Navigating this Volatile, Uncertain, Complex & Ambiguous World Part 2
Navigating this Volatile, Uncertain, Complex & Ambiguous World Part 2
LEARNING OBJECTIVES

1. Define and apply strategies to remove the limitations from your creative thinking.

2. Implement a list of ideas to cultivate your own creativity.

3. Identify how to improve innovation at your company and on your projects.

4. Examine the five steps from the Stanford “D” School and how to implement them to improve your design approaches and creative problem-solving skills.
IBM Study: 1500 CEOs say CREATIVITY is the NUMBER ONE SKILL needed in this present business environment.

We live in a VUCA world:
(Volatile, Uncertain, Complex, Ambiguous)
Forced Disruption!
Companies who innovate will thrive during this difficult time-
AND BEYOND!
Improvisation, Leadership, and Innovation
Think, Create, Move on Our Feet
Vision and Vulnerability
Creativity, innovation, and the ability to improvise thrive during peak levels of mental, physical and emotional performance:

Nutrition
Sleep
Exercise
Managing Stress
Daily Deep Rest
Recovery Activities Throughout Your Day (Body Battery Inventory)
EI Profile brendarnell.com/resources

Caveat: Mental Health
preventconstructionsuicide.com

What is your default emotional state?
Navigating this Volatile, Uncertain, Complex & Ambiguous World Part 2
Get Rid of the Limitations

"Once you stop judging yourself, then you can be creative."
Andrew Lippa
Get rid of the preconceptions
57 Stories in 19 days

Our Mental Models
"We don't see the world how it is, we see it how we are, or how we are conditioned to see it." Stephen Covey
Open up to the possibilities
Your problem
<table>
<thead>
<tr>
<th>Steps</th>
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<tbody>
<tr>
<td>Build a tent around the joint and heat it with a heater.</td>
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<tr>
<td>Flow hot air through the pipe.</td>
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<tr>
<td>Use a different pipe/coupling.</td>
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<tr>
<td>Do it in the spring.</td>
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<tr>
<td>Use heated blankets and plug them into a generator.</td>
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<tr>
<td>Use a low temperature solvent.</td>
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Stanford "D" School Method

Empathize
Define
Ideate
Prototype
Test
Here are the answers to the questions asked (EMPATHIZE):

- The crew has tried everything - low temperature solvents, heaters, tents, blankets, hand dryers.
- There are miles of this pipe in a trench beside the road.
- The trench is deep enough for the pipe to be under the frost line.
- Generators, salamanders, and other methods to keep the pipe heated are impractical due to the remote area. You just can’t get enough production.
- The solvent says that the pipe must maintain a temperature of at least 40 degrees for at least 20 minutes for the solvent to properly set up where there are no leaks.
Stanford "D" School Method

Empathize
Define
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Stanford "D" School Method

Empathize
Define
Ideate
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Test
"In the beginner's mind there are many possibilities, but in the expert's there are few."

Shunryu Suzuki-Zen Mind, Beginner's Mind
Days of the Week
Apply the Learning

The next time you are trying to solve a problem, come up with the most ridiculous idea that you can come up with. Then, the other partners in the group can say, "What I like about that idea is..."
Open a book and blindly put your finger on any word. Brainstorm on how this problem is like that word.
A Few Ideas for your own creativity:

1. Become an observer (notice more)
2. Play like a kid
3. Disconnect from the world
4. Build in reflection time each day
5. Change your routines
A Few More Ideas for innovation at your company:

1. Start each meeting with an innovation exercise. There are thousands on the internet. Example: This is a pen.

2. Make every employee do anything other than work for one hour a day.

3. Create a results-oriented work environment.

4. Collaborate with each other (industry-wide, even competitors) on best practices for marketing, purchasing, procurement, and delivery.

5. Totally Rebrand Your Company and fill it with spirit. Most contractors’ and engineers’ brand says trustworthy, reliable, stable, ethical, etc. NEW VISION EXERCISE
Innovation Genome Project:
Look
Use
Move
Interconnect
Alter
Make
Imagine
A Few of the 49 Essential Innovation Questions:

1. How could we look at this like a kid?
2. How could we look at this in a more holistic way?
3. How could we improve the overall experience?
4. What crazy idea could we try that just might work?
5. What could we speed up or slow down?
Appreciative Inquiry: (AVOID SWOT)

- Discover – Appreciating and valuing the best of What Is. Information and stories are gathered about what is working well.
- Dream – Envisioning What Might Be. ...
- Design – Determining What Should Be. ...
- Deliver (or Destiny) – Innovating What Will Be.
Even MORE Resources! Connect with me via Linked In and visit my website to sign up for my monthly newsletter!

1. Online Leadership Library of Courses (more resources and exercises) go to brenddarnell.com/online-courses for topics and more information (CE credits)

2. Virtual classes on any topic.

3. Virtual coaching (one-on-one and group)

4. If you would like a deeper dive on improvisation and leadership, stress management, virtual ways of working, or any other topics, let DBIA know.

6. Liberating Structures (app, book, website)
Wrapup Exercise

1. Creativity is like a muscle that can be developed.
2. To be creative you have to stop judging yourself.
3. Personal creativity cannot be improved.
4. "Yes, and" is a great way to generate new ideas.
5. The D School Method starts with empathizing.
6. Preconceptions can limit innovation.
7. Being a master may inhibit your ability to innovate.
Closer:

Story Spine:

Once upon a time...
Every day...
But, one day...
Because of that...
Because of that...
Because of that...
Until, finally...
And, ever since then...
And the moral of the story is . . .