

# The People Side of Innovation

Leveraging  
Strengths  
for  
Successful  
Change



Before we get started...

slido



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Event Code:  
#L960

Please open Google  
Sheet at  
[NCCI - FourSight  
Power60](#)

# Introduction

Program Director, Notre Dame Office of  
Continuous Improvement

Adjunct Faculty, Pheil Innovation Center

Certified FourSight Trainer/Facilitator

Instructor, Creative Problem Solving  
Institute

Board President, Creative Education  
Foundation

M.Ed, Educational Leadership



# Objectives



- Understand the various thinking preferences in the FourSight Innovation Profile
- Explore ways to leverage the preferences of your team to obtain increased performance
- Understand how FourSight can support your team's innovation or improvement efforts

# What do you find most challenging when working with teams/groups in innovation/change/improvement?

Go to the Google Sheet , NCCI FourSight Power 60  
Use Challenges Tab

[Click here to answer question](#)

# FourSight Thinking Profile



- An assessment designed to help individuals and teams better understand how they approach solving problems
  - Gain self mastery
  - Grow empathy & respect
  - Leverage diversity
  - Build better teams
  - Improve performance
- Aligns with a four stage creative problem solving process
  - Clarify the challenge
  - Generate ideas
  - Develop solutions
  - Implement into action
- Designed to be a tool that leverages strengths to produce **innovation**

# Innovation Guiding Principle

Innovation is the creation and/or deployment of something both novel and useful. It can be large or small, incremental or breakthrough.

# Moving the Needle





# Moving the Needle

Status quo

Innovation

New product/service/process



Current State

Process Improvement

Future State

Problem

Creative Problem Solving

Solution

Launch

Project Management

Completion

Resistance

Change Management

Implementation

Goals

Strategic Planning

Action

# Comfort Zone

Where are you most comfortable in the innovation process?

Insight

Imagination

Analysis

Action

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# DISCOVER your THINKING PROFILE

How do you approach  
innovation?



# FourSight Background and Context

## Early Foundation

- Drs. Alex Osborn and Sid Parnes
  - 1953 - Creative Problem Solving
  - Fathers of Brainstorming
  - Creative Education Foundation
  - Creative Problem Solving Institute (Buffalo NY)

## Current Development

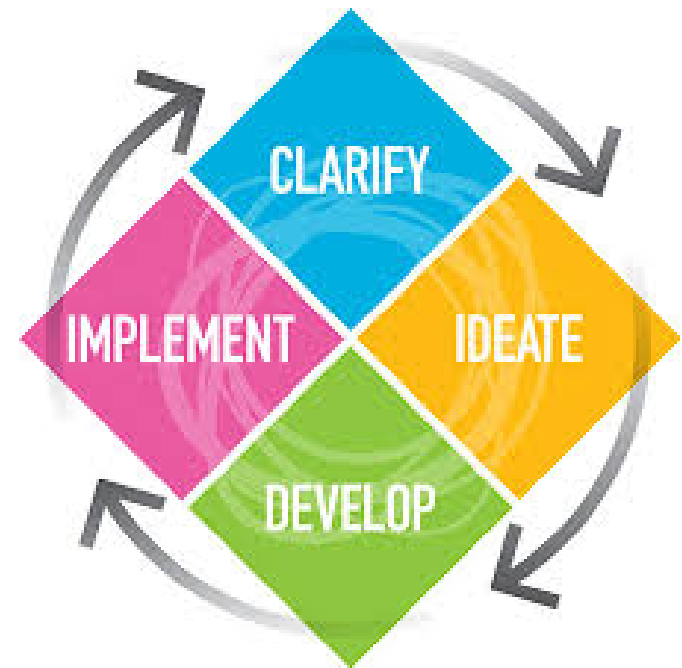
- Dr. Gerard Puccio, International Center for Studies in Creativity
- Sarah Thurber, Managing Partner, FourSight, Inc.

# The Process

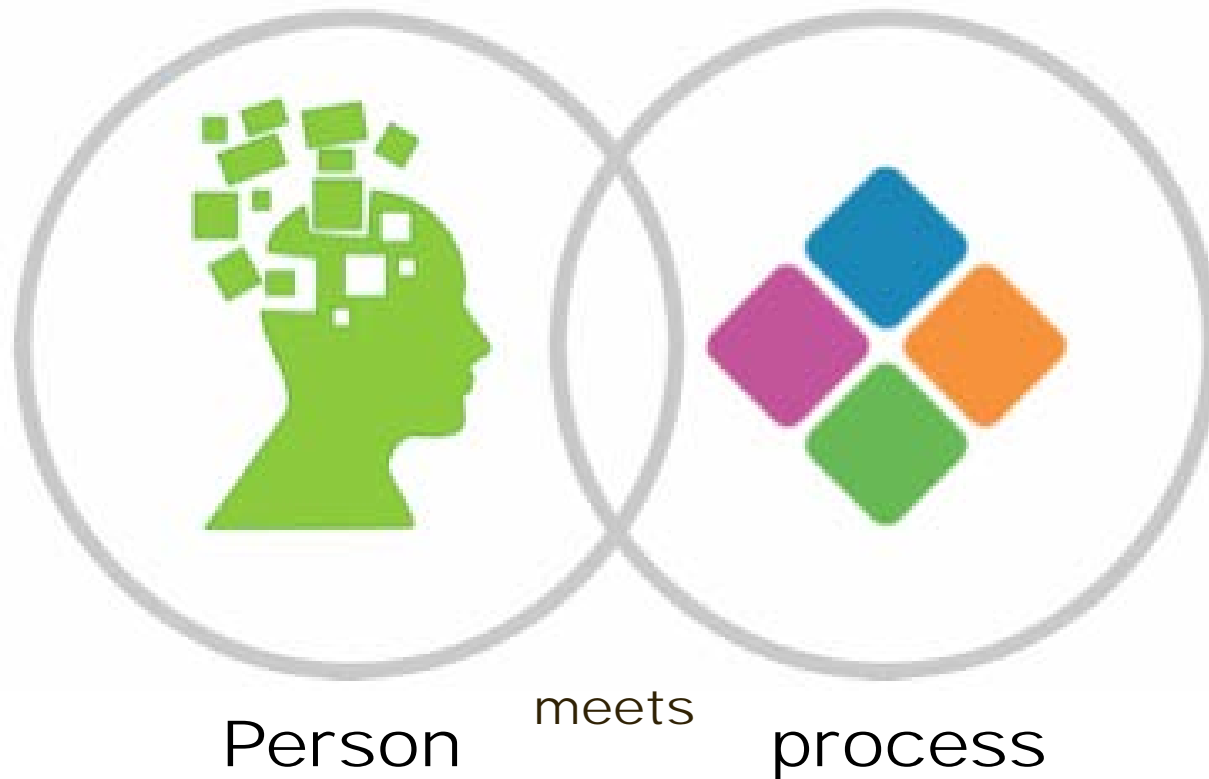
## Early Process Model



## Current Process Model



# Person Meets Process



# Your Process

**What process or methodology do you use to drive innovation/change/improvement?**

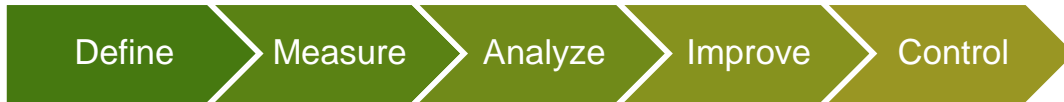
Go to the Google Sheet , NCCI FourSight Power 60  
Use Processes Tab

[Click here to answer question](#)

# Person Meet Process

A series of actions that transforms inputs into outputs

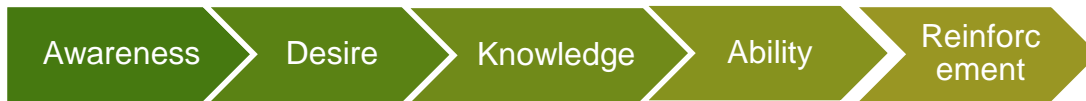
## DMAIC



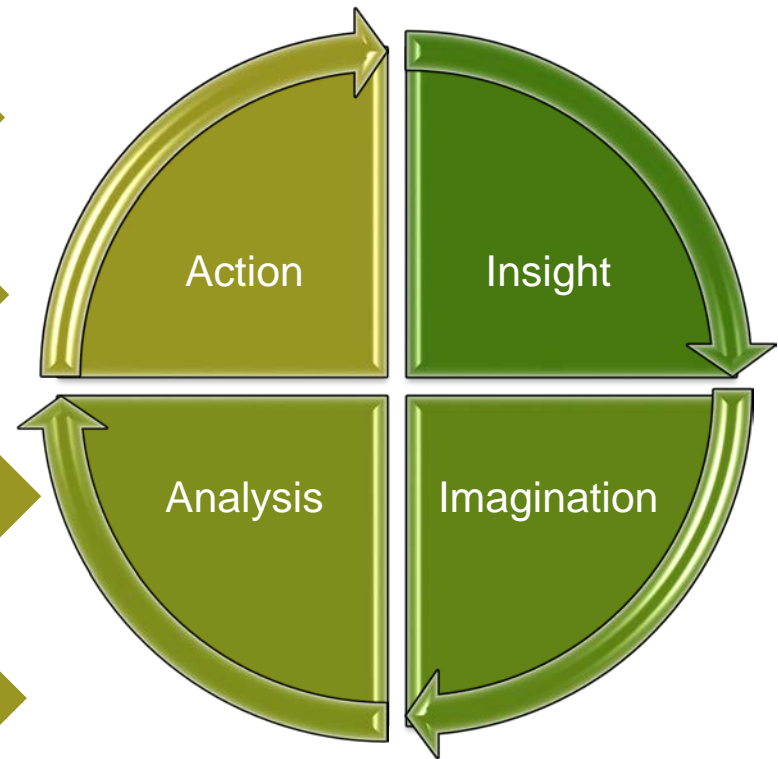
## Project Management



## A.D.K.A.R. Change Model



## CPSI



A series of actions that transforms ideas or challenges into innovation



# FourSight Thinking Preferences

preference

NOT

ability



# FourSight Thinking Preferences

Insight

Imagination

Analysis

Action



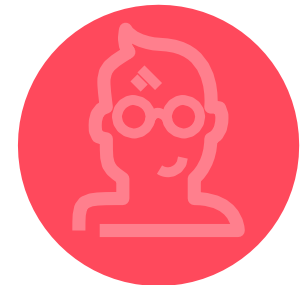
Clarifier



Ideator

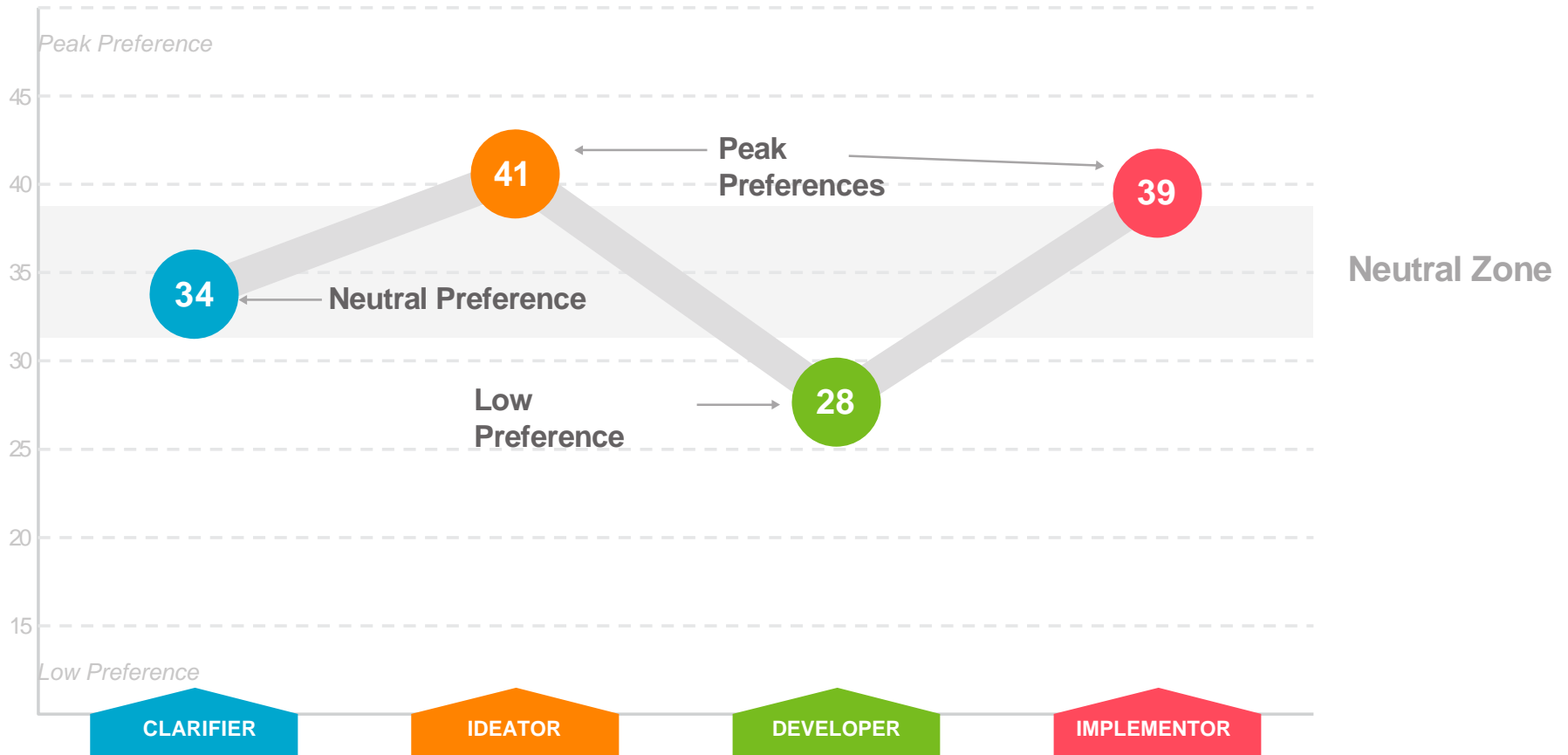


Developer



Implementer

# Charting Peak Preferences

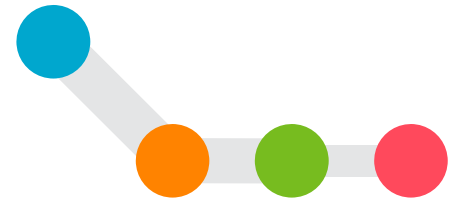


# Ponder Members of Your Team



# Clarifiers

- Clarify the problem
- Not quick to move to solutions
- Want to address the right problem
- Gathers information
- Look at details
- May over analyze & not move forward



# Clarifiers

## **Are:**

focused, methodical, orderly, deliberate, serious, organized; may analyze to the extreme and not move forward

## **Need:**

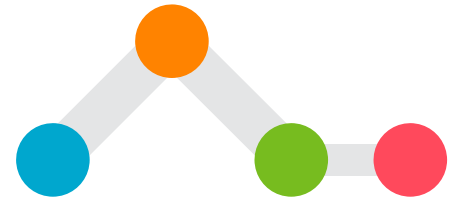
order, the facts, an understanding of history, access to information, permission to ask questions

## **Annoy others by:**

asking too many questions, pointing out obstacles, identifying areas that haven't been well thought out, overloading people with information, being too realistic

# Ideators

- Looks at the big picture
- Toy with ideas and possibilities
- Stretch the imagination
- Take an intuitive approach
- Think in more global terms
- May overlook the details



# Ideators

## **Are:**

playful, imaginative, social, adaptable, flexible, adventurous, independent; may overlook the details

## **Need:**

room to be playful, constant stimulation, variety and change, the big picture

## **Annoy others by:**

drawing attention to themselves, being impatient when others don't get their ideas, offering ideas that are too off-the-wall, being too abstract, not sticking to one idea



# Developers

- Put together workable solutions
- Plan steps to implement an idea
- Analyze and compares potential solutions
- Examine the pluses and minuses of an idea
- May get stuck in developing the perfect solution



# Developers

## **Are:**

reflective, careful, pragmatic, planful, patient, dedicated, discerning; may get stuck in developing the perfect solution

## **Need:**

a chance to consider and evaluate the options, time to craft and develop ideas into useful solutions

## **Annoy others by:**

being too nit-picky, finding flaws in others' ideas, getting locked into one approach

# Implementers

- Give structure to ideas
- Bring ideas come to fruition
- Focus on workable solutions
- Take the 'Nike' approach ("Just do it")
- May leap to action too quickly



# Implementers

## **Are:**

persistent, decisive, determined, assertive, action-oriented; may leap into action too quickly

## **Need:**

the sense that others are moving just as quickly, timely responses to their ideas, control

## **Annoy others by:**

being too pushy, readily expressing their frustration when others do not move as quickly, overselling their ideas

# Integrators

- Easily relates to each preference
- Even energy across four preferences
- Concerned about group harmony
- Bridges style differences and plugs gaps
- May lose own voice by pleasing others



# Integrators

## **Are:**

steady, flexible, inclusive, team players, stabilizing influences;  
may lose their own voice to accommodate team

## **Need:**

cooperation, collaboration, energy from others, to feel others  
are committed to the challenge

## **Annoy others by:**

pointing out what's not being done, not allowing their voices to be  
heard, being overly flexible, becoming peace-makers

# FourSight Thinking Preferences

Insight

Imagination

Analysis

Action



Clarifier



Ideator



Developer



Implementer

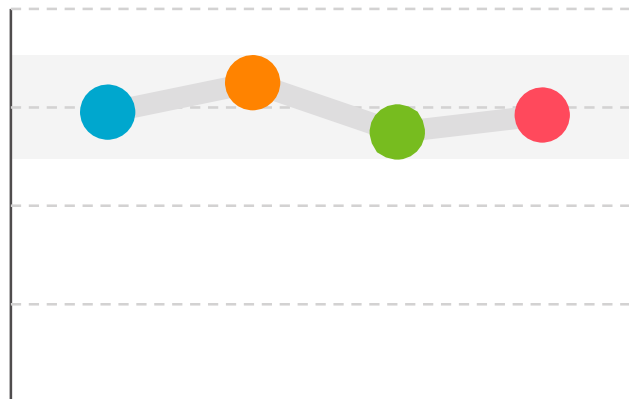
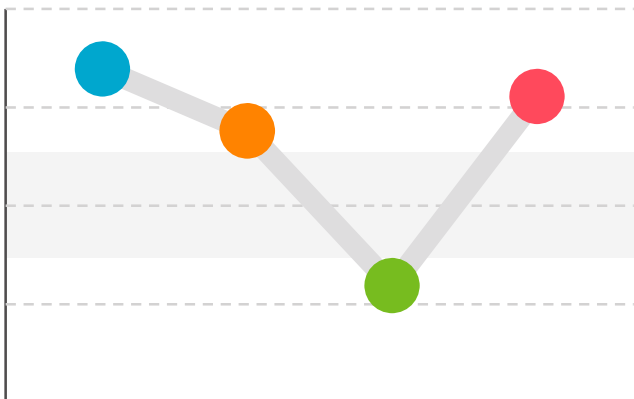
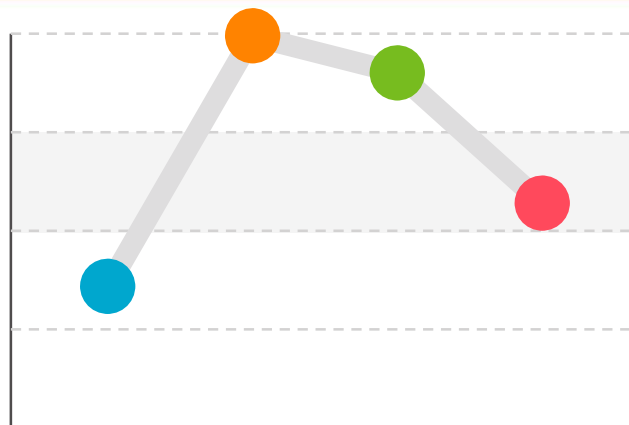
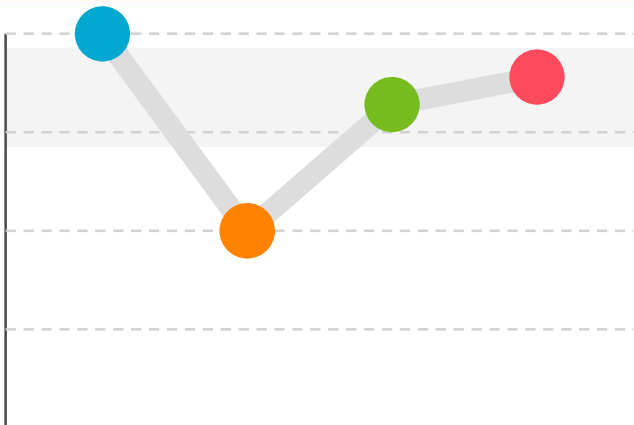
**Based upon the descriptions, where would you self-assess your preference?**

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# Multiple Preferences





# 2-way Styles



## Analyst

High Clarifier

High Developer

**Analysts** enjoy exploring problems. They have a knack for thinking critically, scrutinizing situations, evaluating information and working with details. Without a moment's hesitation, the effective Analyst can cherry-pick a promising idea and develop it into a workable solution. Not surprisingly, their potential watch out is being too dismissive of playfulness—and too scornful of the messy business of putting theory into practice.



## Accelerator

High Clarifier

High Implementer

**Accelerators** enjoy identifying problems and eliminating them. The Accelerator's approach is direct and straightforward: find a problem or opportunity, and do something about it. They just plow straight through a challenge, showing little patience for considering a wide variety of ideas or for taking the time to refine and develop those ideas. The Accelerators' urgency to reach the finish line makes them uncomfortable with the ambiguity of generating lots of options and considering a wide range of ideas.



## Driver

High Ideator

High Implementer

**Drivers** play with lots of possibilities, and when the spirit moves, they leap to action. They have no shortage of ideas, and when they get excited about a particular idea, they put great energy into implementing it. Around Drivers at their best, ideas seem to burst into fruition. Of course, this can happen at the expense of a more deliberate approach to assessing the challenge at hand.



## Early Bird

High Clarifier

High Ideator

**Early Birds** take on a challenge with lots of energy. They enjoy finding problems and opportunities to tackle. Early Birds at their best have a sixth sense for which problems to focus on and effortlessly come up with clever ideas and original solutions. Their potential watch out is the half-finished initiative—those really great ideas that never get off the ground.

# 2-way Styles



## Theorist

High Ideator

High Developer

**Theorists** are great at the drawing board: that is, they have great energy for playing with lots of ideas and unbound enthusiasm for weighing, refining and elaborating on the most promising of those ideas. It could be said that they've never met a challenge they couldn't resolve—at least on paper. Theorists have trouble grounding their thinking in reality. Don't bother them with the facts. They have little patience for examining the problem and its history.



## Finisher

High Developer

High Implementer

**Finishers** take great pride in getting the job done. Hand them a good idea and they'll make it better—and make it happen. They have great zest for analyzing and developing ideas, as well as putting them into action. The Finisher tends to breeze past—and sometimes skip over—the critical early stages of the innovation process (i.e., checking the data and playing with ideas).

# 3-way Styles



## Optimist

High Ideator

High Developer

High Implementer

The **Optimists'** creative energy really picks up steam when called on to think up new ideas. They remain fully engaged and enthusiastic through subsequent stages of refining those ideas and are even able to maintain momentum into implementation. Optimists may put a lot of energy into solving the wrong problem or chasing opportunities with low yield.



## Hare

High Clarifier

High Ideator

High Developer

**Hares** appear to lead the pack in the race for innovation. They are wonderful planners. They do their homework to find the right problem. They deliberately select and develop their best ideas. Hares may suddenly lose focus and doze off before their brilliant idea makes the leap to reality. Hares can sometimes overestimate what they can accomplish.



## Idea Broker

High Clarifier

High Ideator

High Implementer

**Idea Brokers** are innovation activists. Effective Idea Brokers know which problems and opportunities are worth pursuing. They are quick studies when it comes to thinking up and judging ideas. But the watch out is that Idea Brokers can become so enamored with an idea they have a tendency to jump straight into implementation.



## Realist

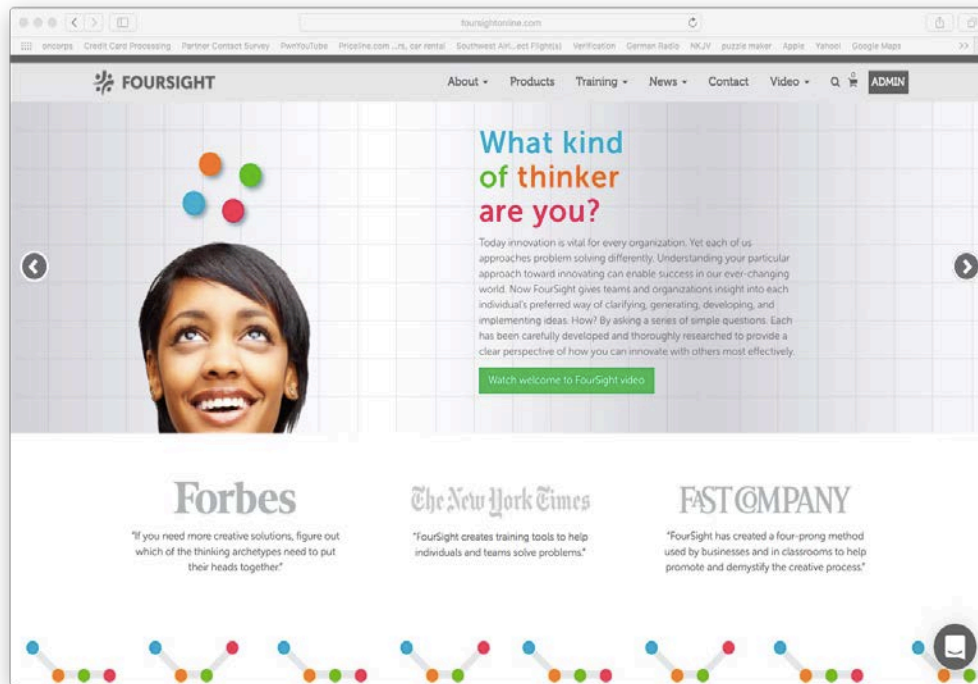
High Clarifier

High Developer

High Implementer

**Realists** are practical, pragmatic and predictable. They like delving into problems, refining ideas and taking action. Realists, like Analysts, tend to be rational and methodical in their approach to innovation. But unlike Analysts, Realists have energy for transforming their ideas into action. They find a problem, they find a solution, and they throw their energies into making it a reality.

# Utilizing the Tool

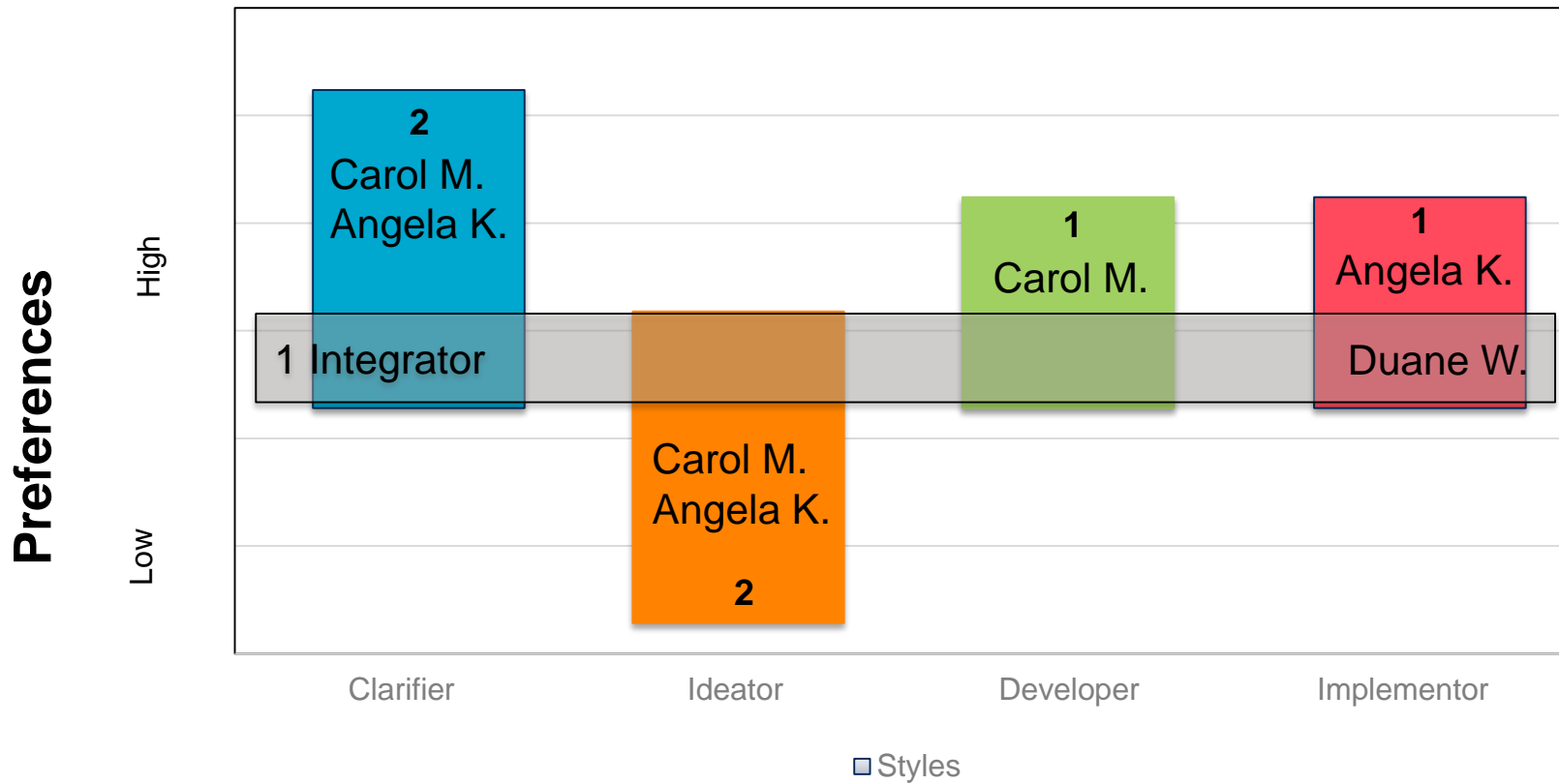


1. Understand the dynamics of a team
2. Leverage the strengths
3. Provide assistance in process improvement

# OCI Group Profile

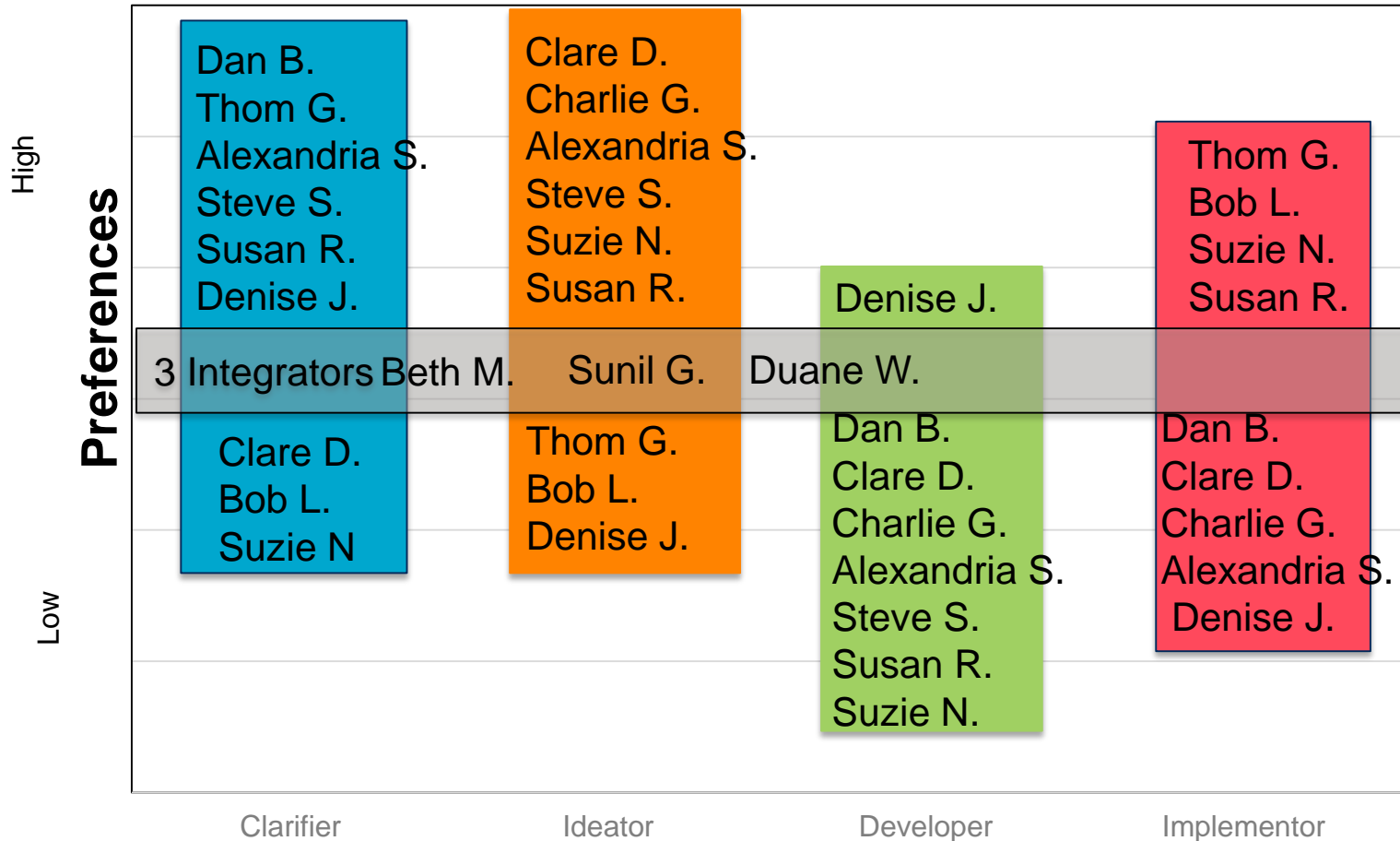
## The Office of Continuous Improvement

Total Group = 3



# Team A Profile

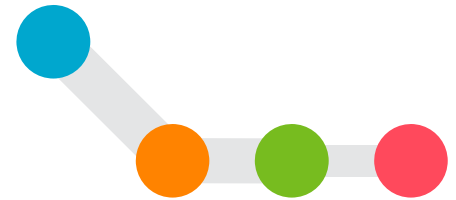
Total Group = 13



# Leveraging Preferences

## Clarifiers on a team:

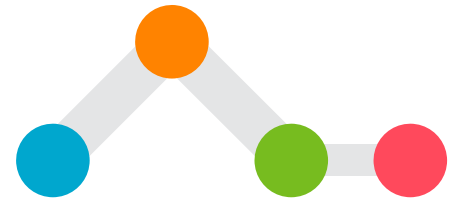
- Push the team to provide evidence and research
- Insist on facts and data
- Question assumptions
- Encourage the team to rationalize its thinking
- Prevent the group from getting blindsided
- Identify fruitful opportunities
- Focus the team on the right challenge



# Leveraging Preferences

## Ideators on a team:

- Provide energy, global thinking and humor
- Push the group to strive for more options
- Ask “what if?” to move beyond the obvious
- Mix up the routine
- Offer novel angles and different points of view
- Use imagination and intuition
- Come up with lots of alternatives

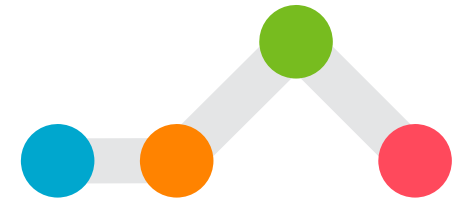




# Leveraging Preferences

## Developers on a team:

- Make ideas feasible and tangible
- Ground, shape and elaborate solutions
- Push the team to identify issues
- Explain how things function in reality
- Figure out how to move the big ideas forward
- Develop the details of the plan
- Reduce the potential for embarrassment and rework



# Leveraging Preferences

## Implementers on a team:

- Champion projects
- Keep teams in line with deadlines
- Sustain the momentum on a project
- Push for action and deliverables
- Take risks
- Sell new ideas to key stakeholders
- Get things done



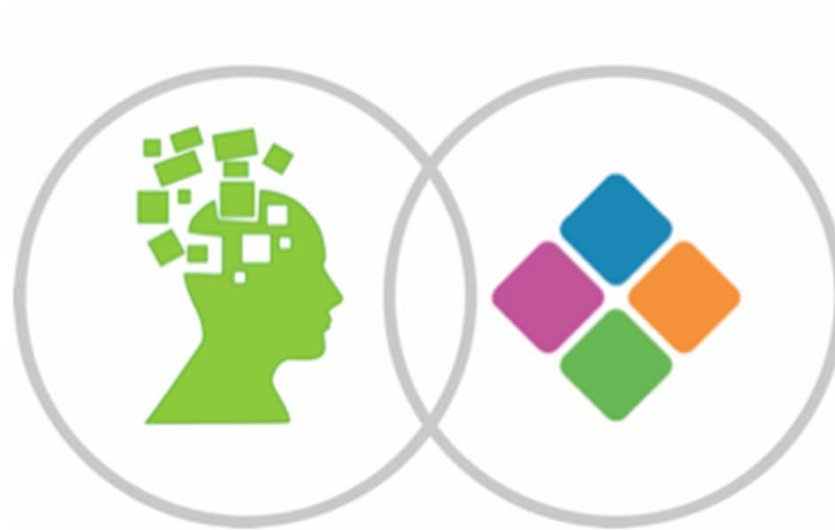
# Leveraging Preferences

## Integrators on a team:

- Promote commitment to the task
- Make sure the team is working together
- Make sure all voices are heard
- Move the team to the next step in the process
- Keep things running smoothly



# Accessing the Tool



[Foursightonline.com](https://foursightonline.com)

# Questions



# Resources

Osborn, A. F. (1963). *Applied imagination* (3rd ed.). New York: Scribner's & Sons.

Parnes, S. J. (1987). The creative studies project. In S. G. Isaksen (ed.), *Frontiers of creativity research: Beyond the basics* (pp. 156- 188). Buffalo, NY: Bearly Limited.

Puccio, G. J., (1999). Creative problem solving preferences: Their identification and implications. *Creativity and Innovation Management*, 8, 171-178.

Puccio, G. J., & Murdock, M. C. (1999). *Creativity assessment: Readings and Resources*. Buffalo, NY: Creative Education Foundation.

# Contact Information

Duane Wilson  
Program Director  
Office of Continuous Improvement  
511 Main Building  
Notre Dame, IN 46556  
574-631-8410  
dwilson9@nd.edu