

Creative Problem Solving for Managers 2e

Contents

List of figures

Preface to 2nd edition

1 Creativity and its importance in business

Introduction

Some definitions of creativity

Invention and creativity

Ideas and how they arise

The importance given to creativity in business

Conditions when creative thinking is required most

Paradigm shift

Characteristics of creative thinking and creative thinkers

Questions

Cases

2 Blocks to creativity

Introduction

The need to be ready for change

Problem solving

Mind-set

Other barriers to an individual's creativity

Dealing with an individual's blocks to creativity

Diagnosing whether someone is blocked in their thinking

How techniques help to overcome blocks

Blocks to organisational creative thinking and ways of dealing with them

Elements and conditions of creative organisations

Questions

Cases

3 Theories of creativity and the creative problem solving process

Introduction

Creative thinking

The brain as an information processor

Convergent and divergent thinking

The conditions of creative thinking

Problem solving

Theories of creative problem solving

The cognitive theory of creativity

How we get ideas: the index metaphor

Problem solving mechanisms

Analogical reasoning

The problem solving process

The problem solving process and the creative process

The creative problem solving process

Questions

Cases

4 Objective finding, fact finding and problem finding/definition

Introduction

Objective finding

Fact finding

Dimensional analysis

Problem finding/definition

Redefinition approaches

Redefinition approaches: laddering

Redefinition approaches: goal orientation

Redefinition approaches: boundary examination

Redefinition approaches: progressive abstractions

Redefinition approaches: Why method

Analytical techniques: decomposable matrices

Analytical techniques: cause and effect diagrams

Questions

Cases

5 Morphological analysis and related techniques

Introduction

Checklists

Attribute listing

Morphological analysis

Force fitting triggers

Heuristic ideation technique

Component detailing

Sequence-attribute modification matrix

Questions

Cases

6 Brainstorming and its variants

Introduction

Classical brainstorming

The process of brainstorming

Wildest idea variant

Stop and go brainstorming

Round-robin brainstorming

Gordon-Little variation

Trigger method

Problems with brainstorming

Brainwriting

Brainlining

Questions

Cases

7 Lateral thinking and associated methods

Introduction

Overview

Awareness

Assumptions

Alternatives

Provocative methods

Metaphorical thinking

Analogy

The discontinuity principle

Questions

Cases

8 Synectics

Introduction

Synectics

Conducting synectics sessions

Synectics in action

Questions

Cases

9 Paradigm breaking techniques and some miscellaneous ideation methods

Introduction

Vision building

Symbolic representation

Miscellaneous ideation techniques

Suggestion box, exhibits and competitions

Clichés, proverbs and maxims

Storyboarding

Scenario writing

Scenario day-dreaming

Bionics

Two words

Free association

Story writing

Mind map

Lotus blossom technique

Fishbone diagram

Questions

Cases

10 Evaluation

Introduction

Sorting

Evaluation methods
Advantage-disadvantage tables
PMI: Plus/Minus/Interesting
Castle technique
Sticking dots
Creative evaluation
Force field analysis
Weighting systems
The process of choosing
Qualitative evaluation: reverse brainstorming
Financial/mathematical evaluations
Creative evaluation method
Pay-off tables
Decision trees
Questions
Cases

11 Implementing ideas

Introduction
Ideas are not readily implemented
Sources of resistance to change
Role of communication in overcoming resistance to change
Putting ideas into practice
Reducing resistance to change
Climate for change
Questions
Cases

12 Computer assisted creative problem solving

Introduction
History of development
Structured approach to creative problem solving in computer programs
Types of programs
Group creative problem solving aids
Conventional software

Questions

Cases

Appendix to chapter

Bibliography

Author Index

Subject Index