



Bursts **Of** **Fresh-Squeezed** **Ideas**

**A Program To Ignite Your
Creative-Thinking Skills**

By Dan Coleman

Bursts of Fresh-Squeezed Ideas™

A Program To Ignite Your
Creative-Thinking Skills

Dan Coleman,
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**EXCELSIOR
LEARNING**

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Dedication:

*This book is dedicated to my Mom and Dad,
my wife Jan,
and my four daughters Jill, Katie, Julie, and Samantha.*

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A Fresh-Squeezed Program to Ignite Your Creative-Thinking Skills

Introduction & Immersion

WHAT IF... you always drank fresh-squeezed juice full of sweet pulp and chunks of fresh fruit—whenever you wanted to—instead of drinking bland tasting, uninspiring, pasteurized, frozen-concentrated stuff? I ask, where's the energy in that? Fresh-squeezed juice tastes so much better, and it's invigorating to squeeze your own.

What if you sharpen your everyday creative-thinking skills to a razor's edge, and purposefully use powerful tools and adapt your practices so that the groups you work with experience continual and steady bursts of fresh-squeezed ideas? And act on the best ones? How's that for Ennnnnenergy?

The very fact that you are holding this program in your hands right now is indicative of your willingness to step outside traditional means and methods to consider a new approach. From this first moment of openness you are now demonstrating—to where I believe this journey can take you—is nothing short of remarkable. I know because I've been helping companies and individuals do so for nearly 20 years and the results are among the most enlivening and energetic aspects of business life.

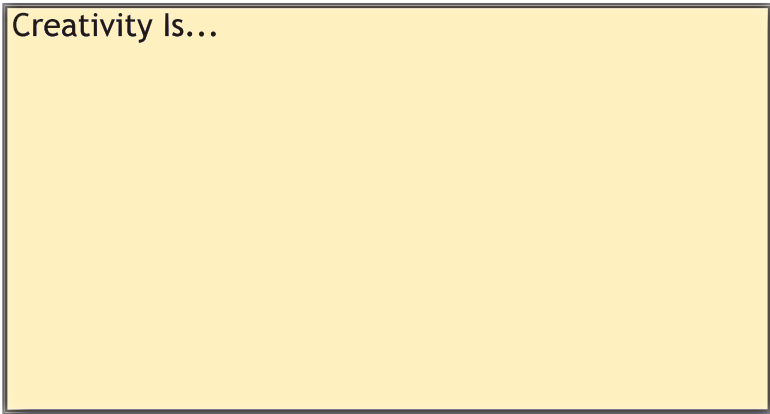
After having success in seminar environments for years, I began to wonder in what ways I might take these concepts even further into the every day lives of people and organizations. This dynamic program is the result of that effort. In a moment, I will explain how the program works and how you can best utilize it. But before

we move to that, I want to ask you a question or two. There are no right or wrong answers and your most honest replies will be needed in order for you to get the most out of this experience. So, if you are ready, let's begin.

What Is Creativity?

How would you define creativity? This is an actual question. Actual answers are only valid if they are written in the space below.

Creativity Is...



Would you agree that when most people think of creativity, the associations they make are usually to:

- Artists
- Performers
- Singers
- Musicians
- Authors

In short, people associated with “the arts.”

Would you also agree most people think of creativity as being an innate talent of an individual? Sam is pragmatic, Phil is analytical, and Janet is creative.



Do you see yourself as a creative person? I frequently ask that question to people in my workshops, and, unfortunately I often hear far too many nos. It's quite limiting to put yourself in the category of not being creative. Additionally, I think that particular question is a lousy question to ask. An alternative, more powerful and affirmative question is—in what ways are you creative? List below the ways in which you are creative.

In what ways am I creative?

-
-
-
-

As you experienced, the response to the latter question can't be answered with a simple yes or no. It presupposes a yes answer and provokes a response that gets at how a person manifests his or her creative abilities—not if they have them. We just busted a creativity myth—only certain people are creative. Anyone can be creative; there are many ways in which you can let your creative juices flow.

Howard Gardner (1983) argues that creative ability is much broader than the traditional view typically associated with being gifted in the arts, writing, and music. He suggests thinking about creativity in terms of multiple intelligences and introduced the concept of the Seven Intelligences:

- Language—Ability to use and express language in many ways (orators, writers, lyricists, reporters and poets)
- Math & Logic—Exhibit logical thinking; have a gift for numbers (mathematicians, accountants, scientists)
- Music—Attraction to sound, producing a combination of existing sounds or creating original ones (musicians)

- Spatial Reasoning—Ability to visualize what things look like from different sides (engineers, pilots)
- Movement—Use of the body to solve problems (dancers, athletes, surgeons, actors, wood carvers)
- Interpersonal Intelligence—People who are good with other people (business leaders, spiritual leaders, teachers, politicians)
- Intrapersonal Intelligence—Knows own strengths, weaknesses (thinkers, reflectors)

Rate yourself on the Seven Intelligences—“1” is the intelligence you are strongest in and “7” is the weakest. Circle the number you feel most closely matches your strength in each area.

Intelligence	Ranking						
Language	1	2	3	4	5	6	7
Math & Logic	1	2	3	4	5	6	7
Music	1	2	3	4	5	6	7
Spatial Reasoning	1	2	3	4	5	6	7
Movement	1	2	3	4	5	6	7
Interpersonal	1	2	3	4	5	6	7
Intrapersonal	1	2	3	4	5	6	7

Now, list below the three actions you will take to further bolster your identified strength from the above exercise.

1.)
2.)
3.)



Can You Learn To Think More Creatively?

If you told your employees you were sending them to a seminar on creativity, they might instantly muster images of an art workshop or having to make lava lamps from a paper towel rolls. Or they might envision a retreat with soft music playing and lectures about awakening their inner children. That's because most people don't think of creativity as an attribute that can be taught, learned, developed, and cultivated.

Well, they're wrong. What a lot of baloney; of course you can teach people to think, solve problems, and find opportunities creatively—and I mean anyone. I do it all the time. The problem is people think of creativity only in terms of the final output and not in terms of a thinking style. In this program, we will be maximizing creative-thinking skills, and understanding creativity as a thinking style that everyone fits into and to which everyone can contribute—even if they can't make a lava lamp from a paper towel roll.

“

I'm always thinking about creating.
My future starts when I wake up every
morning...Everyday I find something
creative to do with my life.

”

—Miles Davis

Creative-Thinking Styles

Michael Kirton (1976) identified two thinking styles of creativity—Adaptive and Innovative:

<i>Filter—Improve the System</i>	<i>Flow—Change the System</i>
<p>The Adaptor</p> <ul style="list-style-type: none"> • Make it better, faster, and cheaper • Seek to improve processes, systems, and technology • In-the-box thinking • Existing markets 	<p>The Innovator</p> <ul style="list-style-type: none"> • Blank sheet of paper • Focuses on new processes, systems, and technology • Out-of-the-box thinking • New business model • New markets

Adaptive Creativity is working “within the box,” acknowledging and working within the constraints of the current system, and working to improve processes, products, and services to be more useful, efficient, customer friendly, and less costly. Adaptive Creativity concentrates on incremental improvements—improving the components of existing products, services, approaches, and processes.

Innovative Creativity is working “outside the box,” using a fresh approach—not being constrained by the current system. Innovative Creativity challenges the status quo with all of its existing beliefs, behaviors, traditions, and assumptions. Innovative creativity attempts to break through with transformational products, services, approaches, and solutions.

People generally have a predisposition toward either *Innovative* or *Adaptive Creativity*. Everyone is creative and both styles are necessary for an organization to be successful. Some people are

gifted with the ability to come up with new and/or radical ideas, while others are equally gifted in their ability to improve current products, systems, and processes. When people with differing creative styles work together and they have trust, mutual respect, and understanding for each other, great results are possible.

In his book *Positive Turbulence*, Dr. Stan Gryskiewicz (1999), gives an example of the difference of these two styles; how each approaches solving a Rubik's Cube.

“Most people, following the directions, rearrange the different parts until, sometimes hours later; they have gotten one-color faces. These individuals follow the adaptor approach. The other group, practicing the innovative style, disregards the directions; they pull apart the individual pieces and reassemble them, or peel off the color decals and reposition them—getting the same results as the adaptors.”

Which style defines you? Rate yourself.

Innovator or Adapter?

Creative Thinking & Problem Solving In A Time Capsule—A 55-Year Journey Back In Time

In his book *Applied Imagination*, Alex Osborn (1953) identified creative problem solving as a process and introduced various thinking tools to enhance the creativity of individuals and groups. He identified seven steps in his original process:

- Orientation
- Preparation
- Analysis
- Hypothesis
- Incubation
- Synthesis
- Verification

Over the past 55 years, a multitude of practitioners and academics have studied, modified, and used creative thinking and problem-solving methods and tools, which in turn has produced a number of rich, well documented adaptations and spin offs of Osborn's original process. Some of the more notable include: Gordon (1961); Parnes (1967); DeBono (1982); Parnes (1992); Vehar, Miller, Firestien (1997); Isaksen, Dorval, & Treffinger (2000); and Puccio, Murdock & Mance (2005).

All of the above-sited processes and methods are similar in that they use a continual process of divergent and convergent methods and tools to solve challenges, opportunities, or problems where identified solutions do not exist. They advocate the use of a common set of principles that include the following:

- Remain open to potentials and original thinking; be affirmative and look at situations, problems, and opportunities in new and fresh ways.
- Foster your ability to break old connections and make new ones; synthesize and put things together that haven't been created or put together before.

- Generate many ideas and alternatives; use wide and flexible categories; strive for originality and quantity of ideas; impose no limits or boundaries.
- Improve your versatility to suspend current assumptions and judgments; appreciate and pay attention to varying interpretations, new information, and stimulus.
- Develop new habits; break old pathways and use varying problem-solving methods; move off into new directions, and experiment with new approaches.
- Foster your natural curiosity and become comfortable without fully knowing; deviate from the norm just to see what is there and what happens.
- Be deliberate and give all ideas a fair hearing - avoid knee-jerk judgments and decisions.
- Focus, align, and calibrate ideas with your objectives; Strengthen, work with, tame, and select the best ideas and solutions.
- Gain momentum and take action; refine solutions and transition.

Our Natural Creative-Thinking Skills

We were all born with the innate ability to think and act creatively. Do you remember learning how to walk or to talk? My guess is, probably not. You used your natural creative abilities, aided by some encouragement from loved ones, to accomplish the tasks. We've gotten away from using our natural creative thinking abilities—using our imagination to innovate; daydreaming about what could be; exploring new pathways and alternatives; being adventurous, taking risks, and learning from our experiences; having fun, being passionate, and enjoying the journey. It is during the journey where learning occurs—we learn nothing while standing on the summit. Our challenge is to rediscover our natural creative-thinking skills, tap and liberate them, and consistently use them.

We need to think creatively when we face a challenge, goal, opportunity, or problem where no existing, learned, or habitual formula or solution is readily available or known. Sometimes the challenge, opportunity, or problem only requires a short burst of creative thinking—like suddenly realizing that you are out of a certain ingredient when preparing a meal and having to improvise on the spot with a different ingredient. Other times, a larger, sustained dose is required, such as for new inventions, technological and medical advances, new business strategies, and the like. In either case, in order to be successful over time, we need to have a versatile mind-set and positive attitude for thinking creatively. We need a finely honed, razor’s-edge skill set that is available on demand. And that’s exactly what we’re going to do.

The Discipline

In this program, you will have access to many tools, methods, and maps to guide you through your previously uncharted regions of thinking creatively. I guarantee that what you will discover on this journey will invigorate you as nothing else has. One simple ground rule—you must do the work. The program is 100% based on your effort, applying yourself, using the tools, willingly receiving feedback, and reflecting on what worked and didn’t work, and adapting. The program is focused on *doing*, not talking or reading passively.

So, if you’re one of those blessed souls who drives to the gym to work out and looks for the closest parking space; if you pull your carrots out of the soil just to check if they’re growing; if you don’t follow the recipe and then wonder why the dish doesn’t taste right; if you frequently have way too many spare parts after assembling your purchases—you will have a problem getting the most out of this program and the processes it contains.

However, if you’re willing to do the work, adapt your thinking, follow a recipe (or at least portions of it) and put pieces together

(sometimes logically, sometimes intuitively), I am very confident you will be pleased with the results. Improving your creative-thinking skills and practices will require changes in the methods you use in approaching challenges, opportunities, and problems. A finely tuned athlete doesn't become that way over night. He/she starts by clearly defining his/her challenges and goals; employs a knowledgeable and dedicated coach; develops a workable training method and regimen; adheres to a disciplined diet; practices systematically and learns from the practice; and competes at the highest levels over a sustained period of time.

The same multi-dimensional, longer-term approach is required to significantly improve your creative-thinking skills and practices. There aren't any quick, easy, tidy tricks, answers, or approaches; no fancy footsteps to learn; or instant potion or pills you can drink or swallow. Rather, you will improve these skills and practices over time if you adopt a longer-term horizon, apply a flexible training approach and regimen, and maintain your drive, concentration, and focus.

The Cadence

The skill practice in the program is aligned to a calendar. First, creative thinking is a natural process. There is a natural rhythm and cadence to thinking creatively that is analogous to the natural rhythm and cadence of working a weekly, biweekly, or monthly plan. Each group of weeks has its own distinctive look, feel, smell, and touch that give it its uniqueness. Similarly, the phases of creative thinking: (1) Climb the Right Mountain; (2) Storm the Brains; and, (3) Ignite Your Engines have their own distinctive characteristics and interdependence as well.

Next, the program is organized so cross-training exercises provide you with a logical, comprehensive, and easy-to-use format; it is disciplined and step-by-step, yet highly flexible; practical, and challenging; visual and action oriented.

Third, you choose how to navigate your journey. You decide where to concentrate your time and effort based on your unique needs and the specific challenge, goal, opportunity, or problem you are tackling. You can experience all the cross-training exercises as they are outlined, or selectively choose the ones best suited to your requirements. In effect, the program provides a structure, yet you run the program, the program doesn't run you.

The Structure

This program is designed so you can navigate it solo, or assemble a team to assist you in navigating. If using a team approach the following structure serves as a blueprint. The team is comprised of the following players: *sponsor*, *creative-thinking facilitator*, *creative-thinking cohort*, and *creative-thinking coach*.

Phase	Climb the Right Mountain			Storm the Brains			Ignite Your Engines	
	1	2	3	4	5	6	7	8
Sponsor								
Creative-Thinking Facilitator	 	 	 	 	 	 	 	
Creative-Thinking Cohort								
Creative-Thinking Coach								
Key								
= Journaling	= Workshop	= Coaching Meeting		= Idea Exchange	= Tool Application			

The *sponsor's* role is to:

- Assist in defining and scoping the challenge or project.
- Provide guidance and feedback throughout the project.
- Assist in removing roadblocks that crop up along the way.

The *creative-thinking facilitator*:

- Attends workshops (when applicable).
- Facilitates creative-thinking and problem-solving meetings.
- Applies creative-thinking and problem-solving tools and practices against an identified challenge or project.
- Journals key learnings, insights, and darn good practices.
- Receives feedback from designated feedback providers.
- Collaborates with a creative-thinking coach to stay sharp.
- Builds a network with other practitioners to continually learn darn good practices and gain additional insights.

The *creative-thinking cohort* is a de-facto learning group (as applicable). The cohort's role is to:

- Share of darn good practices and insights.
- Be a sounding board for ideas.
- Network with colleagues for a broad-based, diverse, and steady supply of ideas.

The *creative-thinking coach* is the facilitator of the program. This person:

- Facilitates workshops (when applicable).
- Conducts coaching sessions with practitioners.
- Facilitates on-going darn good practice exchanges upon program completion.

BIO—Paul MacCready

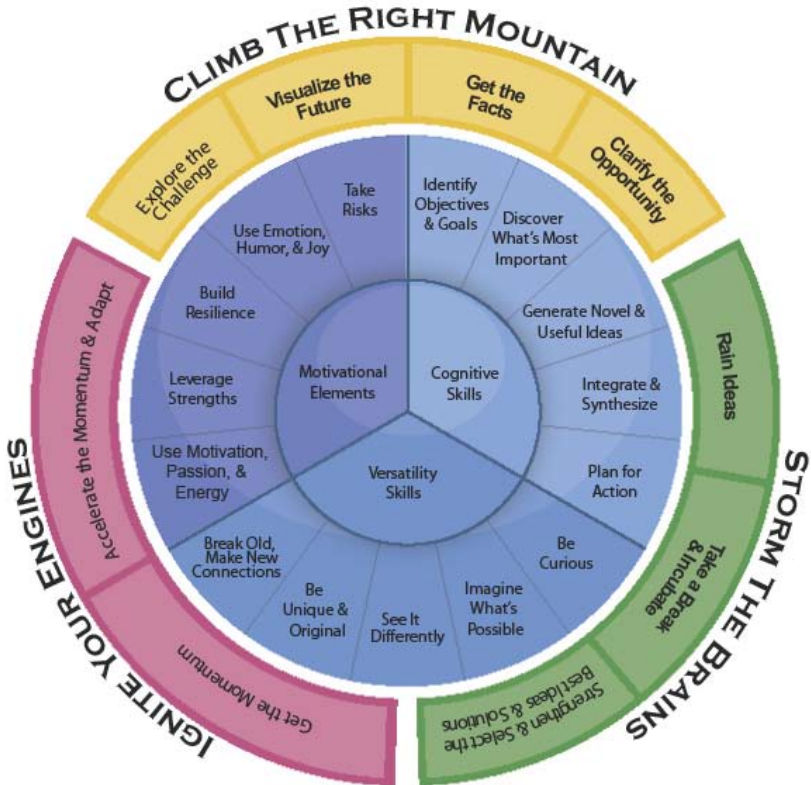
Humans have long dreamed of flying. With the achievement of heavier-than-air flight in the early 20th century, many inventors and dreamers abandoned human-powered flight. Many dismissed it as impossible. Paul MacCready did not. After half a lifetime of experimentation with gliders, he answered a challenge issued by the Kremer Prize committee to create a human-powered flying machine.

The Gossamer Condor is only the most famous of Paul MacCready's innovative air and land vehicles. His Gossamer Penguin and Solar Challenger were the first successful solar-powered aircraft. He also drew on the sun's energy to power a high-performance automobile, the Sunrayer.

MacCready joined a lifelong interest in aviation with a mature passion for developing environmentally sound transportation technology. In addition to his solar power, experiments MacCready's firm AeroVironment developed efficient battery-powered vehicles, such as the Impact sports car for General Motors.

—Excerpted from Achievement.org

Bursts of Fresh-Squeezed Ideas Creative-Thinking Process & Skills Model™



The *Bursts of Fresh-Squeezed Ideas* Creative-Thinking Process & Skills Model™ consists of the following:

- A three-phase, creative-thinking process:
 - Phase 1—Climb the Right Mountain
 - Phase 2—Storm the Brains
 - Phase 3—Ignite Your Engines
- Two creative-thinking skill areas:
 - Cognitive
 - Versatility
- One motivational elements area

The Three-Phase Creative-Thinking Process (adapted from Osborn, 1953)

Phase 1—Climb the Right Mountain

Phase 1 looks at challenges and goals through different lenses and “peels back” the layers. Reframing the challenge or goal provides further clarification and allows the exploration of different possibilities. To that end, it has the following processes:

- Explore the Challenge
 - Explore, define, and shape challenges and goals
 - Generate challenge and goal statements
 - Prioritize and shape the challenge or goal
- Visualize the Future
 - Visualize the desired future environment
 - Assess the current environment
 - Identify the gaps that exist between the current and desired future environment
- Get the Facts
 - Make smart guesses about opportunity areas or causes of problems
 - Identify the essential facts and information; find the real opportunity or problem
 - Analyze the data; see relationships and confirm them with data
- Clarify the Opportunity
 - Redefine, refocus, and clarify the opportunity or problem
 - Write a well-defined opportunity or problem statement

Phase 2—Storm the Brains

People tend to stick with what they know when confronted with an opportunity or problem rather than explore new ideas. As a result, Phase 2 is dedicated to raining an abundance of imaginative ideas and alternatives, breaking and making new connections, being counterintuitive, taking a break to incubate, strengthening, prioritizing, and selecting solutions, and embracing ambiguity. With these goals, it has the following processes:

- Rain Ideas
 - Generate a rich variety and abundance of ideas and alternatives
 - Organize the ideas and alternatives by themes
 - Hit the most promising ideas
- Take a Break & Incubate
 - Step away from the opportunity or problem
 - Combine, synthesize, and integrate ideas and elements
- Strengthen & Select the Best Ideas & Solutions
 - Strengthen the ideas that have the greatest potential
 - Synthesize and integrate the ideas to form a solution(s)
 - Select the solution(s) that best meet your criteria and objectives

Phase 3—Ignite Your Engines

Nothing has happened until a product, process, service idea, or solution gets prototyped, tested, and implemented. Then quickly gauge the reaction of the marketplace. So the mantra can be summed up as—prototype fast and, if the marketplace reacts positively, fully allocate resources to its implementation and accelerate the momentum. If the marketplace reacts negatively, fail fast, early, and cheap—then quickly adapt and change course. Upon successful implementation, anchor the gains in organizational systems, processes, and culture. To that end, Phase 3 has the following processes:

- Get the Momentum
 - Develop and implement rapid action plans
 - Develop and implement quicksand avoidance and contingency plans
- Accelerate the Momentum and Adapt
 - Develop and implement a performance dashboard
 - Verify performance results
 - Adapt and re-allocate resources
 - Anchor the gains

BIO—*Alex Osborn*

Alex Osborn was a successful advertising executive in the New York firm of Barton, Batten, Durstine, and Osborn (BBDO). In his early life he worked as a journalist, statistician, and salesman. At BBDO, he was an expert at the creative thinking technique he called brainstorming. His creative success was marked by securing major corporations as clients, such as General Electric, Chrysler, DuPont, BF Goodrich, and Royal Crown Cola. Osborn became increasingly active as an author. His 1948 book on creative thinking, *Your Creative Power* presented the brainstorming technique. His successful writing career overtook his work in advertising. In 1960, after more than forty years, Osborn resigned from BBDO's board of directors.

In 1954, Osborn created the Creative Education Foundation, which was sustained by the royalties earned from his books. Along with Sidney Parnes, Osborn developed the Osborn-Parnes Creative Problem Solving Process (commonly referred to as CPS). He co-founded the Creative Education Foundation's Creative Problem Solving Institute, the world's longest-running international creativity conference, and CPS has been taught at that conference as well as year-round in other venues for more than 55 years.

—Excerpted from Wikipedia.org; Time Magazine

The Creative-Thinking Skill Areas—Cognitive & Versatility Skills, and Motivational Elements

(adopted from Amabile, 1996; Treffinger, 1996; Torrance & Safter, 1999; and Puccio, Murdock & Mance, 2005).

Process is certainly important and required. Equally important are the skills necessary to execute processes and to think creatively. And possibly most important is the motivation to act. The stronger the skill set, the greater the likelihood a steady stream of richer and robust ideas and solutions will be developed. The stronger the motivation, the higher the probability the ideas and solutions will be implemented. The art is to stay motivated, know when to call on a particular skill or set of skills, and at what step in the creative-thinking process. You will use all of the skills and motivational elements identified in the *Bursts of Fresh-Squeezed Ideas Process And Skills Model*™.

“ All the works of man have their origin in creative fantasy. What right have we then to depreciate imagination. ”

—Carl Gustav Jung

Cognitive Skills

Cognitive skills are one broad foundational skill area. These can include thinking styles, abilities, and aptitudes. Treffinger (1996) identified productive thinking skills to include: critical thinking (drawing out specific meaning); creative thinking (new and useful ideas); problem solving (identifying and solving a known issue); and decision making (choosing the best alternative). When drawing upon these productive-thinking skills, the problem solver summons his/her expertise. Amabile (1996) defined this expertise to consist of: factual and specialized knowledge in a focused area; technical fluency and proficiency; and talents in a specified area or task. It takes time to develop a deep level of expertise in a specific area. As Albert Einstein is quoted as saying, creative thought is 1% inspiration and 99% perspiration. It requires intensive, focused effort over sustained periods of time. The five cognitive skills in this program are the following:

Identify Objectives & Goals: Explore, define, and shape challenges, goals, objectives, opportunities, and problems; reframe them in ways that they can be pursued and solved by broadening them or breaking them down.

Discover What's Most Important: Identify the essential facts and information, and highlight what is critical; analyze data and see relationships between things; understand complexities and seek new interpretations or meanings from data or input.

Generate Novel & Useful Ideas: Generate a rich variety and abundance of novel, wild, unusual, and useful ideas and alternatives quickly and easily; build upon and stoke other ideas.

Integrate & Synthesize: Elaborate on the positives and potential in ideas to make them more interesting, stronger, appealing, richer, and complete; identify the drawbacks and develop ways to overcome them; refine and select the most promising.

Plan for Action: Develop short, medium, and long-term implementation plans; identify and implement problem-prevention

and contingency plans; develop, implement and use performance indicators to make decisions and reallocate resources as required.

Versatility Skills

Versatility skills consist of the variety of methods, approaches, and capabilities one uses to tackle challenges, opportunities, and problems. Torrance (1972), Amabile (1996), Goleman (2002), Puccio, Murdock, & Mance (2005) and others have written about the strong correlation between cognitive and versatility skills, and how our thinking is greatly influenced by and interleaved with our underlying emotions and feelings. Additionally, Gordon (1961) and Prince (1970) popularized the use of heuristics in their approach to creative problem solving. A heuristic is a flexible thinking approach—the opposite of an algorithm. Examples of heuristics include: (a) when all else fails, try something counterintuitive; (b) make the familiar strange; and (c) make the strange familiar. The five versatility skills in the program are the following:

Be Curious: Remain flexible, play with and create new ideas and content; ask challenging, penetrating, and provocative questions; defer judgment and keep options open as long as possible; actively seek out new information, ideas, and opposing opinions, and resist the tension to make decisions prematurely.

Imagine What's Possible: Use rich, colorful, and vibrant imagery to visualize the future vision; be imaginative, dream, and use fantasy; ask what-if questions about things that don't yet exist; remain optimistic, affirmative and open to what's possible.

See It Differently: Look at situations through different lenses, and see things from a different visual, perceptual, or cognitive perspective; use wide categories to think beyond currently defined parameters, and broaden the system or requirements within which a challenge or goal exists; look at and describe the internal working of things.

Be Unique & Original: Resist conformity, be independent in thought, and adapt thinking to do different things; break out of habitual responses and performance scripts; develop fresh, unique, unusual, not obvious, and contrarian points of view and content; adapt thinking to do different things.

Break Old & Make New Connections: Combine, synthesize, and piggyback seemingly unrelated ideas, parts, and elements; seek out, pay close attention to, and take advantage of incongruities; take a break and incubate.

Motivational Elements—Factors Beyond the Skills

Beyond the skills, Amabile (1996) identified the varied sources, characteristics, and attributes that also contribute to the richness of a person's creative-thinking skills, including: personality characteristics, traits, and preferences; working styles and lifestyles (methods of dealing with experiences, opportunities, and challenges); the work or cultural environments; extrinsic and intrinsic task motivation, and social influences (lack of concern or need for social approval); and biochemical and neurological factors. All these characteristics and attributes influence one's approach—and impact the veracity of how versatile, imaginative, and persistent he/she may be in pursuing a challenge, goal, opportunity, or problem. The five motivational elements in this program are the following:

Use Passion & Energy: Pay attention to, channel, and leverage your passion, energy, internal motives and drivers; become deeply absorbed and involved in the activities you truly care about and love—and find a way to make a living doing it.

Leverage Strengths: Play to, focus on, and rely on natural aptitudes, talents, and domain-relevant knowledge, information, and skills; don't try to be well rounded; manage, compensate for, and neutralize weaknesses.

Build Resilience: Embrace positive developments and setbacks and learn from them; take action, learn by doing, and implement your solutions; use positive affirmations and eliminate the destructive voice-of-judgment from your thinking; quickly let go of disappointments, forget them, and move on.

Use Emotion, Humor, & Joy: See the humor in things and use it to recognize and respond to opposites and surprises; create an atmosphere where you can be playful, spontaneous, and joyful with ideas—and flow with them where they take you; allow your ideas and alternatives to be illogical, wishful, and emotional.

Take Risks: Trust and follow gut instincts and intuition; quickly get to prototype; recognize the importance of new information; develop problem prevention and contingency actions.

“

Since new developments are the products of a creative mind, we must therefore stimulate and encourage that type of mind in every way possible.

”

—George Washington Carver

Orchestrating Motivation & The Skills

The synergy occurs when you leverage and channel internal motivation, and orchestrate the use of creative-thinking skills to work harmoniously with the creative thinking process. Certain challenges, goals, opportunities and problems require differing mixes—summoning internal motivation, and calling on the different skills in varying amounts and with varying frequencies. With the right mixture, the synapses in your brain will continue to fire, and the fresh-squeezed ideas and alternatives will just keep flowing, one after another.

The Eight-Week Schedule:

Phase 1: Climb the Right Mountain (Weeks 1–3)

- Explore the Challenge
- Visualize the Future
- Get the Facts
- Clarify the Opportunity

Phase 2: Storm the Brains (Weeks 4–6)

- Rain Ideas
- Take a Break & Incubate
- Strengthen & Select the Best Ideas and Solutions

Phase 3: Ignite Your Engines (Weeks 7–8)

- Get the Momentum
- Accelerate the Momentum & Adapt

WHAT IF...?

You Could **IGNITE INNOVATION**

Across Your Organization?

In *Bursts of Fresh-Squeezed Ideas*, you will discover how to:

- Apply a practical and repeatable creative-thinking and problem-solving process, and robust set of tools to accelerate innovation.
- Master creative-thinking and problem-solving skills in a disciplined, flexible way to significantly improve your ability to produce novel and useful ideas and solutions that address real problems and opportunities.
- Re-energize your motivation, passion, and resilience, and get your creative juices flowing at a high rate.

“Dan Coleman brings a tremendous amount of positive energy and passion to the subject of creative thinking. He has a unique way of getting people genuinely excited to improve their skills. We have utilized many of Dan’s creative thinking tools and approaches in our leadership development programs, and have found them to be practical, easy to use, and most importantly—very effective.”

—Zev Weiss, CEO, American Greetings

“Dan’s creative-thinking methods work. They’ve allowed my company to bring a defined process and set of tools to what was previously an undefined and inefficient method for idea generation and innovation.”

—Mark Savan, CEO, Simonton Windows

“One of the biggest challenges in helping people understand and use creative thinking deliberately is the lack of comprehensive, accurate, and appealing materials for teaching and training adult learners in both content and process. I found *Bursts of Fresh-Squeezed Ideas* to be as refreshing as the title implies. An excellent resource for those who are interested in credible teaching and training in deliberate creativity!”

—Dr. Mary Murdock, Associate Professor,
International Center for Studies in Creativity, Buffalo State College

Dan Coleman, the founder and president of Excelsior Learning, has trained thousands of people in creative-thinking, problem-solving, and negotiation skills. Dan’s clients consistently praise him as an energizing speaker and trainer who brings fresh content, practical tools, and leading-edge experiential-learning methods to deliver education that inspires. He is a leading authority on how to systematically use creative-thinking, problem-solving, and negotiation skills, tools, and practices to ignite innovation.

