

SKILLS FOR SUCCESS - CREATIVITY and INNOVATION

FEBRUARY 25, 1:00 - 5:00 PM

Brainstorming Activity: When Creativity & Innovation Is Needed

What are some situations where creativity & innovation might be valued?	What are some situations where creativity & innovation should NOT be a priority?
Sustainability across the organisation	When we have a hard deadline to deliver
Solving a complex problem	Needing to follow strict policies or procedures, such as a child safety investigation
	When excellent practice is already set through considerable experience and can be followed
When we unlock access to new resources (financial, human resources, expertise, time etc)	When we failed to get buy-in from business partners/ stakeholders to run something new/ experiment/ innovate
Enhancing Customer Experience	Innovation shouldn't compromise legal requirements, safety protocols,
Employee engagement under budget constraints	When we're lacking expertise in certain areas and don't have expertise to evaluate our innovation/ ideas.
For product development	When compliance is prioritized
Ways to design, develop, and facilitate learning opportunities for incredibly diverse audiences in various languages, contexts, and cultures	
How to use MS Teams effectively	
Handling Customer Complaints Creatively –	
Organisational design	

What are some situations where creativity & innovation might be valued?	What are some situations where creativity & innovation should NOT be a priority?
New tech advancement like what happened with emergence of AI tools...	
Complex service situations, including customer complaints	
Fixing an identified problem	
Assessment and Innovation of systems and procedures.	
New products or means of service delivery	

Breakout Activity: Overcoming Organizational Barriers To Creativity & Innovation

What organizational structures get in the way?	How could you overcome these barriers?
Too much bureaucracy	Cultivate an environment of psychological safety where it is safe to make mistakes and you can learn from failure
Resistance to change	Acknowledge the challenges of change, and also the benefits
Strong sense of accountability to the public	Make innovation a priority, and reward it when it happens
Pipelines & reporting - getting innovation and Ideas to the right audience	Reward working together - not working in silos
board of directors not being on board ;)	Working with the board more closely...
Unclear decision making structures, who has to sign off...	Holding on to a tight RACI
When departments don't collaborate,	encouraging cross-team brainstorming and open communication.
Siloed teams within organizations	Seek ways to work together, common ground and outcomes

What organizational structures get in the way?	How could you overcome these barriers?
Lack of expertise in leadership, don't know how to decide whether to approve or deny etc	Creating a task force with experts for innovative projects
High levels of bureaucracy in provincial and federal organizations, changes and adaptations take a long time to be authorized and implemented	Fostering a culture of Innovation
Managers who focus only on processes, rules, no new thinking, “this is the way we have always done it”	Open communication, be transparent and try to adapt to changes.
Managers who create a fear based environment where new ideas are not encouraged and where members feel scared to suggest	Encourage, open, safe and inclusive communication
Hierarchy and lack of communication or transparency in it	Create platforms and feedback mechanisms for voicing ideas
Lack of Psychological Safety	Create and maintain a strong culture of Psychological Safety
Putting the cart ahead of the horse mentality	Quick analysis to evaluate potential of opportunity, creating a sense of urgency

Breakout Activity: Creativity & Innovation Learning Interventions And Supports

- Imagine different situations and possibilities
- Show interest in learning and applying new things
- Seek a wide range of stimuli and experiences
- Be open to new ideas without judging and setting limitations



Use your
imagination
and curiosity

- Design a specific learning activity you would use to develop individuals
- Identify what other support is needed by :
 - Managers
 - Leaders
 - Organization

Individual	1. Microlearning introduction to Creativity and Innovation, includes definitions, benefits (instructor-led or elearning or video or article) 2. Activity 1: Build a bridge of paper that supports an article for a min. of 15 seconds. Purpose: generate discussion or conversation. Learning is dialogue that is created around building. Debrief: Sharing what was heard & observed, and focusing on the idea of practice. How do we do this at the sharp end of the org. 3. Activity 2: Break team into smaller groups. Provide each group with a coathanger. Ask the group to spend 5 mins brainstorming a list of everything they could use the coathanger for. Debrief: Talking about how important it is to look at old things in new ways.
Managers	Buy-in Allowing time for learning and applying the learning
Leaders	Buy-in Coaching them to coach their teams - providing them with coaching tools and steps to take to innovate with their teams Introduction of LSS and continuous improvement (Kaizen events) Determine ways to measure and evaluate change and change process
Org	Buy-in Support Training Mandate from top down - tie to corporate goals and trickle those goals down to all employees. Tie to performance.

- Challenge norms, habits, and preconceptions where appropriate
- Identify artificial constraints

Identify
opportunities
to innovate

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Individual	Perspective Cards - Group Learning Activity Objective: To develop creative problem solving thinking and new solutions Step 1: Select a problem that needs to be addressed. Encourage everyone to write down their perspective of the problem and provide a problem statement from their perspective. (Anonymous) Step 2: Pick up the perspective cards and give all the participants a new perspective card (not their own). When cards are distributed, participants must solve the problem from this new perspective. Step 3: Acknowledge the varying perspectives. (Differing domains of knowledge). Step 4: Combine all the perspective cards and solutions and as a team, identify and list common themes and norms related to the problem. Discuss how unconventional approaches and alternatives can break the norms and develop new solutions (collective) and how to operationalize. This collaborative technique helps to accept ALL voices in the process and accepts differing perspectives outside of your own.
Managers	
Leaders	
Org	

- Deviate from existing processes, thinking, and approaches
- Use an inquisitive approach. For example: ask questions even when there is no obvious answer
- Seek patterns where patterns may not be readily apparent.
For example: combine unrelated attributes
- Acknowledge and work with uncertainty and unpredictability.

Generate
ideas that
are novel to
yourself or
others

- Design a specific learning activity you would use to develop individuals
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Individual	What If! Give hypothetical questions (related to work) to individuals and ask them to answer (examples) on post-its and put them on a whiteboard. We can then go about and analyze what ideas are out-of-the-box and what directly addresses the question. What if.... Scenarios: What if our company's primary goal was to make the world a better place, not to make a profit?" "What if we could only communicate with customers through emojis?" "What if our team had to solve a problem using only \$100?" "What if our product could only be used once a year?" "What if our office had no walls or desks?" Final reflection: "What did you learn from hearing others' ideas?" "How did listening to novel ideas inspire your own thinking?" "What challenges did you face in sharing or listening to unconventional ideas?"
Managers	What If! Managers can be thrown into uncomfortable people-management scenarios and made to react and come up with solutions. This breaks them out to become better leaders than just everyday managers. What do you think can make you a great manager? What is it that you have or do not have in order to reach that goal?
Leaders	Leaders can be given activities around re-imagining the organization for the next 2 years, how to re-strategize and focus on the bigger picture—how a new style of leadership can help stay relevant, be competitive, and excel in the industry. Their style can be captured and documented.
Org	Organizations must adopt a cultural, organizational mindset of innovation, creativity, and ongoing learning, welcoming divergent ideas and suggestions (For example, Netflix and Blockbuster)

- Reverse ideas and approaches to see if the opposite is true
- Expand on ideas and approaches



Develop your
ideas

- Design a specific learning activity you would use to develop individuals
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Individual	Communication skills - clear messaging In an environment where there's no concrete processes and a lot of grey areas, helping individuals learn to convey information clearly and concisely through writing and delivering presentations is essential. In this activity you will be developing your ideas of how to streamline processes via communication. Learning Objective: • Learn how to convey messages clearly and concisely through different modalities and channels. Learning Activities: 1) Open discussion: Ask participants to share a process and communication challenge faced in their current role. 2) As a group via a mural board brainstorming activity, participants identify new methods and communication channels for successful communication. 3) <u>Participants are provided</u> with a complex communication piece and they need to make the communication piece more precise and clear and present it in a different format that they received it in.
Managers	Communication Identifying potential participants Support their staff taking this training Providing feedback
Leaders	Provide reinforcement regarding the importance of clear communication. Approval for this training to take place. Provide budget
Org	Cultural adoption and change.

- Act on the creative ideas and approaches to make tangible and useful contributions
- Expect failures
- Learn from failures to improve



Apply your
ideas

- Design a specific learning activity you would use to develop individuals
- Identify what other support is needed by :
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 - Organization

Individual	• Have each person bring a problem they are facing or a decision they need to make. Provide a couple of case studies for those that do not have something current. • Use the six coaching questions in small groups (of similar level of responsibility) for them to think through their issue. • Present (anonymized) to the larger group, get feedback • Write down action plan • Encourage peer accountability
Managers	• Create space for implementation and experimentation • Provide coaching • Allocate resources, time, etc. if needed • Provide space for peer accountability
Leaders	• Create an environment of psychological safety where failures can be learned from for continued growth • Role modelling - and verbalizing how they are learning from failures, trying new things, etc. - encourage reflection on action
Org	• Reward learning from failure, collaboration • "Showcase" learning from failures - sharing stories/examples of failures • Utilize agile methodologies - fail fast, fail forward, learn from failure • Support social learning, cross-boundary communication

- Encourage habits and behaviors that facilitate creativity and innovation in yourself and others, for example: lightheartedness, playful approach, healthy competition
- Support and motivate others to be creative by coaching and sharing tools, information, and ideas

Facilitate a creative & innovative environment

- Design a specific learning activity you would use to develop individuals
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 - Organization

Individual	Ensure that each person embraces a creative mentality. Ensure that each person understands they are working in a safe place (psychological safety) - ensuring each person is comfortable asking questions. Each person is self aware, they have emotional intelligence, they understand their limits and know how to lean on other team members to help them go beyond their limits. Individuals trust their team members Ensure that you feel confident in searching for new opportunities.
Managers	Ongoing creative activities during regular meetings: For example “ find a variety of ways(hundreds) to use a clothing hanger. Ensure that your team members know the “rules of engagement” or “guidelines for brainstorming”. The goal is to challenge assumptions, trust team members. Ensuring feedback and debriefing after every project to ensure that creativity is celebrated and documented. Ensure that creative activities are more than just exercises, they have practical applications in the workforce (otherwise individuals are going to be ready to apply their creative thinking and will feel stuck if they are not able to).
Leaders	Level of modeling. Create a sense of urgency. Provide motivation, acknowledge adult learners’ experience and knowledge. Create a safe space to make mistakes, and learn. Create space for individuals to have the spotlight shine on them. Celebrate mistakes, see them as learning opportunities. Encourage friendly competition between departments. Networking - for example share real problems with students to gain fresh creative perspectives.
Org	Create a culture of prototyping, by allowing departments to prototype and test ideas, making mistakes is an innate part of the culture. Culture of “failing forward” Build cadence and frequency of activities