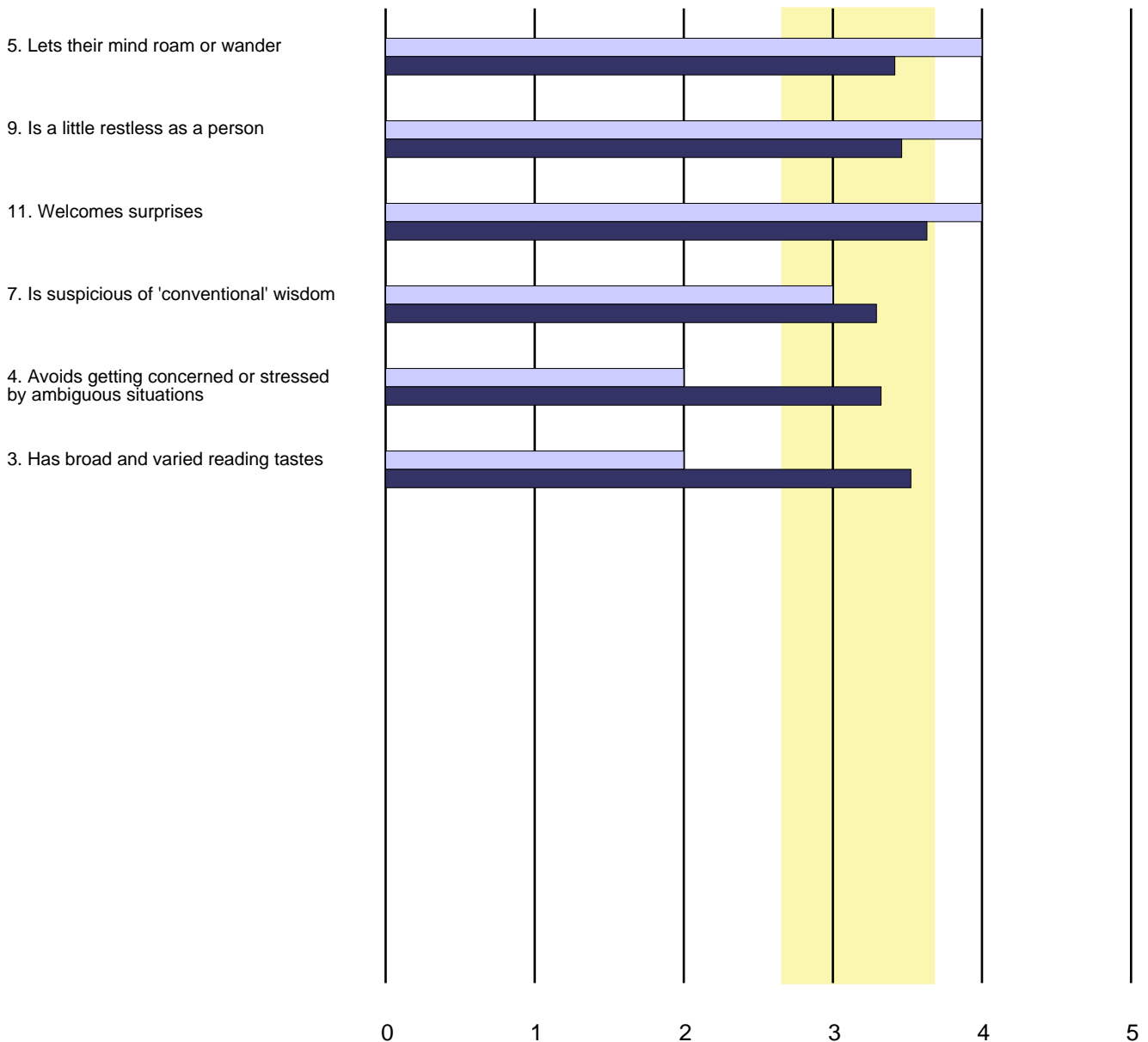
A low score person will be likely to stick to the tried and trusted as much as they can, and see little benefit in pursuing new or different approaches or methods unless absolutely necessary. Such individuals are therefore more prone to keep their feet firmly on the ground and see issues in practical terms (mainly extrapolating only from their past experience)."

#### HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that this person is relatively open minded and flexible about the world and the way in which it operates and therefore often happy to consider radical ways to look at familiar things. They consequently easily accommodate uncertainty and ambiguity and may even look to offer new or innovative suggestions (in humor or in seriousness) to open up creative debate about a subject.

A high score person will be likely to enjoy taking new and different approaches and even taking risks to create interest and variety in their work and their life in general. This often means involving themselves in a variety of a quite minor nature (such as regularly taking different routes from A to B, or doing puzzles or crosswords or other mind games) to more significant and structured creative involvement activities such as brainstorming or complex problem solving and trouble shooting."

## Creativity and innovation Profile CREATIVE CONSCIOUSNESS



Self Norm

The above chart is sorted in descending order of summary scores.

Norm bars shown on this chart are the progressive average aggregate scores of all individuals rating themselves on this questionnaire.

## Creativity and innovation Profile

# CREATIVE CONSCIOUSNESS

Creative consciousness looks at your internal personal drive towards being creative, or your levels of active interest in looking to be innovative. This category asks the question "How much is my base temperament orientated towards seeking new, modified or different solutions or approaches?"

### Improvement actions

Low scorers need to focus on how issues or situations could be tackled in alternative ways, or handled in ways other than approaches that may have been taken in the past. They can also look to progressively build their creative awareness and skills by reading more widely and looking to make connections between different things that you see and hear.

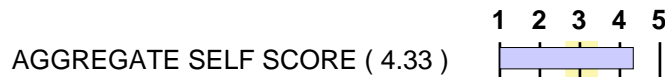
<b>Creative consciousness</b>	<ul style="list-style-type: none"><li>-Engage in idle daydreaming or loose imaginative thought for a fixed period every day.</li><li>-Let your mind drift to multiple subject areas without worrying about the logic of the connections</li><li>-Look to adopt a more open minded and flexible approach to issues, situations or problems that you deal with each day and generate a few options and alternatives rather than just one or two.</li><li>-Do more puzzles, develop your crossword skills, play word associations games or do anything else that helps to build your creative consciousness.</li></ul>
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## Creativity and innovation Profile

### LEVELS OF CURIOSITY

Levels of curiosity looks at the extent to which you are naturally inquisitive and have a strong desire to know how and why as much as possible. This category asks the question "How much do you enjoy inquiring into issues, solving puzzles, questioning why things happen and experiencing a sense of wonder at how things work in general?"

1 = almost never, 5 = almost always.



### Interpretation

#### LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely to mean that you prefer to be in comfortable surroundings where you can usually predict the outcomes with a high degree of certainty. You will be often wary of alternative approaches and will generally be content to accept situations or circumstances as they are presented without questioning the facts. You therefore mainly live in a down to earth world of the here and now and give minimal time to speculative wondering.

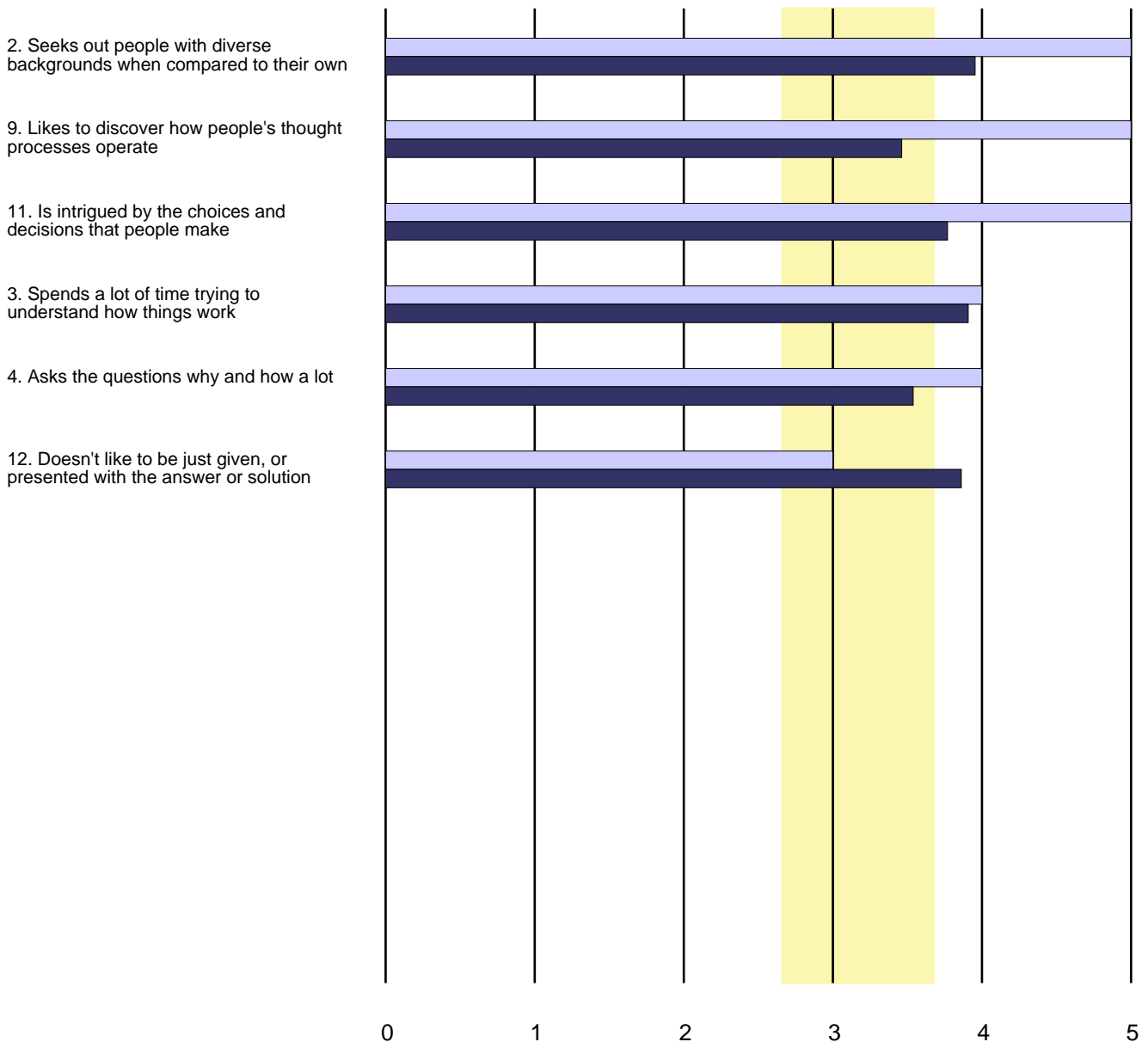
A low score person will be likely to be seen as someone that is often highly practical, and more interested in extrapolating from past experience than in seeking out new or fresh thoughts or ideas. As such, the low score person will generally look for ready solutions or to deal with issues by drawing upon tried and trusted methods or familiar tactics that have worked successfully in the past. This often means asking few, if any questions and taking situations at face value."

#### HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that you will view the world as a multi-faceted and multi-layered place and will therefore mainly avoid the well-trodden paths often chosen by others. You will be energized and fascinated by surroundings that are different and will be disappointed about (and mentally fight against) the effects of common global trends towards standardization or general "sameness".

A high score person will be likely to be seen as someone that is inherently interested in new thoughts, ideas and concepts and are often therefore sought out to offer their opinion or provide fresh insight to help solve problems, or even to point a different way forward in the future. High scorers can also spend a lot of time thinking about how things work and in developing alternative approaches. They do this by always being prepared to ask probing questions and show interest in the answers. "

## Creativity and innovation Profile LEVELS OF CURIOSITY



Self
  Norm

The above chart is sorted in descending order of summary scores.

Norm bars shown on this chart are the progressive average aggregate scores of all individuals rating themselves on this questionnaire.

## Creativity and innovation Profile

### LEVELS OF CURIOSITY

Levels of curiosity looks at the extent to which you are naturally inquisitive and have a strong desire to know how and why as much as possible. This category asks the question "How much do you enjoy inquiring into issues, solving puzzles, questioning why things happen and experiencing a sense of wonder at how things work in general?"

### Improvement actions

Low scorers need to take a wider perspective than usual and generally be less quick to judge or to form conclusions based on the immediate facts. They should also look to take their time to consider some of the deeper or underlying reasons as to what they are seeing or experiencing. This means asking many more questions (particularly why and how as opposed to what and when) and then taking the time to reflect upon the answers and making connections wherever this is possible.

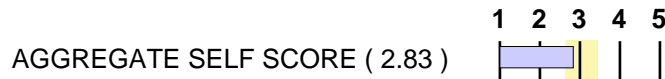
<b>Levels of curiosity</b>	<ul style="list-style-type: none"><li>-Take a strong interest in looking behind or beyond the words that you hear, the situations that you see, or what you experience in general to discover what might not be immediately obvious.</li><li>-Without becoming obtrusive or too pushy, ask other people to explain their thinking or their actions to you more often</li><li>-Think carefully about the processes that people use to be positively curious or to find out more than may be obvious 'on the surface'.</li><li>-Broaden your usual interests into completely new or different areas that can provide stimulus or challenge to your thinking</li></ul>
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## Creativity and innovation Profile

### PATTERN BREAKING SKILLS

Pattern breaking skills looks at the extent to which you can find new and different angles or perspectives on old or existing problems and issues. This category asks the question "How well do you free your mind from the prevailing conventional wisdom and find fresh perspectives that can lead to better answers?"

1 = almost never, 5 = almost always.



### Interpretation

#### LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely to mean that you may find your thinking leads to some dead ends or only one possible conclusion. You may therefore experience difficulty getting out of your strictly logical or set ways of thinking to find more creative answers. You may also be surprised how and when others bring solutions in form so-called "left-field" and be potentially perplexed at the processes that such people utilize to reach their conclusions.

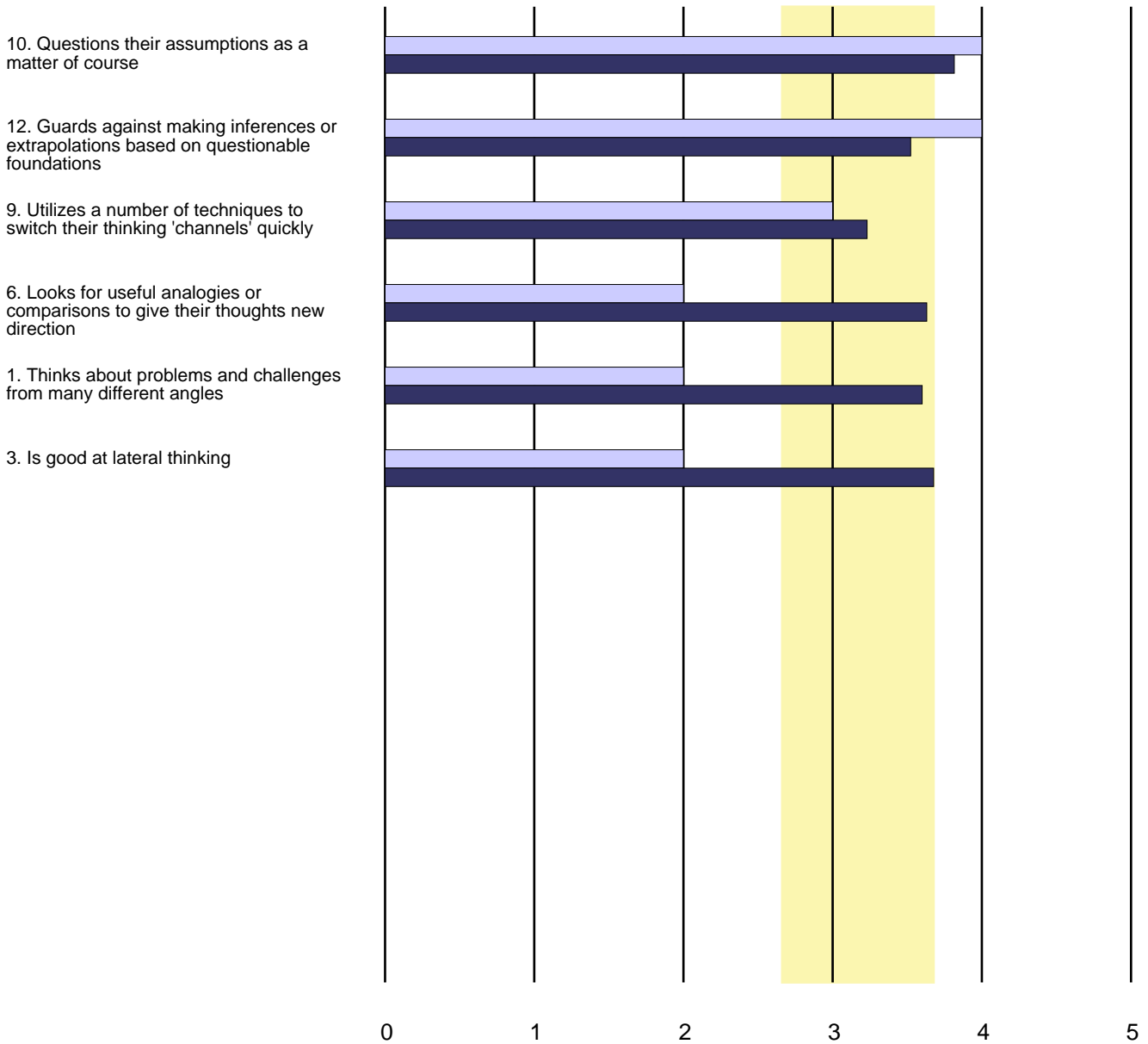
A low score person will be likely to think in broadly straight or sequential lines and look for standard ways to classify, categorize and interpret data and experience. Low scorers are therefore most comfortable when issues or challenges are highly familiar and do not demand spontaneity, lateral thought, or innovation on the spot. For them, even the creative process is often a highly structured procedure."

#### HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that you will be able to change tack easily in your thinking and often demonstrate a broad range of alternatives to pursue. You will regularly see connections between unrelated areas which may lead to creative solutions (which can baffle others). Your 'unlinear' (and to others occasionally unlogical thinking) may lead to personal frustration with traditional problem solving processes (and the time that they take to reach spurious conclusions).

A high score person will be likely to be good at bringing in solutions from 'left-field' or 'out-of-nowhere', and thereby create a whole new angle from which to view a situation or an issue. To do this, they will often deliberately question the obvious answer and even the majority view and look to put facts and circumstances into an entirely new context, in order to find better or different possibilities to consider. "

## Creativity and innovation Profile PATTERN BREAKING SKILLS



Self
  Norm

The above chart is sorted in descending order of summary scores.

Norm bars shown on this chart are the progressive average aggregate scores of all individuals rating themselves on this questionnaire.

## Creativity and innovation Profile

### PATTERN BREAKING SKILLS

Pattern breaking skills looks at the extent to which you can find new and different angles or perspectives on old or existing problems and issues. This category asks the question "How well do you free your mind from the prevailing conventional wisdom and find fresh perspectives that can lead to better answers?"

### Improvement actions

Low scorers can write down unrelated words on topics or subjects when considering a problem or issue and ask how any or several of these words or links between them might help to create a different perspective. They can also look to 'twist' and 'turn' situations, issues or experiences around in their mind, so as to gain fresh insights or to think more laterally. Low scorers should also guard against standardized responses, fixed beliefs and inferences based on conventional wisdom.

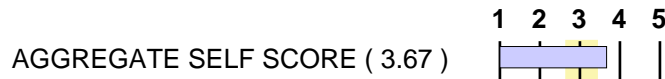
<b>Pattern Breaking Skills</b>	<ul style="list-style-type: none"><li>- Attempt to maintain an open mind when you drink in new experiences or encounter different situations.</li><li>- Consciously avoid the temptation to categorize or label what you experience according to past mind sets or stereotypes (or convenient classifications).</li><li>- Mentally test whether your interpretation could be potentially different if you were to look at an issue in a different context.</li><li>- Look to deliberately change one or more of the key variables in an issue or a situation at which you are looking.</li></ul>
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## Creativity and innovation Profile

### IDEA NURTURING ABILITY

Idea nurturing ability looks at the extent to which you take the time to carefully reflect on the quality of ideas and feed and support their growth and development. This category asks the question "How well do you nourish fledgling ideas and general creativity by adopting a positive and supportive attitude.

1 = almost never, 5 = almost always.



### Interpretation

#### LOW (less than 2.75)

"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely to mean that you may be seen as someone, with whom it is difficult or uncomfortable to share ideas, as you can be overly critical or judgmental. Although you may see your own approach as fair and practical 'reality testing', others may see your approach as dismissive and even threatening at times.

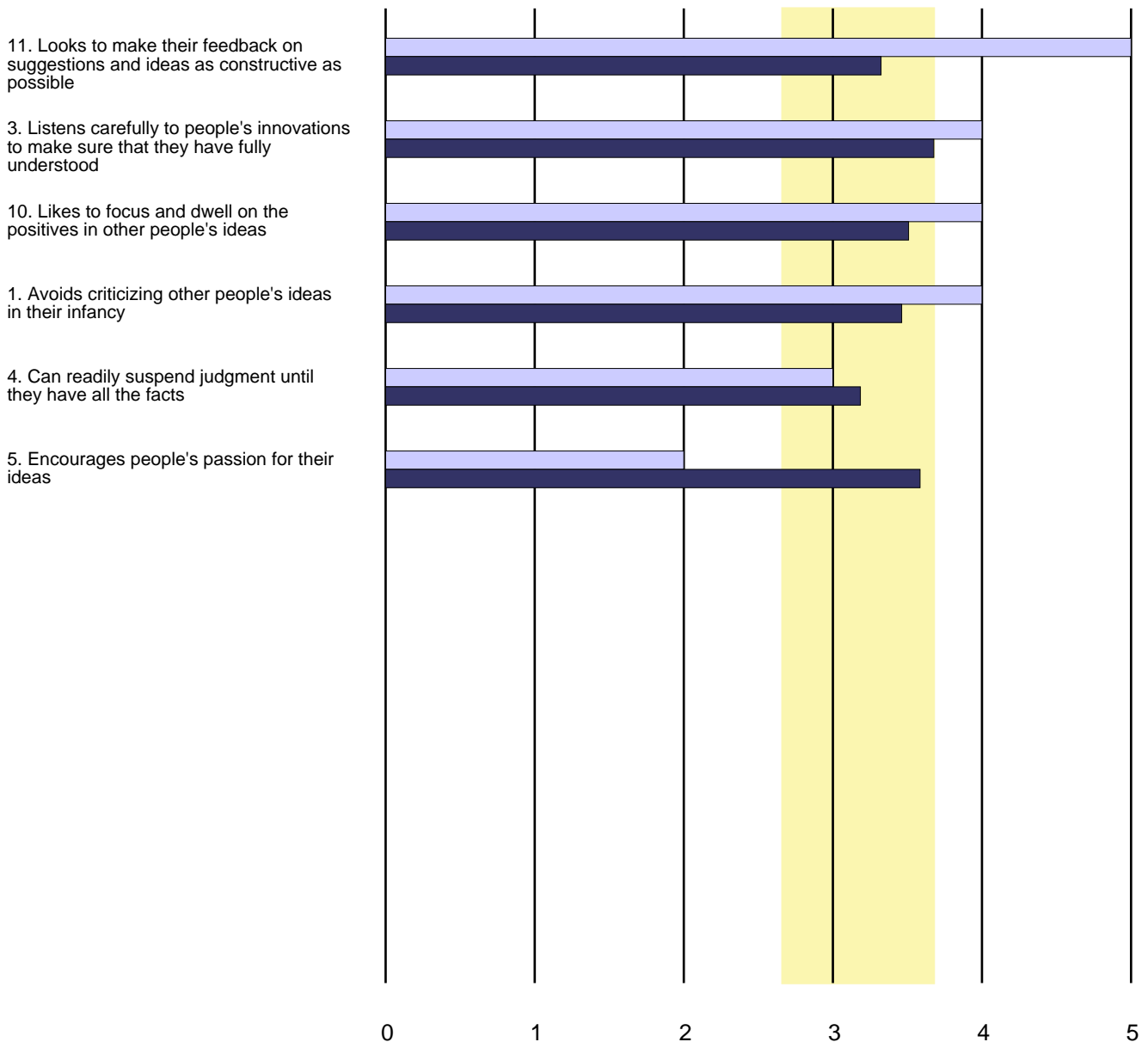
A low score person will be likely to listen or consider mainly to find fault or look for reasons as to why creative thoughts or innovations will falter or fail. As a result, they may develop a reputation for not listening fully and for jumping in with problems or objections that can kill any enthusiasm, before the idea has had sufficient "air time" or consideration."

#### HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that you will often be someone whose opinion is actively sought and even be seen as a good catalyst for creative thinking (particularly in a team environment but also in one to one situations). Other people will generally value comments and this individual's constructive rather than critical approach, and may even see this person as someone that can connect their ideas with other ideas and opportunities.

A high score person will be likely to listen attentively and be positive and enthusiastic about ideas (their own and other peoples). In addition, they will often actively look for positive aspects of an idea and look to make helpful suggestions that are likely to help it to grow and flourish by offering practical comments or involving other people who can positively assist."

## Creativity and innovation Profile IDEA NURTURING ABILITY



Self
  Norm

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Norm bars shown on this chart are the progressive average aggregate scores of all individuals rating themselves on this questionnaire.

## Creativity and innovation Profile

### IDEA NURTURING ABILITY

Idea nurturing ability looks at the extent to which you take the time to carefully reflect on the quality of ideas and feed and support their growth and development. This category asks the question "How well do you nourish fledgling ideas and general creativity by adopting a positive and supportive attitude.

### Improvement actions

Low scorers need to pause or quietly reflect before they respond in any conclusive way to an idea of their own or one put to them by another person. This simply means mentally being positive about all ideas for as long as possible, in order to give them a chance, and to give them time to develop or show their full potential. Low scorers therefore need to guard carefully against response statements such as "Yes, but it would take too long/it's impractical or equivalent comments.

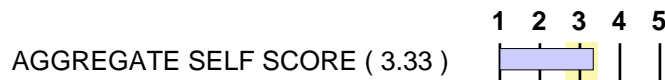
<b>Idea nurturing ability</b>	<ul style="list-style-type: none"><li>-Actively practice making positive and encouraging comments when you hear ideas or creative suggestions (even if your inner enthusiasm is not very high).</li><li>-Try to listen attentively and for broad meaning and consider the possibilities before responding or taking any action.</li><li>-Try hard to avoid any kind of destructive criticism of other peoples ideas no matter what.</li><li>-Aim to focus on the benefits or the positive aspects of any idea before looking at any less favorable aspects</li></ul>
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## Creativity and innovation Profile

### WILLINGNESS TO EXPERIMENT

Willingness to experiment and take risks looks at the extent to which you push the boundaries find effective ways to test ideas by applying them in relatively protected environments in which they can be strengthened and developed. This category asks the question "How well do you adopt a sound but stretching prototyping methodology that helps good ideas to become an implemented reality, rather than just a 'pipe-dream'?"

1 = almost never, 5 = almost always.



### Interpretation

#### LOW (less than 2.75)

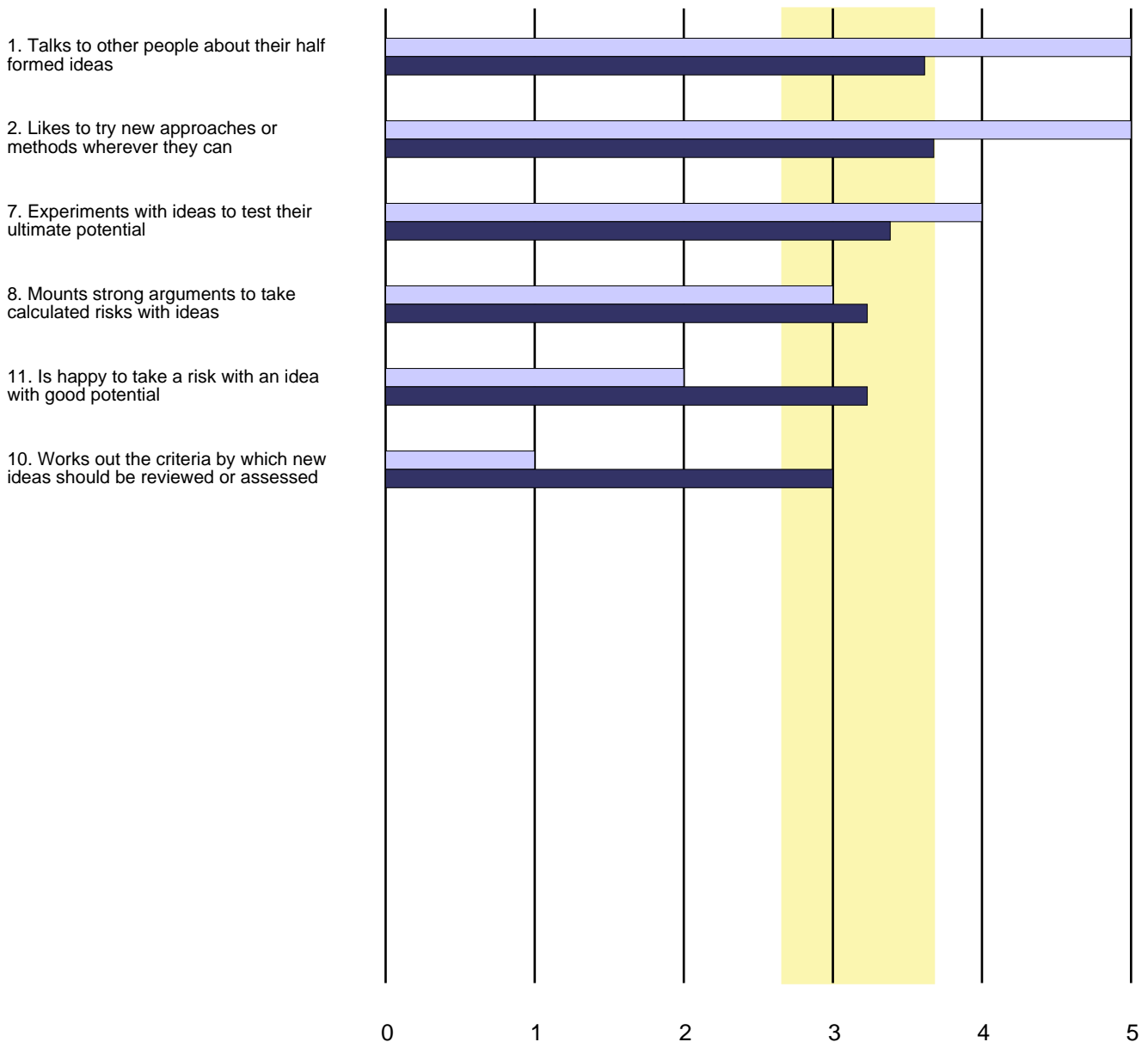
"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely mean that you may well have many ideas but few of them ever get implemented or taken up in the way that you intend. On many occasions you may be either unwilling to take a risk or to experiment with a new idea or creative approach, or 'jump' to full implementation without having fully tested and understood the possible difficulties (allowing failure to occur more often than it might). A low score person will be likely to find it difficult to readily identify ways and means by which ideas might be assessed in a controlled environment and therefore either avoid or miss out this step all together (and take the risk of jumping to full implementation) or make theoretical criticisms of the idea putting the onus on the initiator to make a decision about the future course of action to take."

#### HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that you will translate good ideas quite quickly into reality by adopting a positive attitude in trying them out or experimenting with them in a practical way wherever you can. You will therefore have the ability to create "landing gear" for your own ideas and those of others. This typically means that you can readily identify how creative suggestions or ideas will be tested or prototyped so that 'bugs' or problems can be ironed out before being more widely adopted

A high score person will be likely to be able to quickly identify a range of ways in which ideas may be tested in a realistic and practical way and to assist directly to help set up the experimental environment properly. They will also be generally positive about taking controlled or reasonable risks with new creative options by pushing for them to be honed in a prototyping phase or stage. "

## Creativity and innovation Profile WILLINGNESS TO EXPERIMENT



Self
  Norm

The above chart is sorted in descending order of summary scores.

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## Creativity and innovation Profile

### WILLINGNESS TO EXPERIMENT

Willingness to experiment and take risks looks at the extent to which you push the boundaries find effective ways to test ideas by applying them in relatively protected environments in which they can be strengthened and developed. This category asks the question "How well do you adopt a sound but stretching prototyping methodology that helps good ideas to become an implemented reality, rather than just a 'pipe-dream'?"

### Improvement actions

Low scorers need to develop the consistent habit of imagining how a new or different thought or idea might be tested or piloted in a way in which its potential can be readily assessed and and it can be developed. To do this, low scorers should look to find and create the most appropriate and positive climate in which particular ideas can be reviewed well before they are fully implemented.

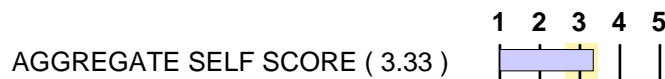
<b>Willingness to experiment</b>	<ul style="list-style-type: none"><li>-When ideas or creative thoughts look as if they have some potential, develop the discipline or habit of writing down the ways in which testing, assessment or review might occur (to address possible implementation problems or to make the idea stronger).</li><li>-Try to engage others in discussion about how they would pilot or test an idea in order to gain insights into what might be encountered in a full or widespread roll-out.</li><li>-Wherever you can, create more time to trial or prototype ideas in order to hone or improve them before a wider implementation.</li><li>-Engage others in discussion about how ideas may be safely tested and shaped in general when they arise and in what particular ways that can be used again and again.</li></ul>
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## Creativity and innovation Profile

### COURAGE AND RESILIENCE

Courage and resilience levels looks at the extent to which you break with tradition and/or are prepared to stand alone to pursue an idea, even when others heavily criticize or attack the initiator. This category asks the question "How much do you have the courage of your convictions and the thickness of skin to stick to your beliefs, despite resistance from others?"

1 = almost never, 5 = almost always.



#### Interpretation

##### LOW (less than 2.75)

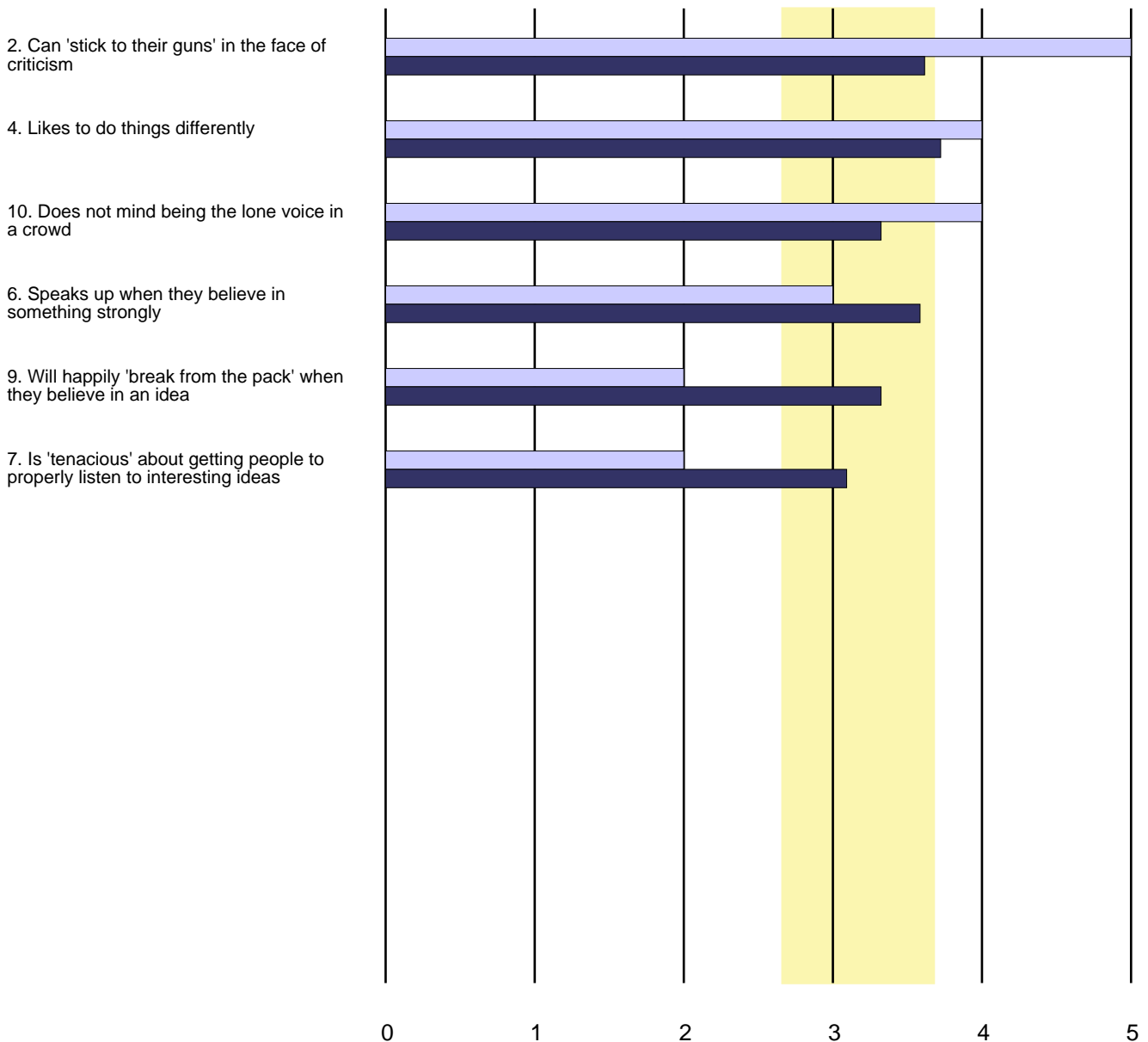
"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely mean that you prefer to "go with the flow" and generally take the attitude that majority rule should prevail most of the time. When faced with opposition to your ideas you are likely to generally keep quiet to keep the peace and will prefer to be the follower to more pioneering idea generators rather than an initiator yourself. A low score person will be likely to offer support for a new creative path, idea or innovation only in circumstances where there is only limited or no opposition or resistance from people around them. They are therefore much more comfortable in being a quiet supporter than having to stand alone. This means that the low scorer will rarely want to stand out and can even change their mind completely where resistance is seen to be too great."

##### HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that you will often seek to be the person with a new or different opinion or idea to others. You will also generally challenge the status quo and will often be wary of the possibility of "groupthink". You are therefore quite capable of being a lone voice in the crowd and will be quite resilient to criticism from others, especially when you believe that an idea is worthy of pursuit or has positive long term benefits.

A high score person will be likely to have a considerable amount of inner strength or belief in their own ability to firmly represent the creative thoughts of themselves or others (because they are committed). They will often therefore be prepared to be an early adopter or pioneer for an idea personally and be a powerful and thick-skinned advocate in the face of what they see to be undue criticism when it arises (however loudly or eloquently it is expressed)."

## Creativity and innovation Profile COURAGE AND RESILIENCE



Self
  Norm

The above chart is sorted in descending order of summary scores.

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## Creativity and innovation Profile

### COURAGE AND RESILIENCE

Courage and resilience levels looks at the extent to which you break with tradition and/or are prepared to stand alone to pursue an idea, even when others heavily criticize or attack the initiator. This category asks the question "How much do you have the courage of your convictions and the thickness of skin to stick to your beliefs, despite resistance from others?"

### Improvement actions

Low scorers need to carefully study the behavior of idea pioneers or "early adopters" and look to emulate their actions as much as they can (initially in small ways but building progressively). Low scorers should also look to back their own judgement and learn not to take attacks or criticism personally.

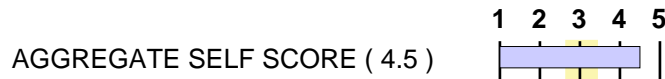
<b>Courage and resilience</b>	<ul style="list-style-type: none"><li>-Focus firmly on the positive benefits and successes that will flow from the adoption of a good idea, and not on any negative comments or criticisms.</li><li>-Be prepared to both defend your idea or to counter attack with hard-to-please individuals.</li><li>-Challenge people to convince you that they are not just playing safe or sticking with tradition (or even not working mentally hard enough to understand and support what you are trying to do).</li><li>-Take a longer term perspective, in which you are prepared to stick to the task of defending good ideas until they have been fully tested and, where appropriate, implemented.</li></ul>
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## Creativity and innovation Profile

### ENERGETIC PERSISTENCE

Energetic persistence looks at the extent to which you tenaciously maintain a 'can-do' attitude when breaking new ground or doing something in a different way for the first time. This category asks the question "How actively determined are you to persevere with a good idea to ensure that it has a positive or tangible impact?"

1 = almost never, 5 = almost always.



### Interpretation

#### LOW (less than 2.75)

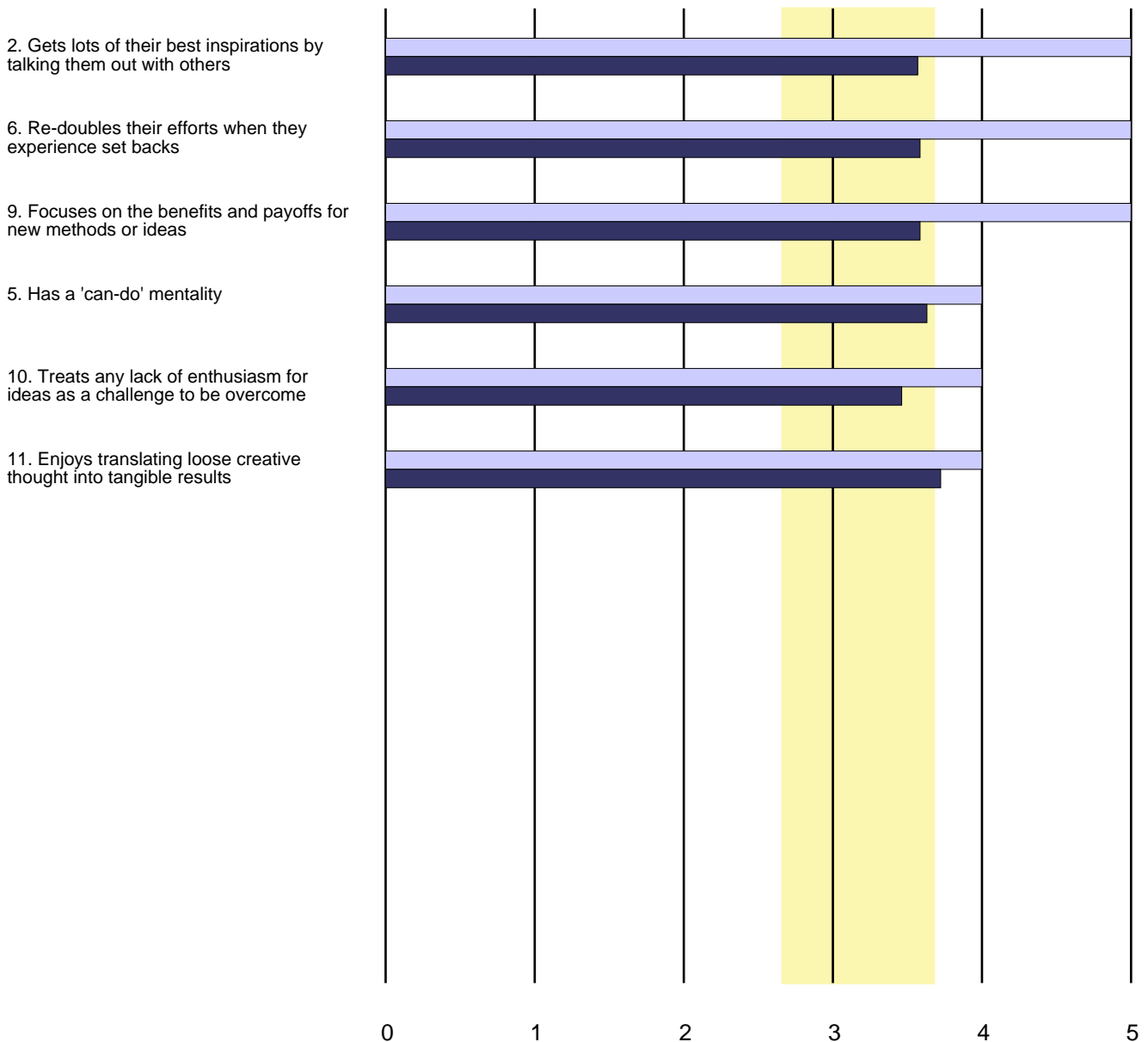
"Scales predominantly in the ones and twos ('occasionally' and 'almost never') are likely mean that you may find it difficult to get "airplay" for your own ideas or those that you represent on behalf of others. This particularly happens when you are confronted with an lack of interest or you feel that you are likely to be climbing a mountain to get a new idea or approach accepted and implemented. A low score person will be likely to overly worry about the poor, negative or apathetic reaction of others and therefore let their initial energetic intentions or determination quickly wane when facing such problems. They also lose sight of the ultimate benefits of the newer, different creative thought or innovation and therefore let doubts and frustrations bring their promotional efforts to a stand still."

#### HIGH (greater than 3.5)

"Scales predominantly in the fours and fives ('almost always' and 'very frequently') are likely to mean that you will have a natural passion for ideas and for innovation and can quickly overcome the lack of enthusiasm or apathy of others when necessary. Your abundance of energy can also assist others become supportive of new options or approaches or to re-energize people whose enthusiasm has waned or faded for whatever reason.

A high score person will be likely to talk enthusiastically and even excitedly about new ideas or innovations, even in the midst of the widespread apathy or low motivation of others. They will also be very results-focussed, persistently looking to promote the benefits of the creative option and being hard to "knock off course". "

## Creativity and innovation Profile ENERGETIC PERSISTENCE



Self Norm

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## Creativity and innovation Profile

### ENERGETIC PERSISTENCE

**Energetic persistence looks at the extent to which you tenaciously maintain a 'can-do' attitude when breaking new ground or doing something in a different way for the first time. This category asks the question "How actively determined are you to persevere with a good idea to ensure that it has a positive or tangible impact?"**

### Improvement actions

Low scorers need to develop a positive and infectious "can do" attitude when they believe in an idea or a new innovation (their own or one belonging to another person). They can help themselves to do this by associating mainly with people who are likely to be supportive and who are able to win the support and enthusiasm of others. Low scorers should also look to plan for setbacks, apathy and lack of enthusiasm around them and develop a range of ways to respond in energetic and tenacious fashion wherever necessary.

<b>Energetic persistence</b>	<ul style="list-style-type: none"><li>-Plan and organize yourself (and others) carefully to ensure that you can maintain the momentum all the way through the different stages through which any idea must usually pass.</li><li>-Maintain the flexibility to adapt or adjust your idea to achieve a positive result, rather than let apathy or negativity kill your personal enthusiasm.</li><li>-Talk with others regularly about ideas in open conversation, meetings and in other formal or informal communication settings</li><li>-Be as passionate and enthusiastic about the benefits of creativity, innovation and idea generation as you can to help encourage every individual to participate in the process</li></ul>
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# THE '10/10' REPORT

## Top 10 development needs

		scores
Willingness to experiment	10. Works out the criteria by which new ideas should be reviewed or assessed	1.0
Willingness to experiment	11. Is happy to take a risk with an idea with good potential	2.0
Courage and resilience	7. Is 'tenacious' about getting people to properly listen to interesting ideas	2.0
Courage and resilience	9. Will happily 'break from the pack' when they believe in an idea	2.0
Idea nurturing ability	5. Encourages people's passion for their ideas	2.0
Pattern Breaking Skills	1. Thinks about problems and challenges from many different angles	2.0
Pattern Breaking Skills	3. Is good at lateral thinking	2.0
Pattern Breaking Skills	6. Looks for useful analogies or comparisons to give their thoughts new direction	2.0
Creative consciousness	3. Has broad and varied reading tastes	2.0
Creative consciousness	4. Avoids getting concerned or stressed by ambiguous situations	2.0

## Top 10 strengths

Idea nurturing ability	11. Looks to make their feedback on suggestions and ideas as constructive as possible	5.0
Energetic persistence	2. Gets lots of their best inspirations by talking them out with others	5.0
Energetic persistence	6. Re-doubles their efforts when they experience set backs	5.0
Energetic persistence	9. Focuses on the benefits and payoffs for new methods or ideas	5.0
Levels of curiosity	2. Seeks out people with diverse backgrounds when compared to their own	5.0
Levels of curiosity	9. Likes to discover how people's thought processes operate	5.0
Levels of curiosity	11. Is intrigued by the choices and decisions that people make	5.0
Willingness to experiment	1. Talks to other people about their half formed ideas	5.0
Willingness to experiment	2. Likes to try new approaches or methods wherever they can	5.0
Courage and resilience	2. Can 'stick to their guns' in the face of criticism	5.0

## COURSE AND READING SUGGESTIONS

The following are general reading and course suggestions that may help you to better understand the two categories in which your scores were the lowest and to assist you in writing your development plan.

### Pattern Breaking Skills

**Pattern breaking skills looks at the extent to which you can find new and different angles or perspectives on old or existing problems and issues. This category asks the question "How well do you free your mind from the prevailing conventional wisdom and find fresh perspectives that can lead to better answers?"**

#### Course Suggestions

- Lateral thinking
- Mind mapping
- Contextual thinking
- Thinking or Critiquing "Hats"
- Problem solving

#### Reading Suggestions

- Lateral Thinking : Creativity Step-By-Step, Edward De Bono. 1990
- The Mind Map Book : How to Use Radiant Thinking to Maximize Your Brain's Untapped Potential, Tony Buzan, Barry Buzan (Contributor). 1996
- Mindmapping : Your Personal Guide to Exploring Creativity and Problem-Solving, Joyce Wycoff. 1991
- Cracking Creativity : The Secrets of Creative Genius, Michael Michalko. 1998
- Aha! : 10 Ways to Free Your Creative Spirit and Find Your Great Ideas, Jordan E. Ayan. 1997
- Conceptual Blockbusting : A Guide to Better Ideas, James L. Adams. 1990
- What a Great Idea! : The Key Steps Creative People Take, Charles "Chic" Thompson. 1992
- Six Hat thinking, Edward De Bono, 1999

#### Other Suggestions

- If you feel comfortable to do so, talk to your direct supervisor/manager or a training and development specialist about personal training, coaching, and specific projects to improve your skills and other possible support they may be able to offer.

## COURSE AND READING SUGGESTIONS

### Creative consciousness

Creative consciousness looks at your internal personal drive towards being creative, or your levels of active interest in looking to be innovative. This category asks the question "How much is my base temperament orientated towards seeking new, modified or different solutions or approaches?"

#### Course Suggestions

- Critical thinking
- Using your imagination
- Right/Left brained thinking
- The process of creativity and innovation

#### Reading Suggestions

- The creative brain-Ned Hermann, 1995
- Creativity : Flow and the Psychology of Discovery and Invention by Mihaly Csikszentmihalyi, 1997
- Uncommon Genius : How Great Ideas Are Born, by Denise G. Shekerjian. 1991
- The New Drawing on the Right Side of the Brain, Betty Edwards. 1999)
- A Whack on the Side of the Head : How You Can Be More Creative, Roger Von Oech, et al. 1998
- Handbook of Creativity, by Robert J. Sternberg(Editor). 1999
- Creativity and Innovation : The Astd Trainer's Sourcebook, by Elaine Biech, Daniel P. Biebuyck. 1996

#### Other Suggestions

- If you feel comfortable to do so, talk to your direct supervisor/manager or a training and development specialist about personal training, coaching, and specific projects to improve your skills and other possible support they may be able to offer.

## DEVELOPMENT PLAN

Use the space below to write out your personal development plan for the next 12 months based on your results. Draw upon the general improvement actions in relevant areas of the report and ideas that are suggested in the attached coaching tips.

<b>Development Area: Works out the criteria by which new ideas should be reviewed or assessed</b>		1.0	N/A	N/A
Action to Take:	Target Date:			
<b>Development Area: Is happy to take a risk with an idea with good potential</b>		2.0	N/A	N/A
Action to Take:	Target Date:			
<b>Development Area: Is 'tenacious' about getting people to properly listen to interesting ideas</b>		2.0	N/A	N/A
Action to Take:	Target Date:			
<b>Development Area: Will happily 'break from the pack' when they believe in an idea</b>		2.0	N/A	N/A
Action to Take:	Target Date:			
<b>Development Area: Encourages people's passion for their ideas</b>		2.0	N/A	N/A
Action to Take:	Target Date:			

# 5 Willingness to Experiment and Take Risks

## I work out the criteria by which new ideas should be reviewed or assessed

Many people think of idea generation as a random, “hit and miss” affair. They seem to think that ideas and rules don’t go together. There are almost like “oil and water”. However, even in the world of ideas and innovation there needs to be some systems in place to ensure that quality is maintained. Having a set of criteria or standards by which new ideas are judged can give them a new level of credibility. This is particularly important if your concepts are likely to meet resistance from people. It also allows you to be more confident when talking to others about your ideas because you have some concrete evidence upon which to base your belief in the concept you are putting forward.

Whilst the criteria used to review or assess ideas will differ for each project, there are a number of common themes that will arise. Obviously financial considerations such as return on investment are important but hopefully they will not be the only measure of success. Equally of interest should be the benefits to staff, customers and suppliers of streamlined systems or processes. Safety, waste reduction and environmental issues could also come into play. Finally, there is the opportunity to stay ahead of the competition and improve the reputation of the organization. By including some of these less obvious criteria you enable people to get a more complete picture of the potential risks (and benefits) of your proposal.

Consider the following to help you improve your effectiveness in this area:

1. Make a list of all the possible criteria that could be useful to properly evaluate a concept or idea. Look past the obvious measures and consider what the real benefits could be.
2. Rank the criteria you identify in order of importance to ensure you keep things in proportion when making your final decision (or help others to do the same).
3. Look back on some of the ideas that have already been implemented in your team or organization to get a feel for the type of criteria that were used in the past and whether or not these are likely to be sufficient in the future.
4. Talk to the end users that will be affected by the new idea to find out what they would consider to be appropriate criteria or ways in which they might evaluate ultimate success.
5. Progressively develop a checklist of potential criteria that can be applied to any idea or concept (and that can be used as a memory jogger and to ensure that you do not miss anything).



# 5 Willingness to Experiment and Take Risks

## I am happy to take a risk with an idea with good potential

As one writer put it “most people tip toe through life hoping to make it safely to death”. A certain amount of risk taking is the key to success in any field. Think of the success you’ve had so far in life and you will find that most of your successes come about because you took a risk (even if it was only a small one). It could have been the risk of being wrong, the risk of being hurt or you may have risked something more tangible like a loss of money or damage to your reputation. You took the risk because you saw the potential pay off in the activity.

Ironically, in many of life’s activities, one of the riskiest things you can do is to play it safe. To go through life never knowing if you could have achieved because you never tried is to experience the pain of regret, which many people agree is far worse than the pain of failure. Interviews with elderly people often verify this truth. Rarely do they regret the things they did, but often they regret the things they didn’t do and wish they could go back and take a few more risks.

Of course, the level of risk you are willing to take on a particular idea will be an individual decision. However, regardless of your existing level of risk taking behavior you can divide risks into one of three “zones”. The comfort zone is the area where we feel at ease and able to function without any stress. Next is the stretch zone where we start to experience a bit of discomfort and need to push ourselves a bit. Finally there is the panic zone where we feel out of our depth. It is important to regularly go outside your comfort zone and into the stretch zone with the goal of increasing the size of this zone.

Consider the following to help you improve your effectiveness in this area:

1. Analyze your past level of risk taking activity. Rate yourself on a scale of 1 (low) to 10 (high) and see how many medium risk activities (say, 6 or 7 on the scale) you have tried. Depending upon where you are on the scale, plan to move yourself one or two points higher when considering your next idea.
2. If risk taking is new to you, learn to take small, calculated risks on a daily basis. Look for opportunities to improve your comfort with risk taking at a general level by putting yourself into slightly unusual or uncomfortable situations.
3. Aim to place yourself in the “stretch zone” at least once a week. Schedule activities that will help you achieve this goal. The “stretch zone” is at the edge of your skill capability or experience (but not so much as to feel completely out of your depth).
4. Find a friend or colleague who can help you to work on your risk taking. When you feel lacking in confidence (or believe you are avoiding risk taking) talk to them for advice and inspiration.
5. When in doubt about an idea, take a chance and decide in favor of taking the risk (and give it your best shot). Even if your risk doesn’t pay off, you should almost always benefit from the experience.



# Courage and Resilience Levels

## I am “tenacious” about getting people to properly listen to interesting ideas

New ideas scare some people. Just the thought of being asked to introduce a new system, change a work practice or try out a new method is enough for them to switch off or run for cover. They hope that somehow if they ignore the issue (and its originator) that it will quietly go away. By not listening properly to a suggestion they also may hope to later use this lack of knowledge as an excuse for discounting the usefulness of the idea.

This presents a challenge for the creative or innovative person. How do you get an unwilling person to really listen to what you have to say? Sometimes the only solution is embark on a war of attrition. You need to have the determination to keep trying again and again to get people’s attention. The phrase “don’t take no for an answer” is appropriate here. You need to find new and innovative ways to present your idea. Just giving the same message over and over again may not be the solution. However, remember your goal is for your idea to have a fair hearing. That doesn’t mean others will eventually agree with it. If after all your tenacious persistence you are given a full hearing and you still can’t convince the doubters then you need to be prepared to step back and re-evaluate your position.

Consider the following to help you improve your effectiveness in this area:

1. Start by looking at your general level of tenacity. How good are you at persevering with an activity that isn’t yielding immediate results? Losing weight or getting fit would be two good examples. Set yourself specific goals to be more tenacious based on what you find.
2. Assess your tenacity with a current idea. How many real attempts have you made to get your idea heard? Can you honestly say you have given it your best shot? Find at least three to four different ways to present your latest idea and make it sound interesting.
3. Set yourself a goal to reach. How many attempts do you intend to make and in what time frame? Set realistic but stretching milestones for your efforts.
4. Increase your chances of success by varying the way you present your idea to others. Perhaps it is the delivery not the idea itself that is causing the problem.
5. Remind yourself of the importance of tenacity by finding some appropriate quotes on the subject and keeping them within easy reach to inspire you when the going gets tough.



# 6 Courage and Resilience Levels

## I will happily “break from the pack” when I believe in an idea

From an early age we are generally taught to blend in, belong to a team, consider the needs of others and generally go along with the group. We live in a society where conformity to group identity is highly regarded. People are encouraged to find their “box” and stay in it. When you break from the pack you have to leave behind a safety net but at the same time of course, you gain the ability to determine your own destiny.

It takes courage to “break from the pack”, to go against the prevailing view and do your own thing but sometimes that is what it takes to get a good idea implemented. You can only spend so much time trying to convince other people that they should support your idea. The time then comes for you to decide if you believe in your idea enough to go it alone (where you have no other choice) Creative people are less likely to conform with the thinking of those around them. They have an independent streak that allows them to look within themselves for strength rather than relying on the approval of others. Ralph Waldo Emerson believed in this philosophy and his quote “do not go where the path may lead, go instead where there is no path and leave a trail” Try to therefore encourage people to break away from the crowd and be a role model for others to follow.

Consider the following to help you improve your effectiveness in this area:

1. Make the “break” in gradual steps rather than in one great leap. If you know you are generally a “pack animal” find small ways to break away on a regular and minor basis before you attempt something major.
2. Write a list of all the advantages of going it alone when an idea seems to be worthy of this approach. When things get tough read it to remind yourself of why you are going against the prevailing view.
3. Assess who else is willing to make the break with you. There are likely to be other people who feel the same way but need a little help to take the plunge. Perhaps you can start your own breakaway pack or renegade team.
4. Don’t “burn your bridges” along the way because you never know when those people might be able to help you. In other words, even if you go it alone, do so in a calm and reasoned way and quietly explain your reasons to those that feel differently.
5. Let people around you know what you are doing and why to prevent them from taking it personally when you make the break.



# 4 Idea Nurturing Ability

## I encourage people's passion for their ideas

Passion is often associated with relationships between people but it can just as easily apply to the strong feelings people have towards their fledgling ideas and innovations. To the passionate person their idea is like a baby. Just as parents marvel in wonder at the new life they've created, innovative people feel the same maternal instincts towards their new idea. There is nothing like being around someone who has passion for what they do. You can see the enthusiasm and determination they have for their project. Even if the subject matter of what inspires them does nothing for you have to admire their strong beliefs and commitment.

Passion can cause people to think and act in positively unusual ways. It's as though they see the world with different eyes than the rest of us. They are often able to ignore problems, promote their idea with enthusiasm and focus purely on the excitement associated with creating a new idea. This is therefore behavior that should be encouraged. Imagine how much more could be accomplished in the workplace if everyone had a positive, enthusiastic attitude. Your encouragement of people's passion should be unlimited. Don't "grade" the value of ideas or try to encourage some people more than others. Instead, give the message that displaying a passionate attitude towards ideas is welcome and a positive and desirable approach.

Consider the following to help you improve your effectiveness in this area:

1. Before you can help others to be passionate you must first make sure that you are setting the standard. Identify what it is that you are passionate about and think about how you express this passion to others. If it is not obvious to others, consider how you may go about changing this.
2. Try to encourage people close to you. Help them to find a hobby or interest that they are passionate about and support them in doing it. Offer your time, energy and encouragement.
3. Use symbols to encourage people around you to be more passionate. Why not use pictures of hearts, an excited person or simply the word "passion" in bright, colorful letters, or other similar prompt images to encourage individuals.
4. Make time each week to talk to others about their ideas and listen to their responses. Whenever you hear that their passion is waning, encourage them to re-ignite their enthusiasm.
5. Have a 'passion' or 'enthusiasm' award to recognize people who demonstrate the kind of attitude you are trying to encourage. It is important to create positive enterprise role models.

