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BUILDING CREATIVE AND COLLABORATIVE TEAMS TO INNOVATE AND MANAGE CHANGE

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- Certificate in Fund Raising Management from The Fund Raising School

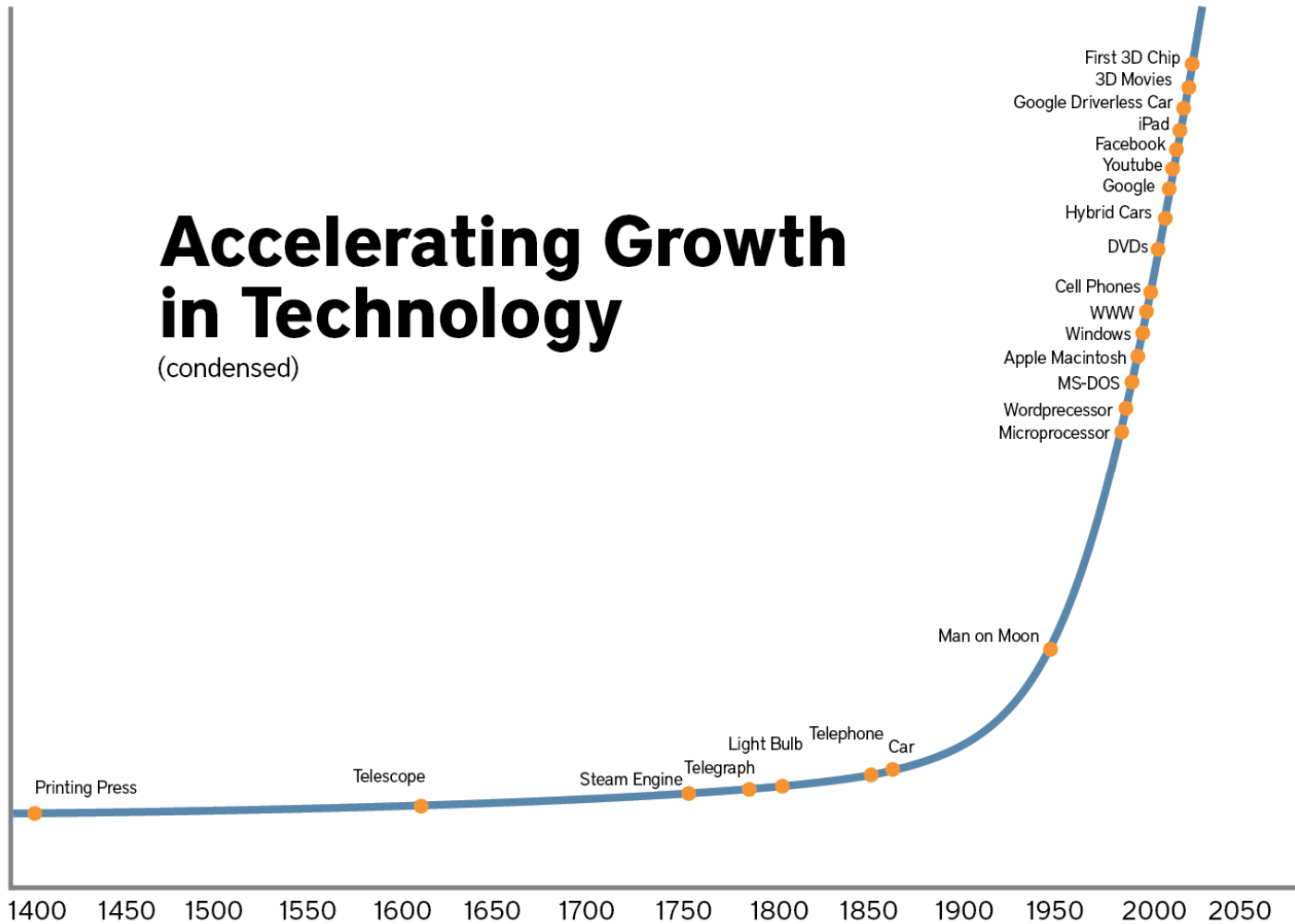




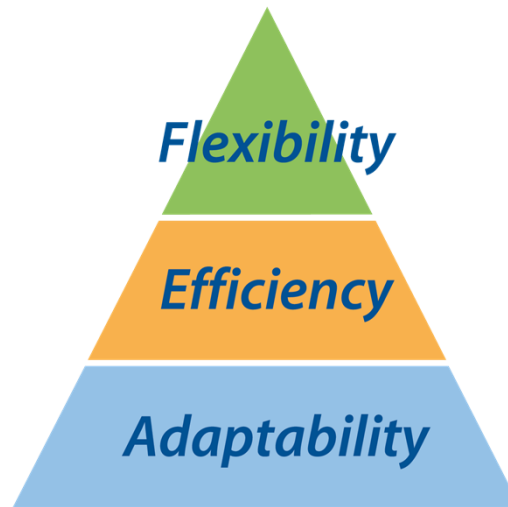
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Accelerating Growth in Technology

(condensed)



From Peter Fisk <https://www.thegeniusworks.com/2017/05/fast-forwards-future-need-smarter-strategy-shape-relentless-innovation-fast-growth/>



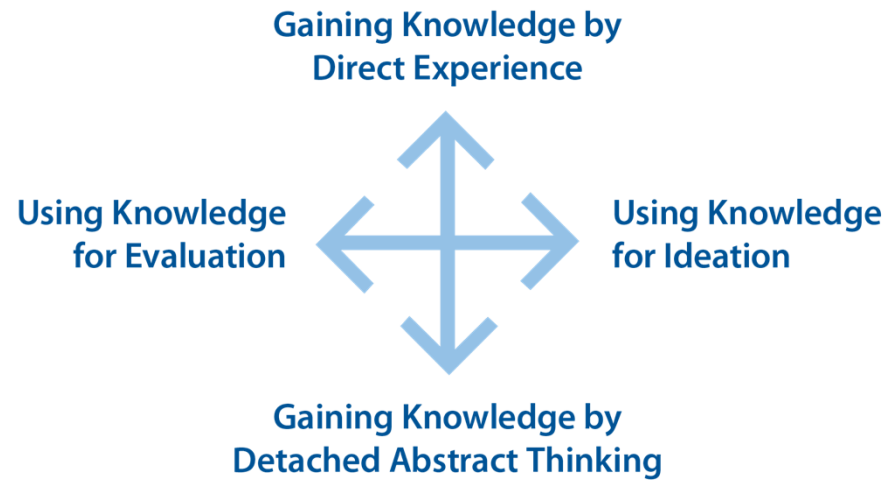
CHARACTERISTICS OF AN EFFECTIVE ORGANIZATION



PROBLEM SOLVING AND WORKING IN TEAMS

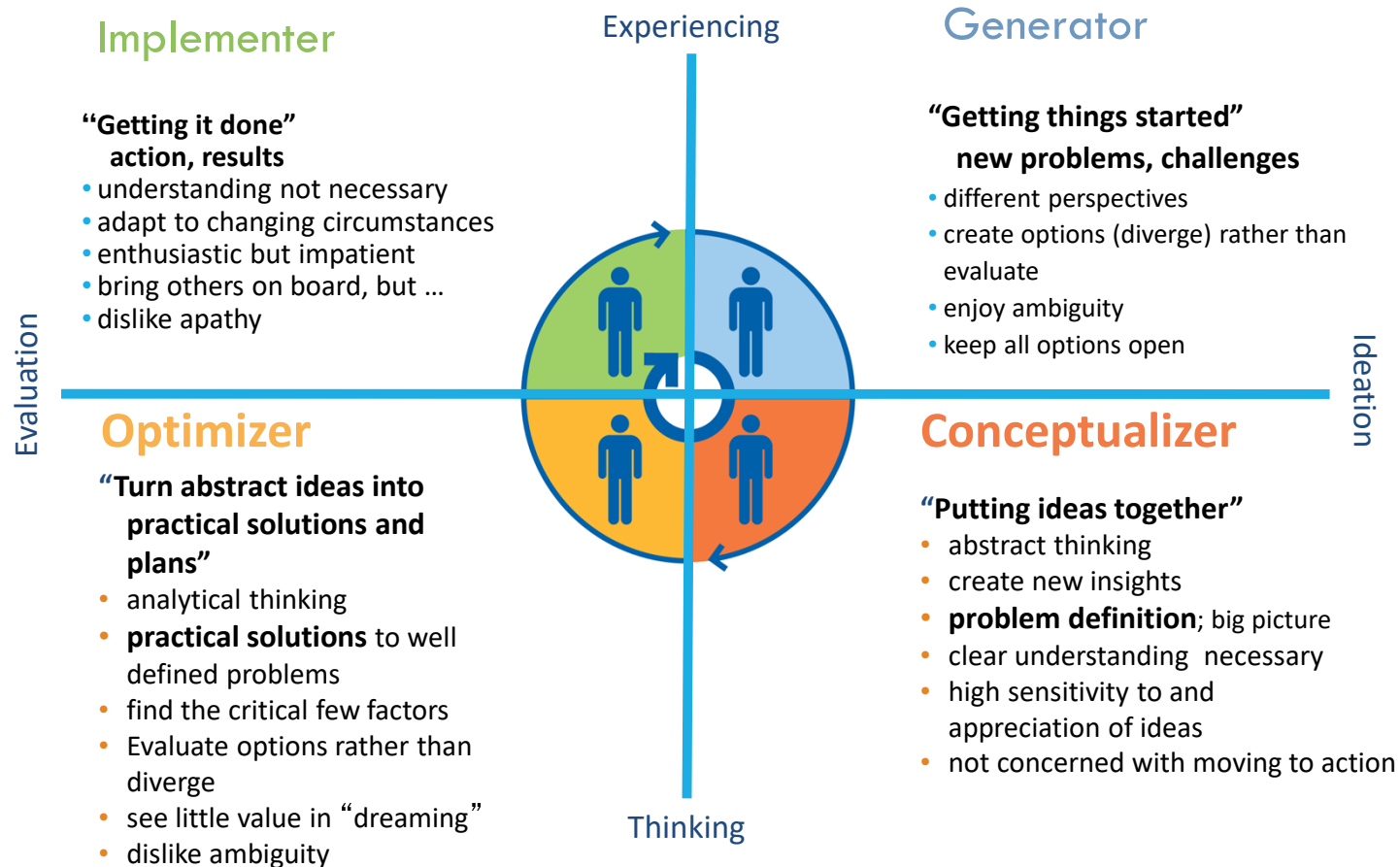
What I like or do well?

What I don't like or don't do well?



TWO DIFFERENT WAYS OF GAINING KNOWLEDGE AND USING KNOWLEDGE

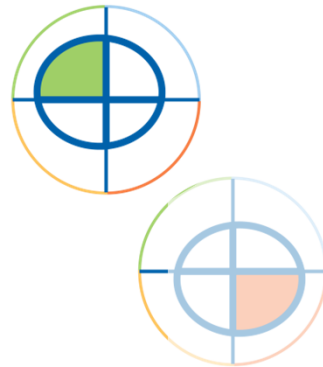
WHICH MIGHT BE YOUR MOST PREFERRED STYLE ?



IMPLEMENTERS VIEW OF CONCEPTUALIZERS

Wonder why they get paid
Never see them *do* anything
Always see them thinking

Strong Implementer



Strong Conceptualizer

CONCEPTUALIZERS VIEW OF IMPLEMENTERS

Dangerous because they'll do anything
Don't appear to think first
Bang their heads against the wall

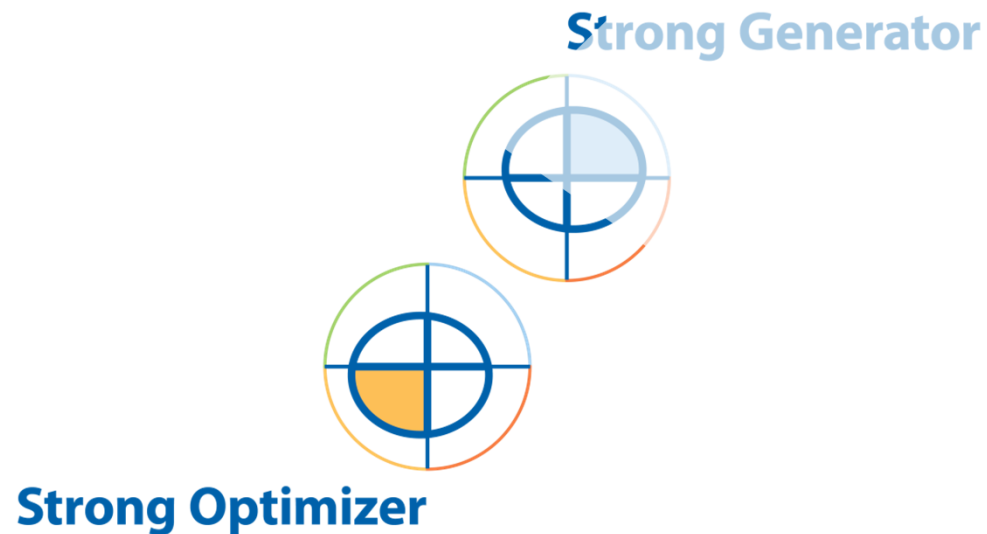
Strong Implementer



Strong Conceptualizer

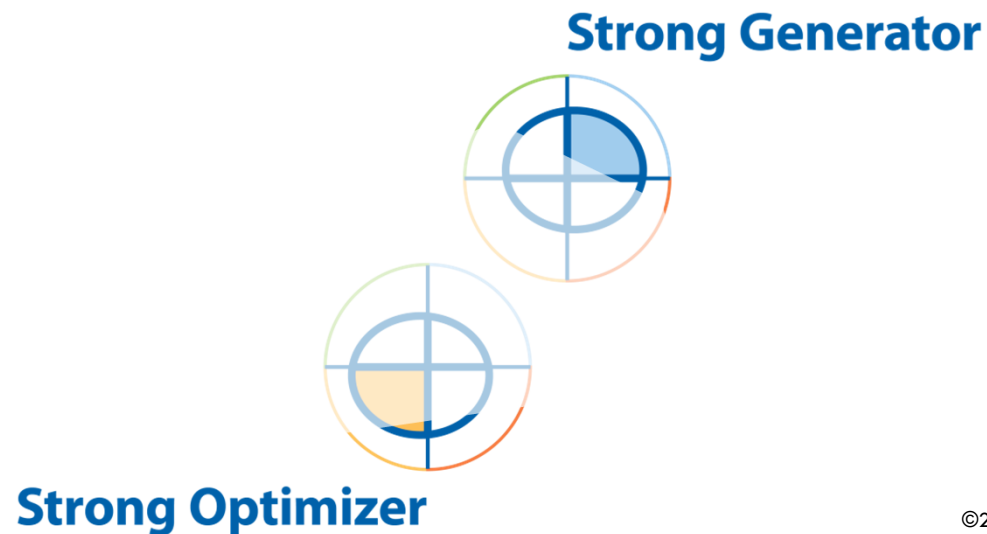
OPTIMIZERS VIEW OF GENERATORS

Unable to focus on the “real” problem
They start working on five new problems before one is solved
Are hard to “pin down”



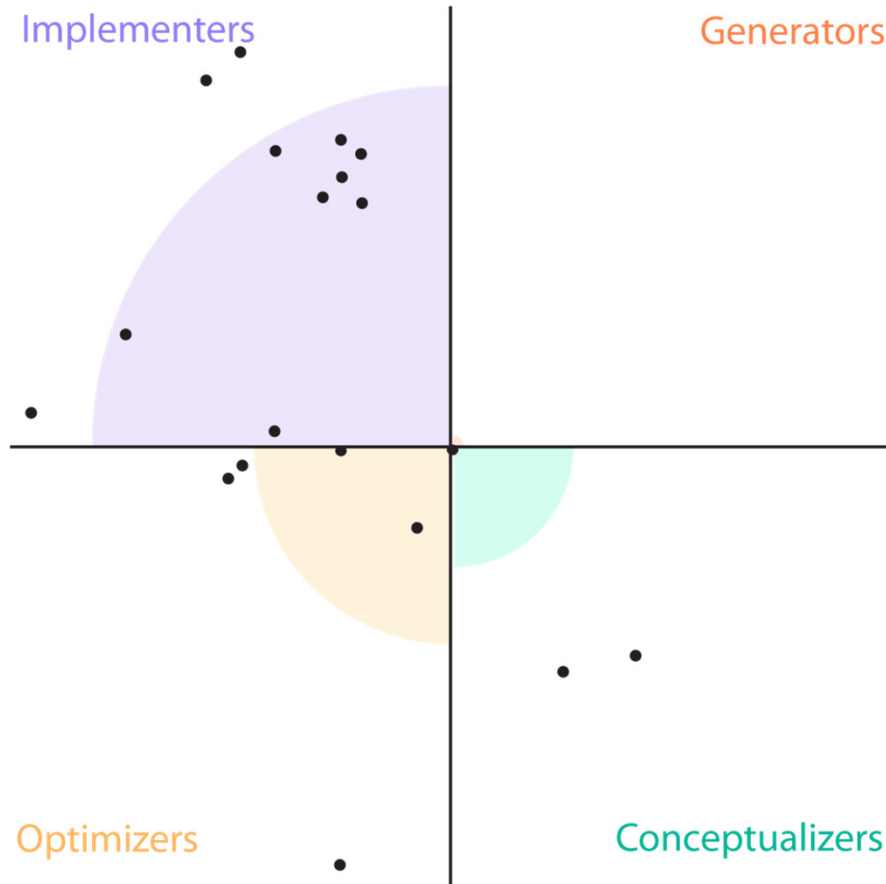
GENERATORS VIEW OF OPTIMIZERS

Too narrow minded
Cannot see the big picture
Think they know the right answer but might be for the wrong
problem

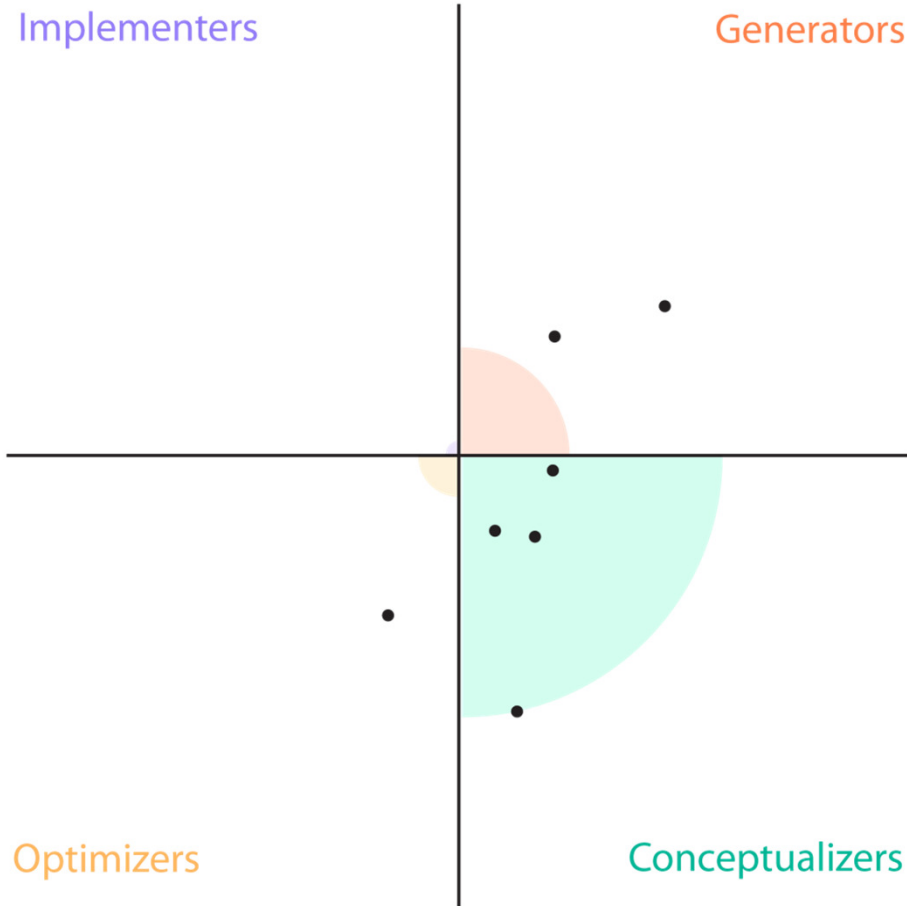


UNDERSTANDING TEAM DISTRIBUTIONS

1. Everyone is a **blend** of preferences
2. Is about **States** not **Traits**
3. **Heterogeneous** teams perform more innovatively (but have less satisfaction vs. homogeneous)
4. Depending on context, your dominant orientation is less important than your **ability to “shift”** among quadrants to be effective.
5. You can be **trained** and **skilled** in all four quadrants
6. **Generators** are in shorter supply in corporations
7. Different jobs/functions **favor** different styles



A typical group of managers from a large aerospace company serving the aircraft, airline, and aerospace industries wanting to expand faster into new products and new market.



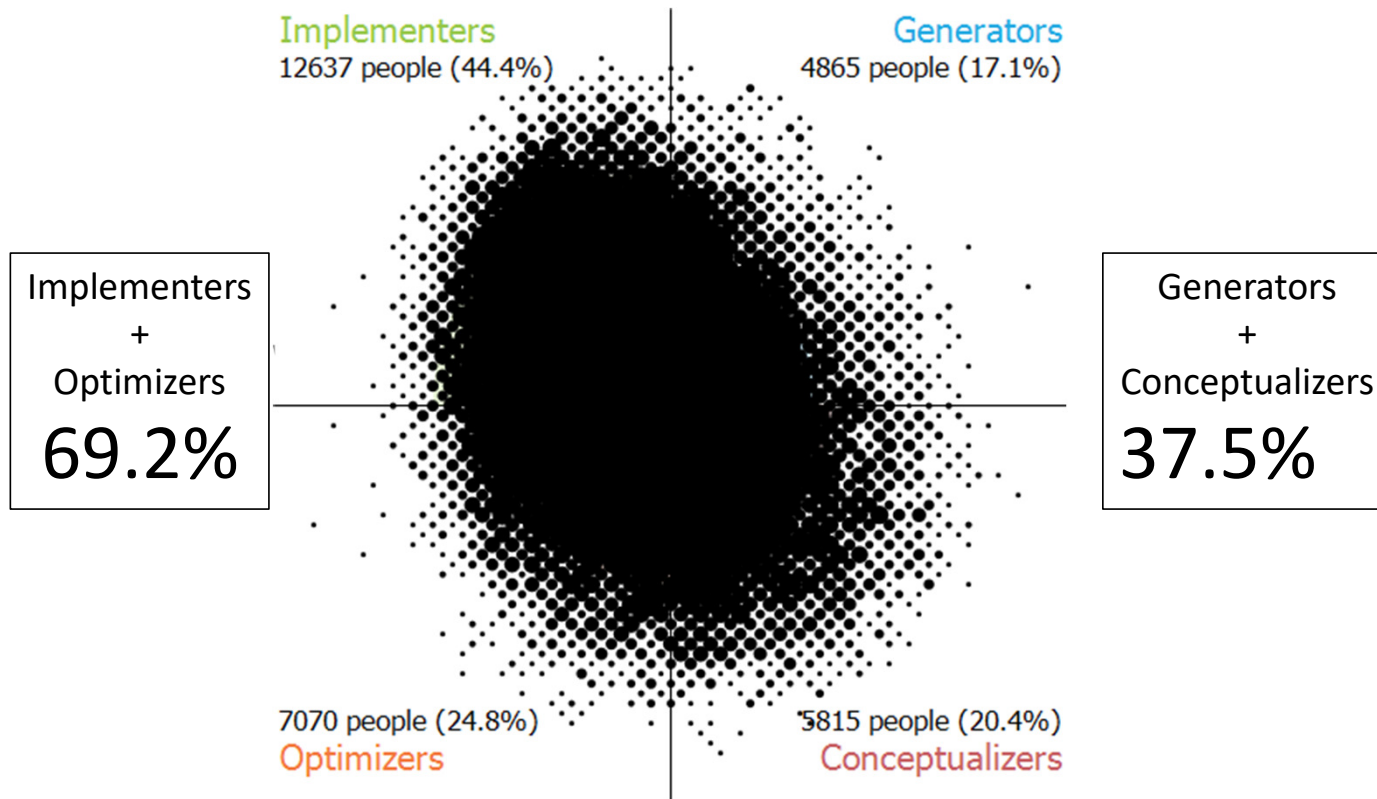
Old fashioned company desperately needing a breakthrough idea wants to form a team and be successful.

-

“Professionals” Global Population Distribution *

Problem Solving Style Scatter Diagram — Basadur CPSP

(n= 30,240)



* About 6.7% of population falls equally in more than one quadrant so they are “double” counted.

What does our team look like today?

Implementers

59 people (69.4%)



Generators

5 people (5.9%)



April 28, 2021

Total Participants = 88



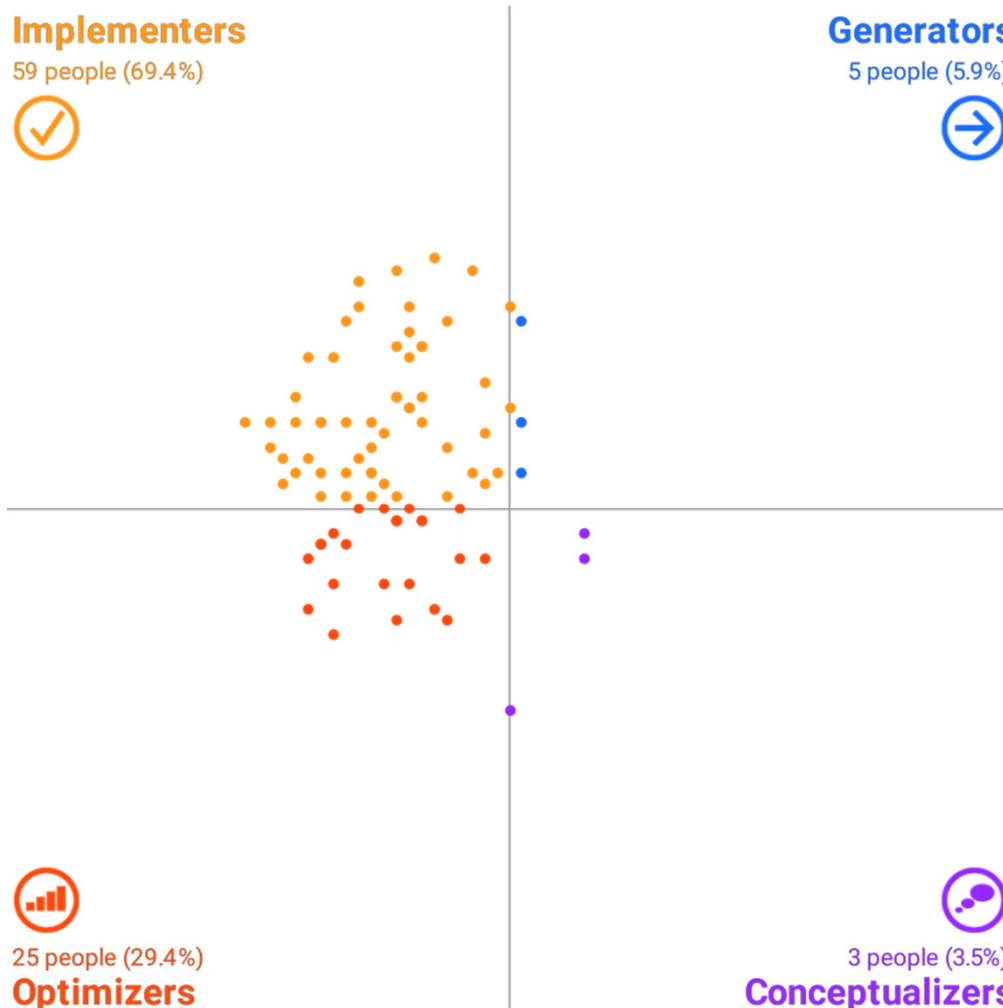
25 people (29.4%)

Optimizers



3 people (3.5%)

Conceptualizers



SOME OBJECTIVES OF THE PROFILE



BE CONFIDENT IN YOUR
OWN CREATIVE STYLE



HELP OTHERS
APPRECIATE AND VALUE
OTHERS' STYLES



DIAGNOSE TEAM
PROBLEMS



SET UP SUCCESSFUL
TEAMS



HELP OTHERS
UNDERSTAND CREATIVE
PROBLEM SOLVING AS
A **PROCESS**

USES FOR A BELT BESIDES HOLDING UP YOUR PANTS



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IX

BLOCKS TO DIVERGENT THINKING

- Wishing to be seen as practical and economical, we judge new ideas too quickly
- We desire the safety of the known and familiar instead of venturing new ideas
- We are unable to consider imperfect new ideas as starting points to build upon
- We fear appearing foolish, making mistakes and looking bad
- Believing that problem solving is complicated, we fail to see the obvious
- Overeager to succeed we head directly to the assumed end result

KILLER PHRASES

| A good idea, but..... | Who else has tried it? How do you know it will work |
|---|--|
| The boss won't go for it. | Let's sit on it for a while. |
| The old timers won't use it. | Against policy. |
| Too hard to administer. | Be practical. |
| We have been doing it this way for a long time and it works. | That's not our problem |
| Why hasn't someone else suggested it before if it's such a good idea? | It needs more study. |
| Let's discuss it. | It's not in the budget. |
| Let's form a committee. | It's not part of your job. |
| We've never done it that way. | Let's make a survey first. |



THE CAVEMAN FOCUS GROUP

<https://www.youtube.com/watch?v=AWci0GT9Jxc>

HOW CAN LEADERS ENCOURAGE EFFECTIVE IDEATION?

No evaluation or logic.

Relax your brain. Don't worry about being right. Have fun.

Quantity is King.

Don't interrupt yourself. Stream your thoughts.

Reach for radical, wild ideas .

Think in pictures – use your five senses to make them.

Pick idea “fragments” you like , (forget the others).

Build on other ideas.

From Basadur Simplicity Thinking (www.basadur.com)

GOOGLE EFFECTIVE TEAMS RESEARCH

1

Psychological Safety

Team members feel safe to take risks and be vulnerable in front of each other.

2

Dependability

Team members get things done on time and meet Google's high bar for excellence.

3

Structure & Clarity

Team members have clear roles, plans, and goals.

4

Meaning

Work is personally important to team members.

5

Impact

Team members think their work matters and creates change.

HOW MIGHT WE IMPROVE THE BATHTUB?



GUIDELINES TO EFFECTIVE EVALUATION

Surface preconceived options and treat them the same as others on the list.

Focus on a few options to consider further. Clarify to develop their meaning.

Generate relevant criteria for judging. Consider what's most important.

Give serious consideration to superior, but risky options. Don't discard them prematurely.

Modify and refine incomplete, but potentially good, options.

Move good options forward. Don't wait for a perfect answer.

KOTTER'S EIGHT STEP CHANGE MANAGEMENT PROCESS

1. Establishing a sense of urgency
2. Creating the guiding coalition
3. Developing a vision and strategy
4. Communicating the change vision
5. Empowering broad-based action
6. Generating short-term wins
7. Consolidating gains and producing more change
8. Anchoring new approaches in the culture

From *Leading Change* (2012) by John Kotter.

URGENT

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1. ESTABLISHING A SENSE OF URGENCY

2. CREATING THE GUIDING COALITION

Great opportunity to engage people

Diverse perspectives

Credibility



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3. DEVELOPING A VISION AND STRATEGY

Utilize coalition to develop a compelling vision and strategy

Plan for all stages of the change management process

Key opportunities in the coming weeks and months

4. COMMUNICATING THE CHANGE VISION

Communicate to the right
people

We can't communicate too much

Share a compelling vision





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5. EMPOWERING BROAD-BASED ACTION

Empower people to act

Remove barriers

Provide necessary information

Eliminate contradictory rewards and evaluation systems

6. GENERATING SHORT-TERM WINS

A good short-term win:

(1) “It’s visible; large numbers of people can see for themselves whether the result is real or just hype,”

(2) “It’s unambiguous; there can be little argument over the call,” and

(3) “It’s clearly related to the change effort” (p. 126).



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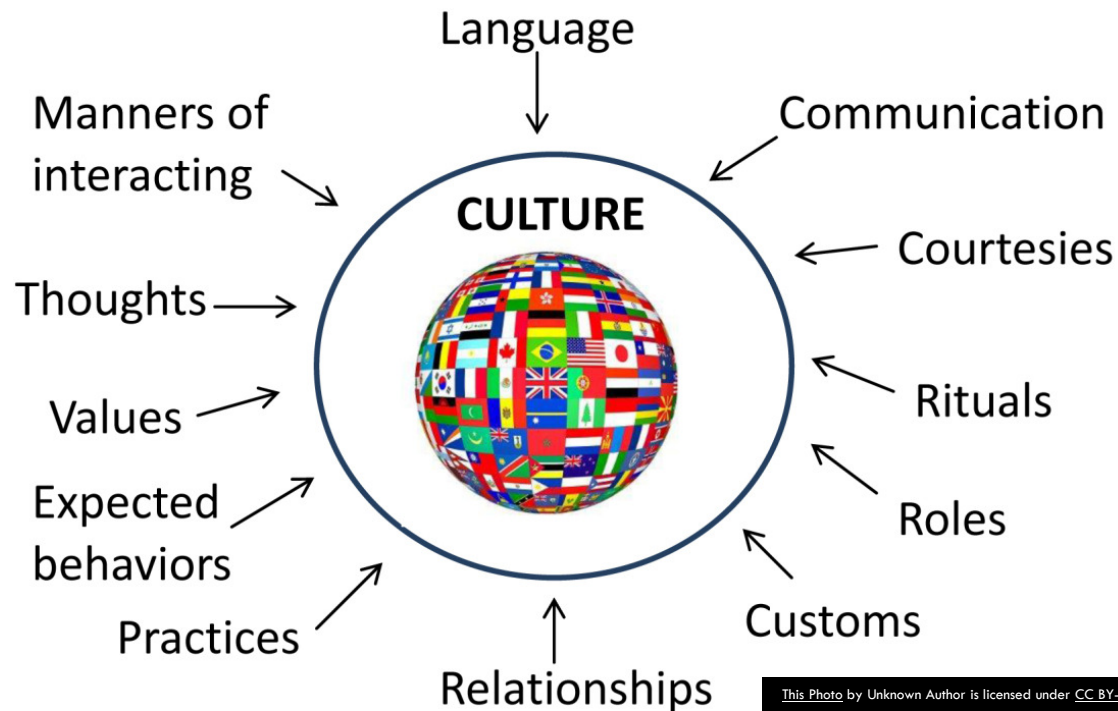


Change is a process,
not an event.

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7. CONSOLIDATING GAINS AND PRODUCING MORE CHANGE

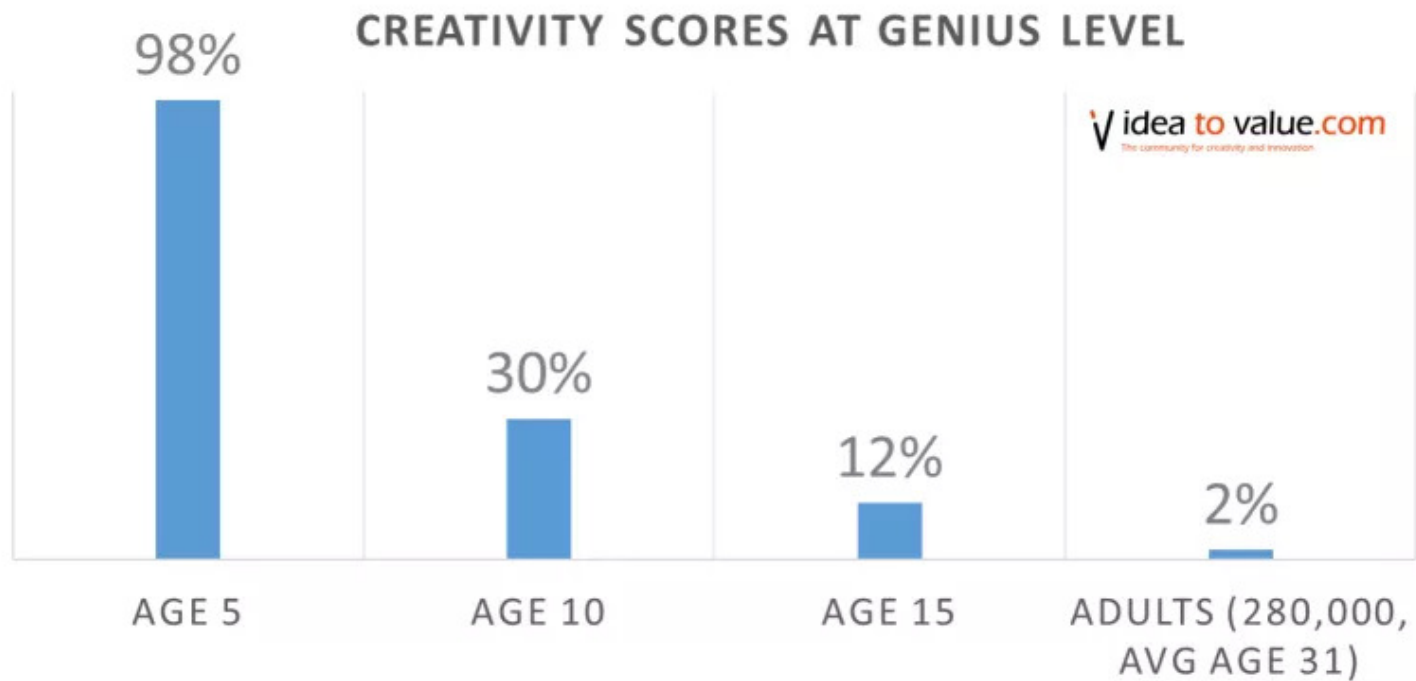
Connect short-term wins with long-term
vision for organization
Don't stop



Come out of this stronger
than before
Make our change part of the
culture

8. ANCHORING NEW APPROACHES IN THE CULTURE

GEORGE LAND'S RESEARCH ON CREATIVITY (1968)





THINKING SKILLS



From www.basadur.com

TIPS FOR ENHANCING CREATIVITY



Break habit of judgment



Mindfulness



Spend time thinking



Believe you are creative



Physical activity



Avoid blocks to creativity



Establish ground rules for meetings



Think like a child

THE BASADUR SIMPLEXITY THINKING PROCESS



FOR MORE INFORMATION

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