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Concepts of Creativity

Your Guide:
Jacob Cancelliere

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Key Takeaways



No matter how you define creativity, it is a skillset you can grow.



Simple changes to our management style can unlock huge potential in your teams.



Creative thinking is increasingly in demand.



Creativity can improve your relationships, team management, and personal development goals.

Agenda

- What Is Creativity?
- Why Do We Care About Creativity?
- Creativity Fundamentals - Types of Thinking
- Using Simple Creativity Tools
- Summary



Part 1:

What is Creativity?



What is creativity to you?



What Is Creativity?



**is the production of valuable
original ideas**

What Is Creativity?

7



Creativity is the ability to
modify self-imposed
constraints

- Ackoff & Vergara (1988)

Let's Do Some Math to Warm Up Our Brains!

1000

40

1000

30

1000

20

1000

10

4100

Let's warm up our brains!

What do you
put in a
toaster?



Call Out the Colors of these Words

Red

Blue

Green

Orange

Blue

Red

Green

How Can We Look at Things Differently?

“In the beginner’s mind there are many possibilities, but in the experts, there are few.”

- Shunryu Suzuki















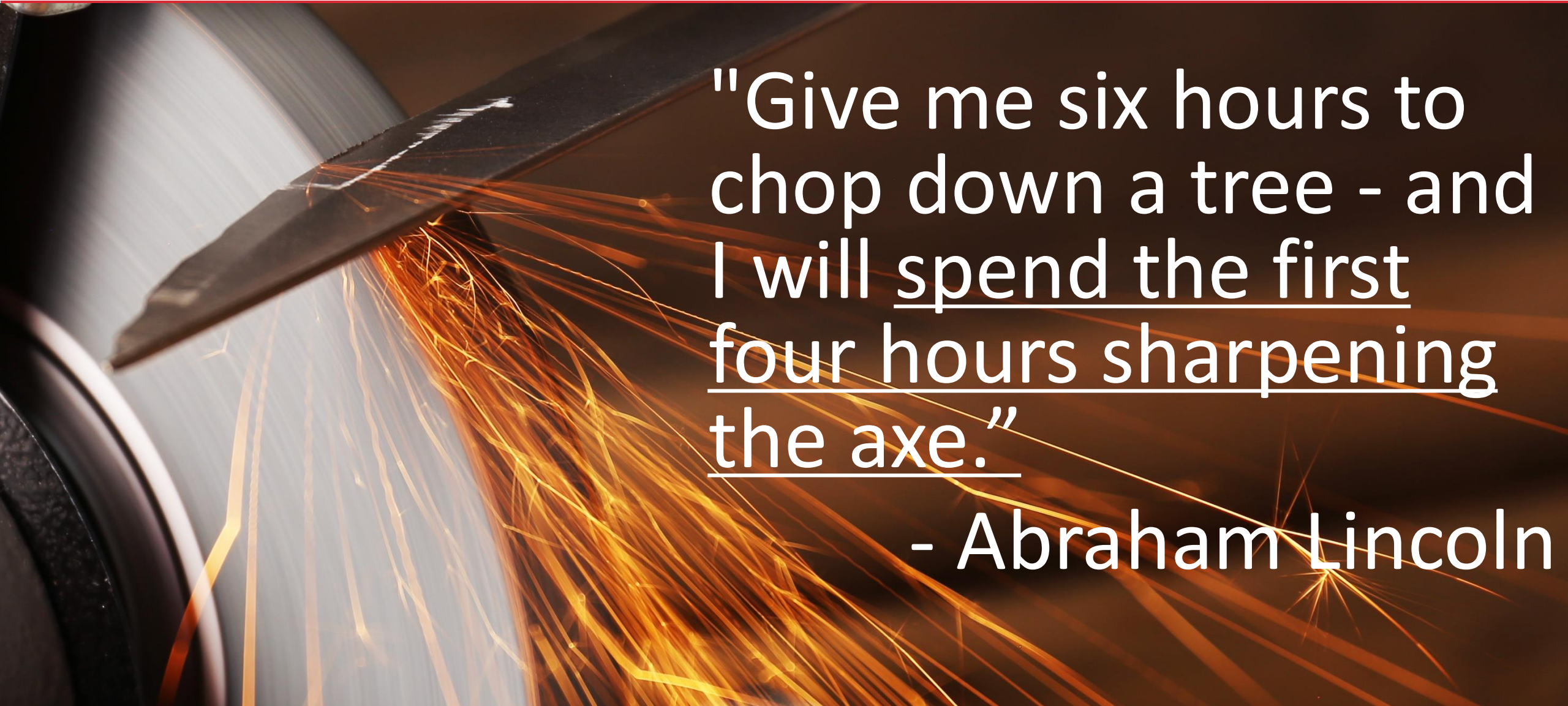








Personal Reflection



"Give me six hours to chop down a tree - and I will spend the first four hours sharpening the axe."

- Abraham Lincoln

A Tool to Sharpen Your Saw

1. Clarify

Identify the challenge

2. Ideate

Generate ideas

3. Develop

Bring ideas to life

4. Implement

Give ideas legs



Learner's Model based on work of G.J. Puccio, M. Mance, M.C. Murdock, B. Miller, J. Vehar, R. Firestien, S. Thurber, & D. Nielsen (2011)



<https://FourSightOnline.com/team-assessment>

Everyone Can Increase Their Creativity

Creativity is an ability or skillset you can grow and improve!



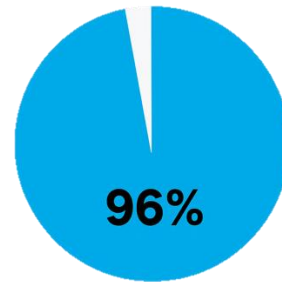
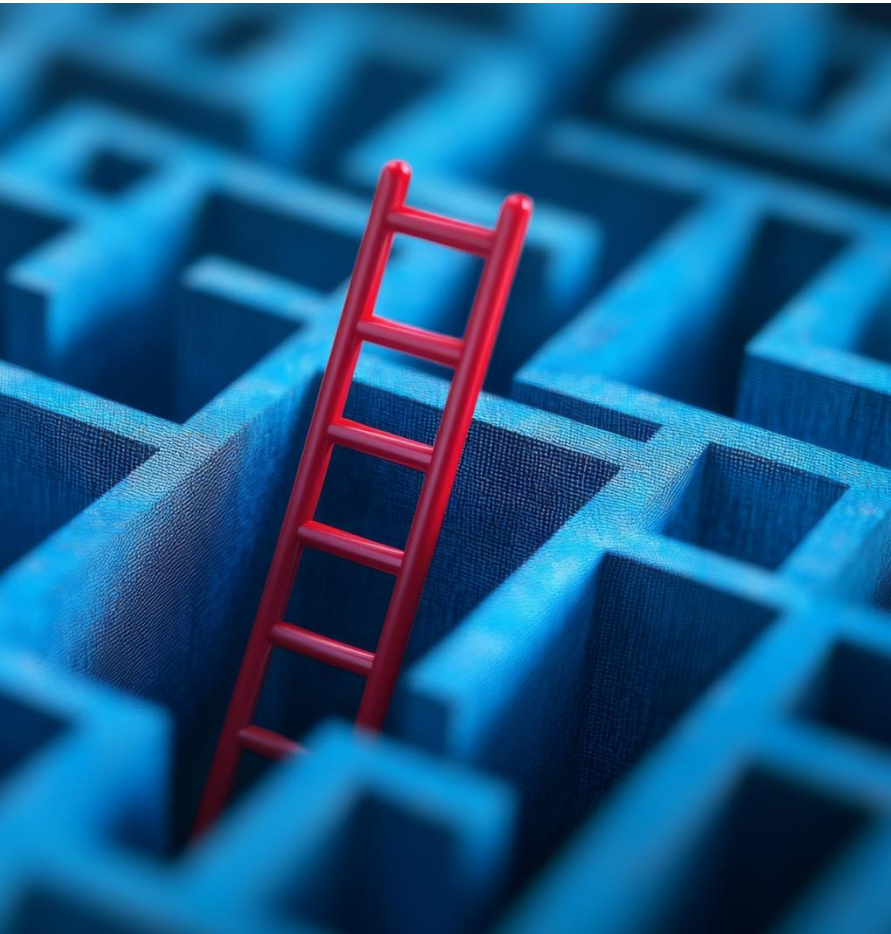
What Can Creativity Do for Me?

Being more creative
will help you:

- ✓ Personally
- ✓ Professionally
- ✓ Institutionally

Complex Problems Require Creative Solutions ...

... and there's no shortage of complex problems in the world!



96% of executives say **creative ideas** are **essential** to an organization's **long-term success and performance**



94% agree that organizations that **invest in creative tools and technology** will be **more successful in the future**

Harvard Business Review, 2024

4 Benefits of Creativity in Business

- 1 Encourages innovation 
- 2 Boosts productivity 
- 3 Allows for adaptability 
- 4 Fosters growth 

Additional Benefits of Creativity in the Workplace

With creativity in the workplace, we can ...

- Foster trust-based leadership
- Involve our entire team, promote intentional and inclusive team connection and collaboration
- Inject workplace fun and engagement
- Identify and reduce bad habits
- Build new skills and feel confident to share ideas, encourage risk-taking and experimentation
- Increase talent retention and satisfaction
- Structure tough tasks, complex problem solving
- Drive organizational innovation, competitiveness, growth, and financial returns

Reduce Bad Habits – Current Meetings

- Problem: Application is running slow

Could it
be the
network?



No Brian, I was a
DBA for 20 years.
I would know.

Maybe it is
the
database?

Implement Healthy Habits – Future Meetings

- Problem: Application is running slow



Let's get curious!

No judgement, all
ideas are
welcome.

Creativity is the Currency of the Future



- **The demand for Creative Thinking** is forecast to **increase by 66%** between 2025 and 2030.
- It ranks among the **top five** fastest-growing job skills globally

World Economic Forum (2025)

Creativity Is Essential – But Missing in Orgs

Only 22% of organizations are “very successful” in applying creativity ...

i.e., identifying creative solutions to business problems – regardless of whether the idea was implemented or not.



Harvard's Business Review (2024)

Revenge of the Tipping Point

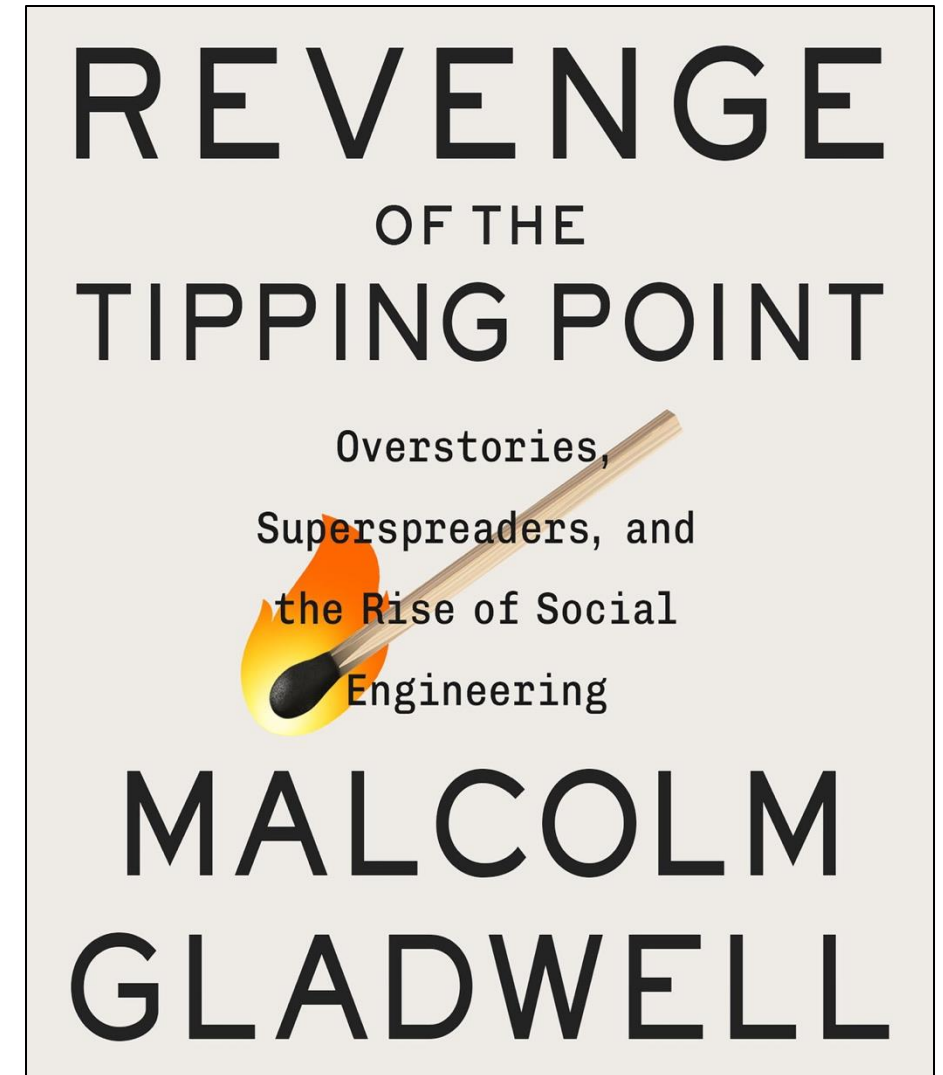
“Magic Third” – tipping point for population impact

- 9-member boards

Monoculture – formed with good intentions.

Resulted in:

- Toxic culture
- Poor resilience to change
- Suicide rate 5.4% higher than national avg



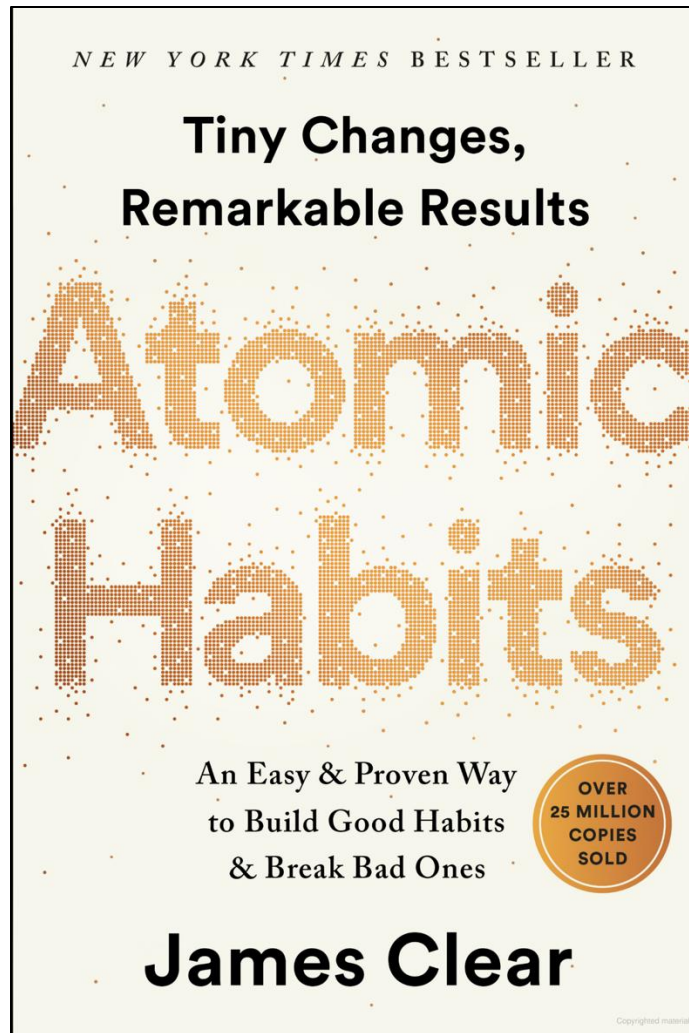
Building Creative Habits

**"With the same habits, you'll end up with the same results.
But with better habits, anything is possible."**

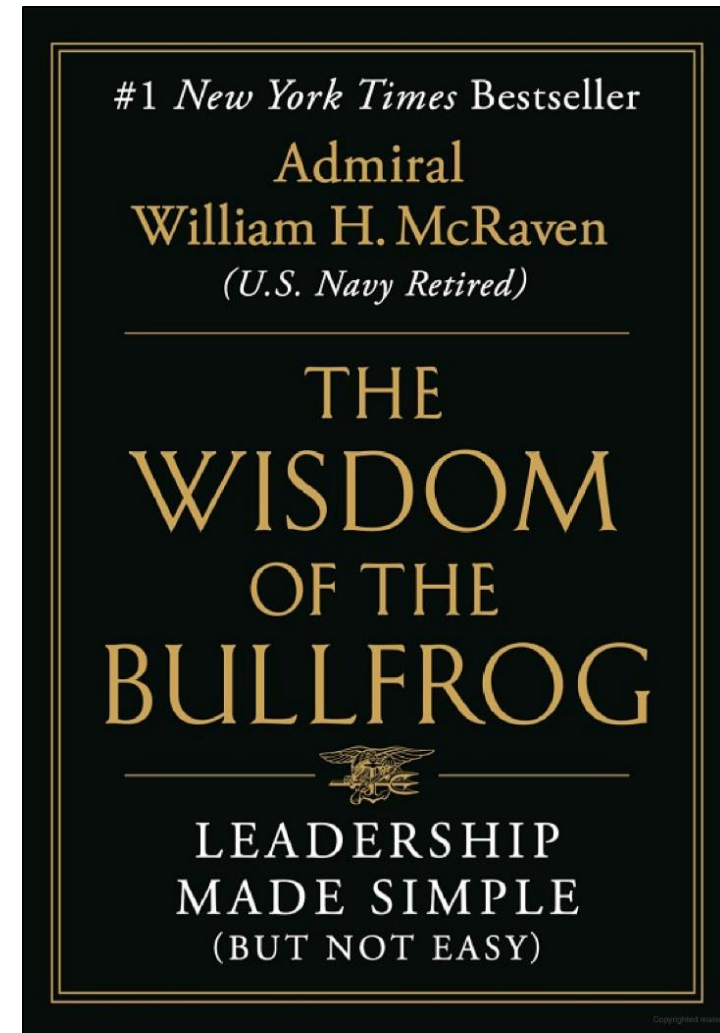
- Conventional Wisdom is to set actionable goals, but ...
 - In a game, Winners and Losers both set a goal to win
 - Goals are a moment in time
- Goals are great to set a direction, but key to success is really to establish good habits that will lead you to those goals and beyond
- Habits are the systems or mechanism to achieve goals



Let's Dive Deeper into Habits



<https://www.youtube.com/watch?v=fB-qAfXDVaE>



<https://www.youtube.com/watch?v=KgZLzbd-zT4>

Building Good Habits in our Teams

How can we build healthy team environments where we foster **creativity**?



Goal: Submit a Status Report



Habit: Share Issues as They Arise

Remove Judgement to Increase Transparency and Trust



Goal: Get Your Timesheet Done



Habit: Articulate Work Activities. (What Was Worked On and What May Have Been Missed)

- Plan and predict resource needs
- Create balanced work environment

Best Practices to Build Creativity in our Teams

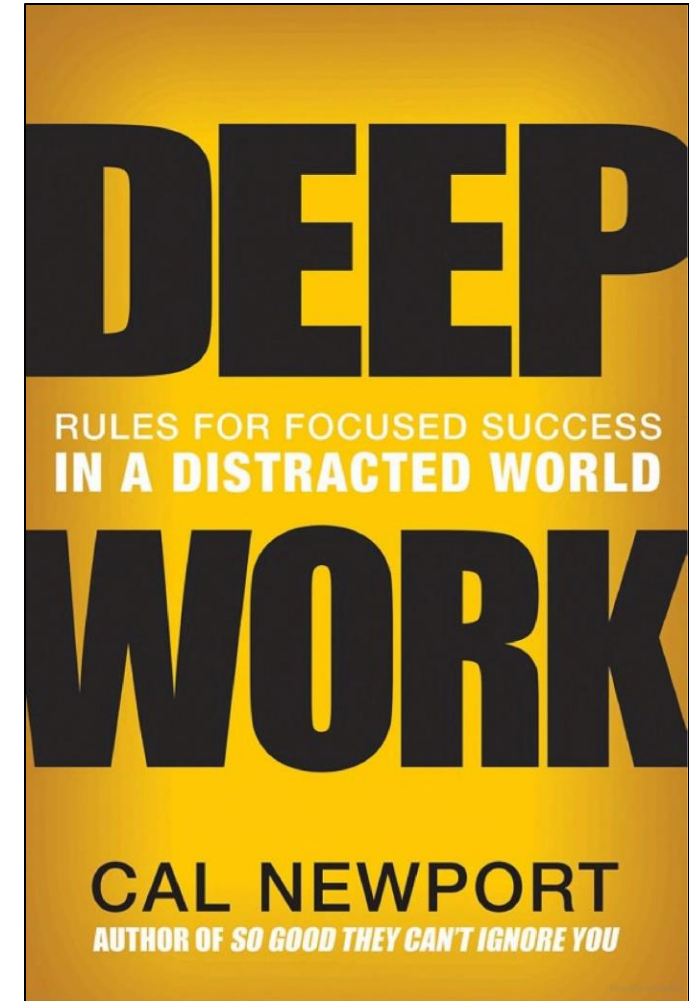
- 1 Create a Safe Space for Expression and Failure
- 2 Make Creativity a Shared, Expected Habit
- 3 Practice and Celebrate Iteration
- 4 Generate Cross Functional Collaboration
- 5 Link Creativity to Strategy
- 6 Leverage Constraints to Spark Ideas
- 7 Reframe Problems Visually and Emotionally
- 8 Use Humor and Curiosity to Unlock Thinking
- 9 Embrace tools ... as we'll discuss next!



Deep Work

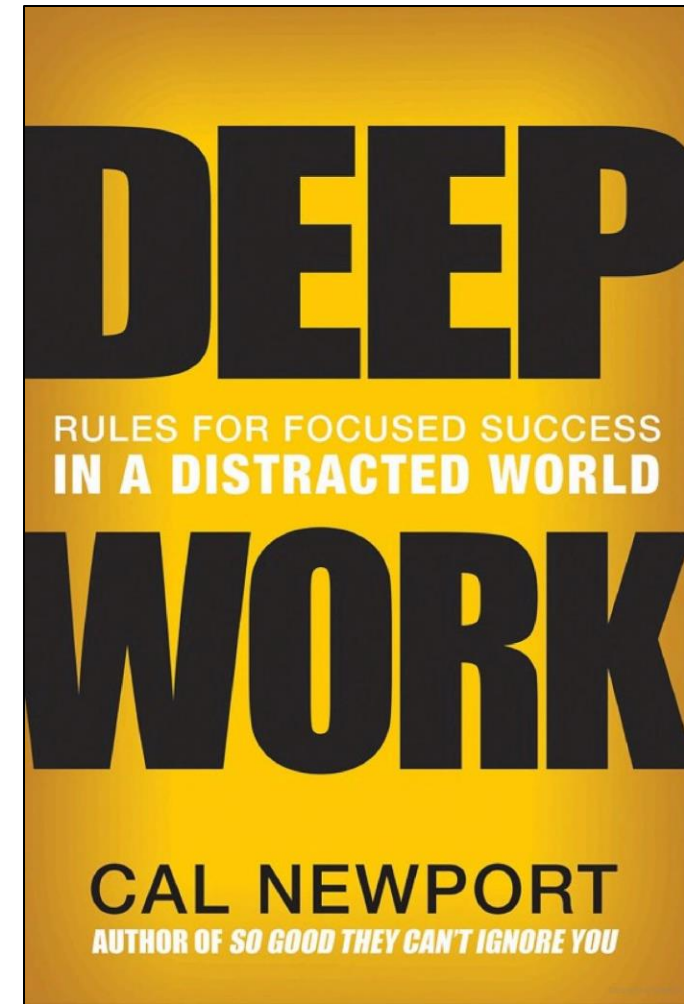
“**Deep work** is about focusing without distraction on cognitively-demanding tasks”

“**Shallow work** is any logistical or administrative task that can be done even while distracted”



Deep Work

- ⚙️ To-do List vs Time Boxing
Block time for work, not just meetings
- ⚙️ A day without meetings?
- ⚙️ Make time ... for making time
- ⚙️ Unavailable 1 week every 6 weeks



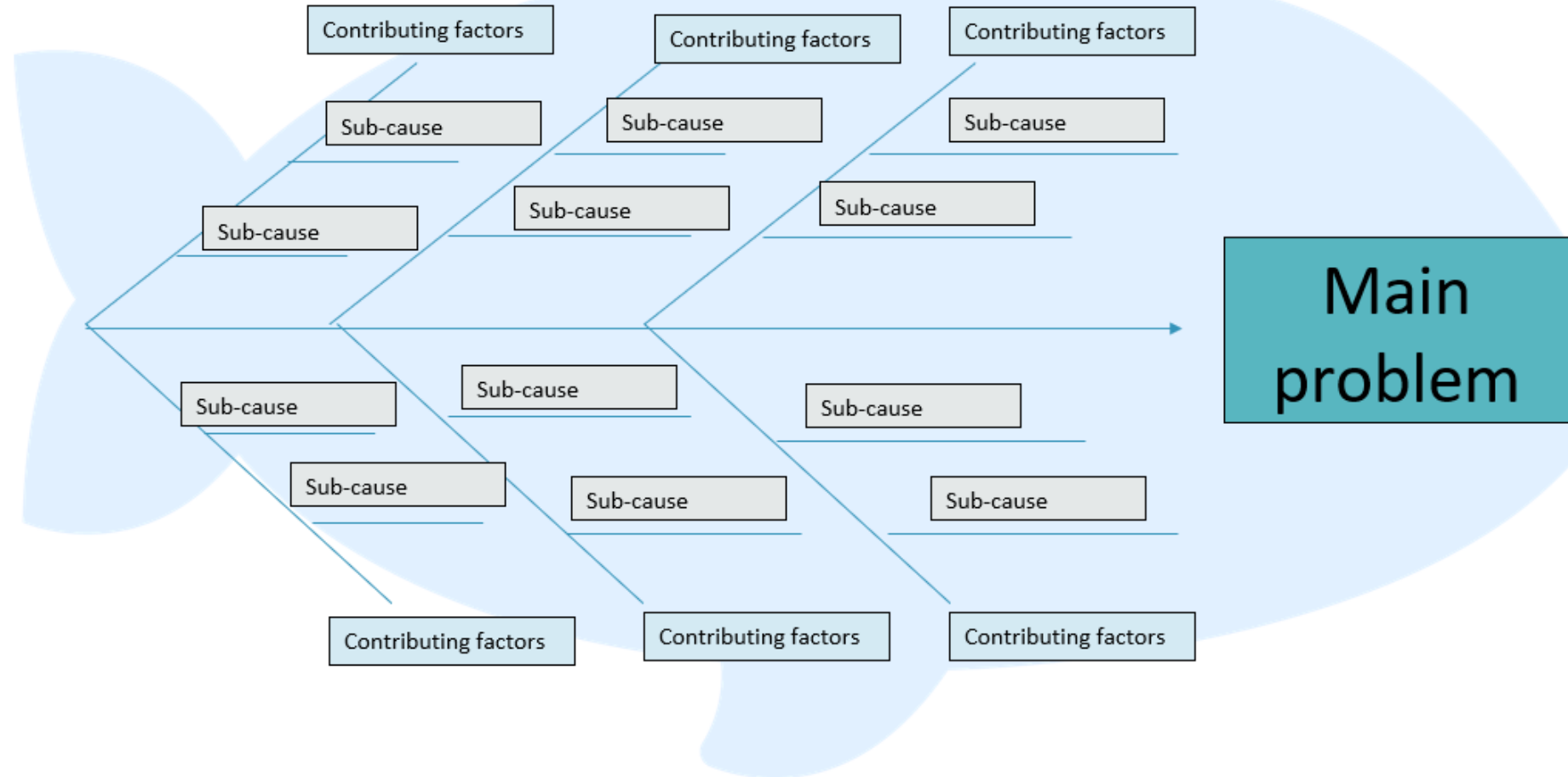
Deep Work

Allocate time to: the unknown!



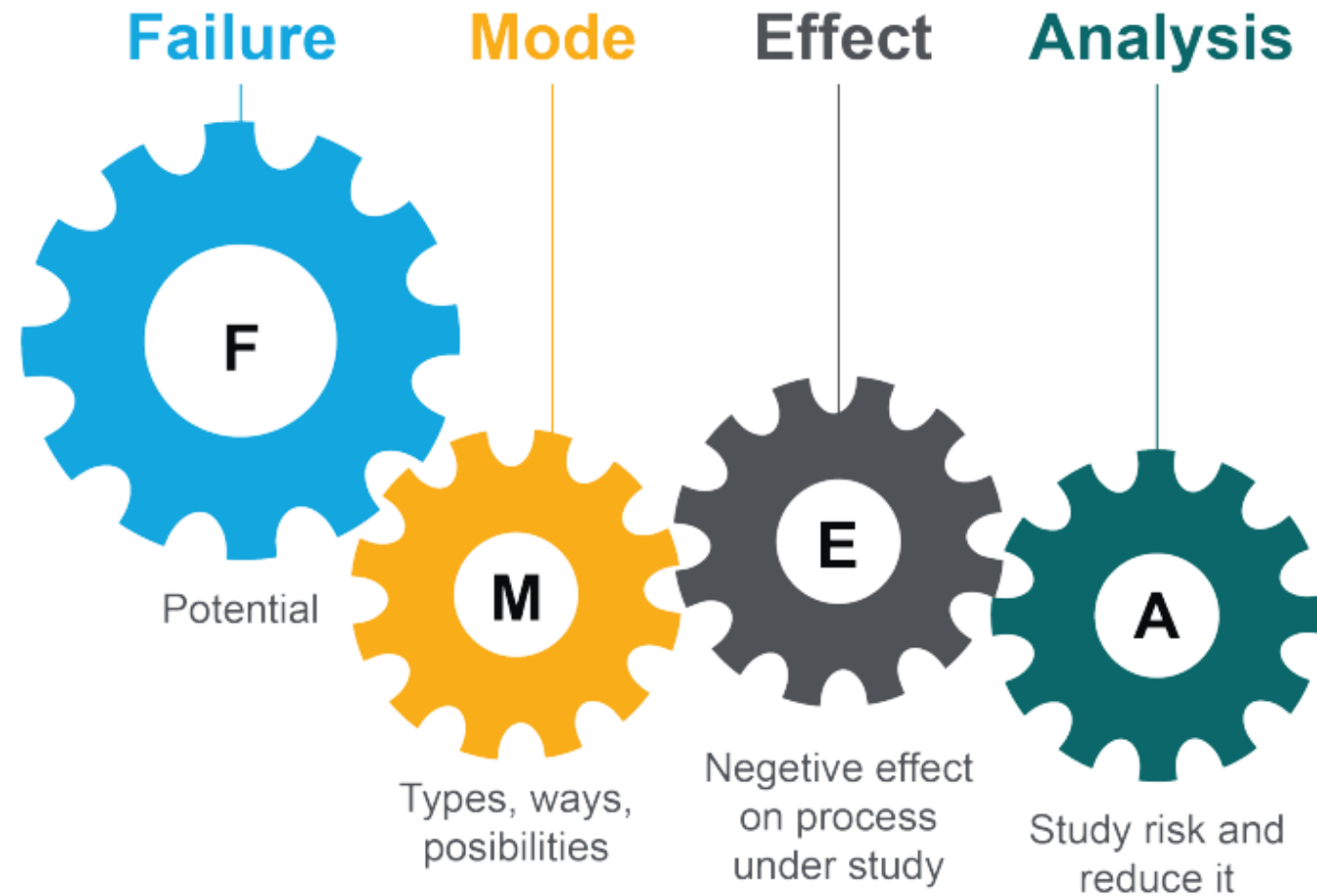
Solve Complex Problems

Problem Solving Tool: Fishbone diagram



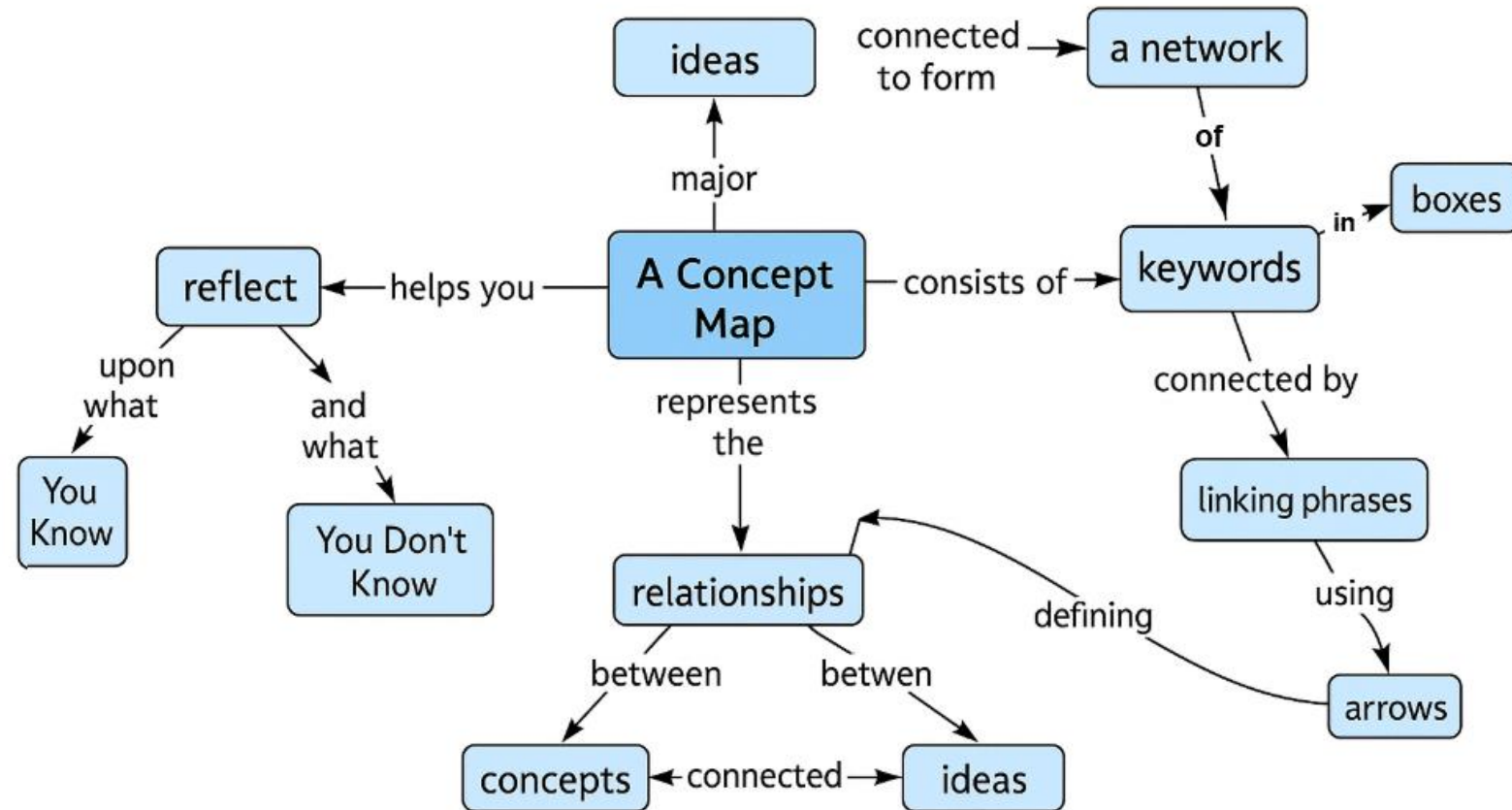
Solve Complex Problems

Problem Solving Tool:
Failure Mode and
Effects Analysis (FMEA)



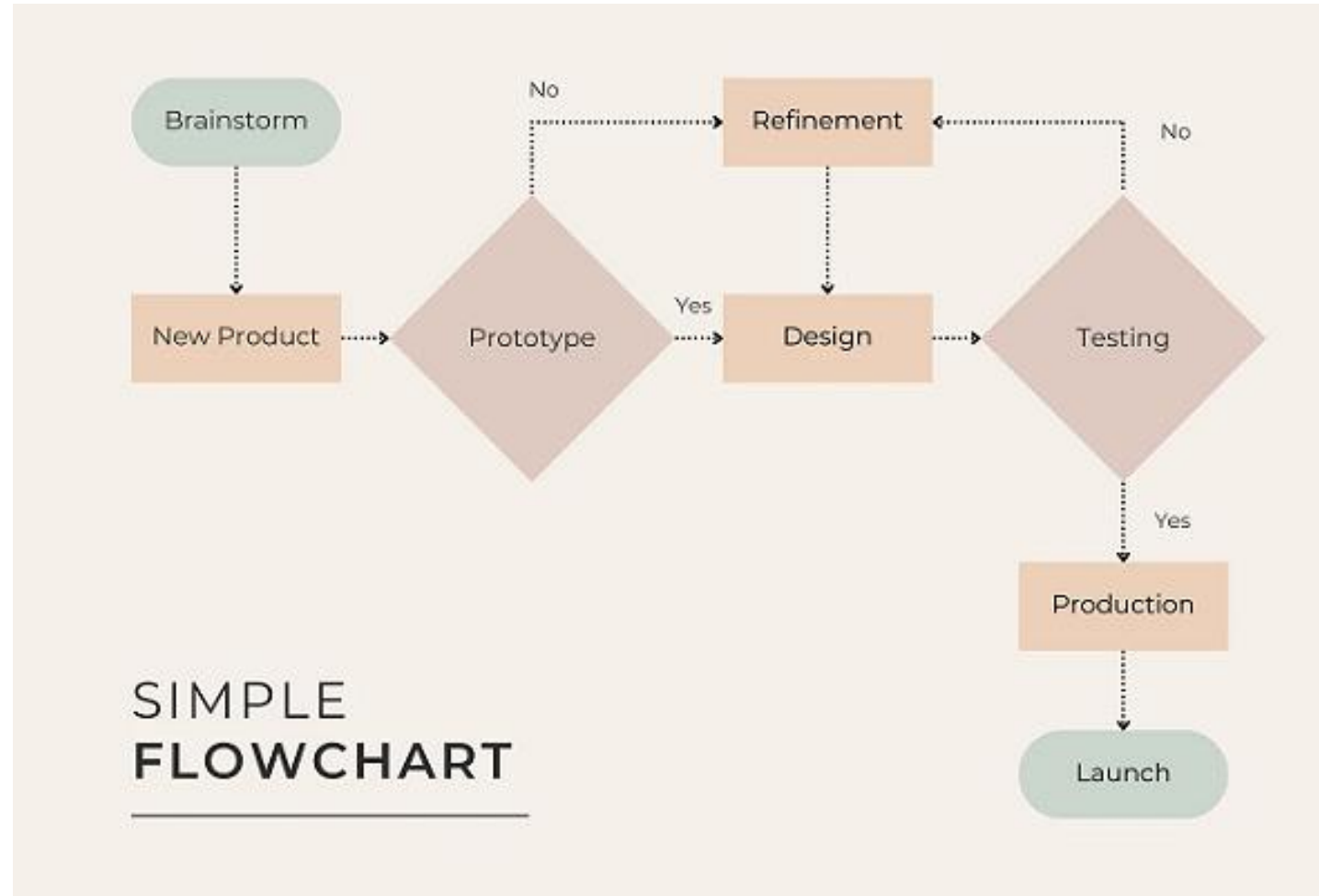
Solve Complex Problems

Problem Solving Tool: Concept Maps



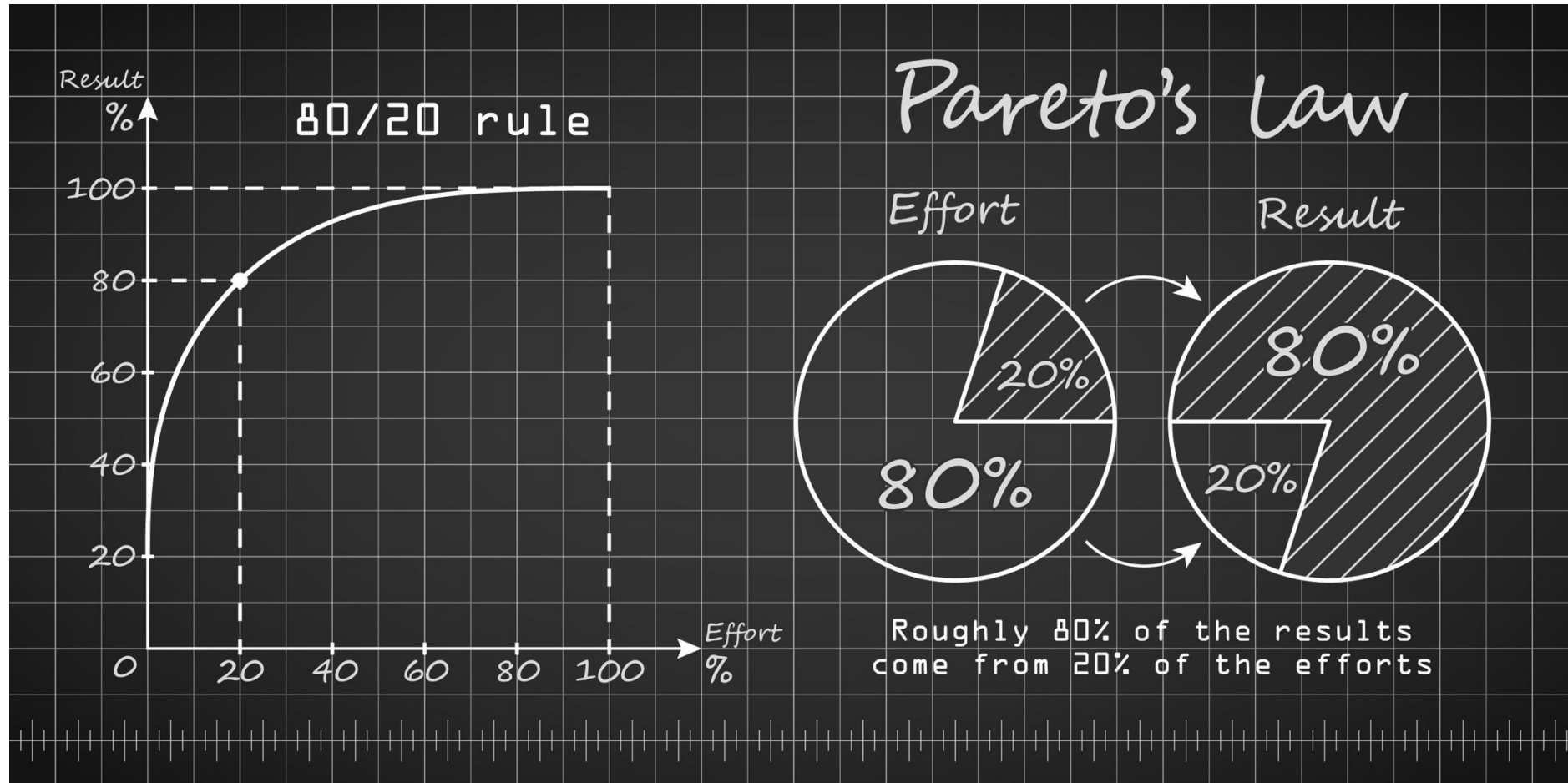
Solve Complex Problems

Problem Solving Tool: Flowcharts



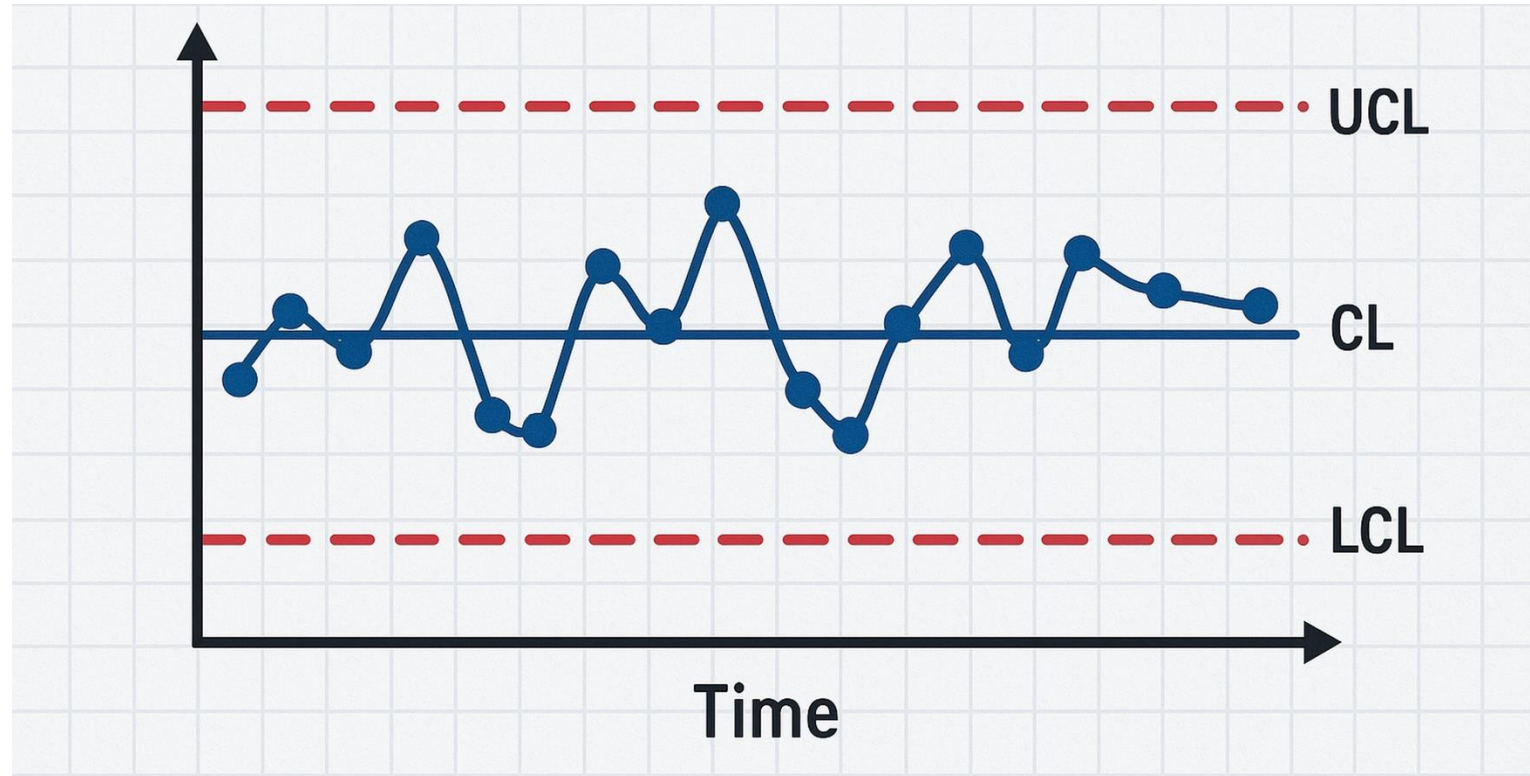
Solve Complex Problems

Problem Solving Tool: Pareto Chart



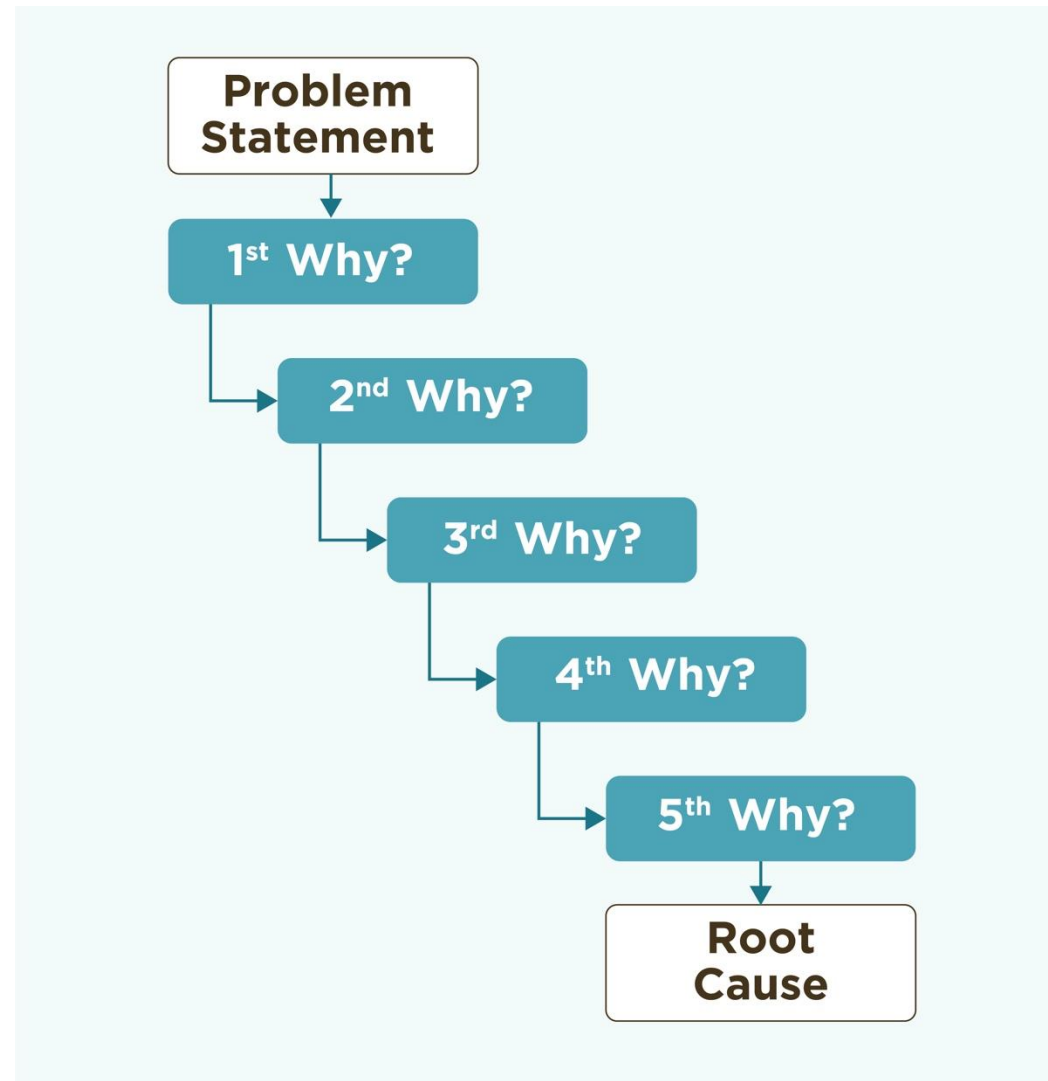
Solve Complex Problems

Problem Solving Tool: Control Chart



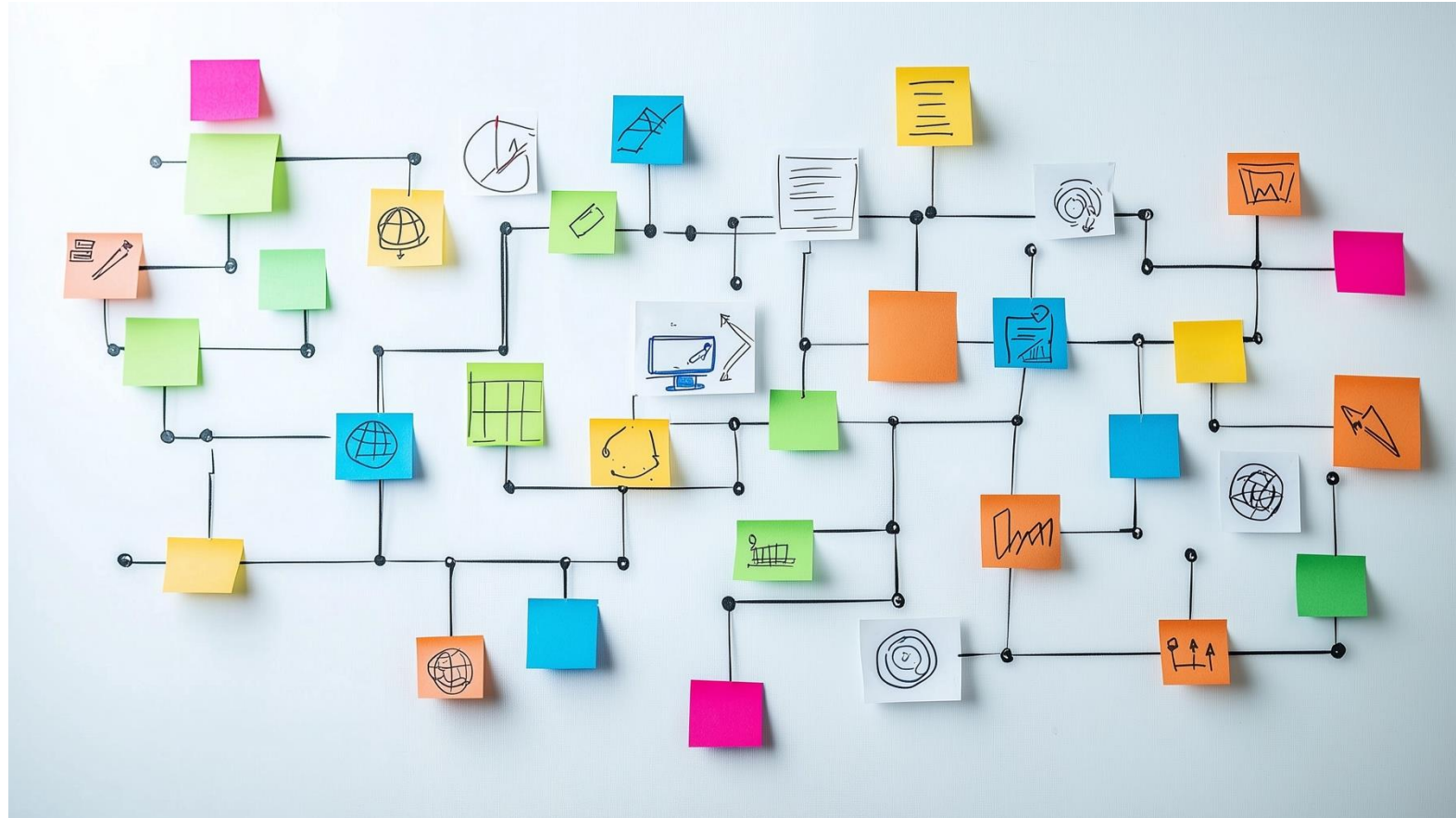
Solve Complex Problems

Problem Solving Tool: The 5 Whys



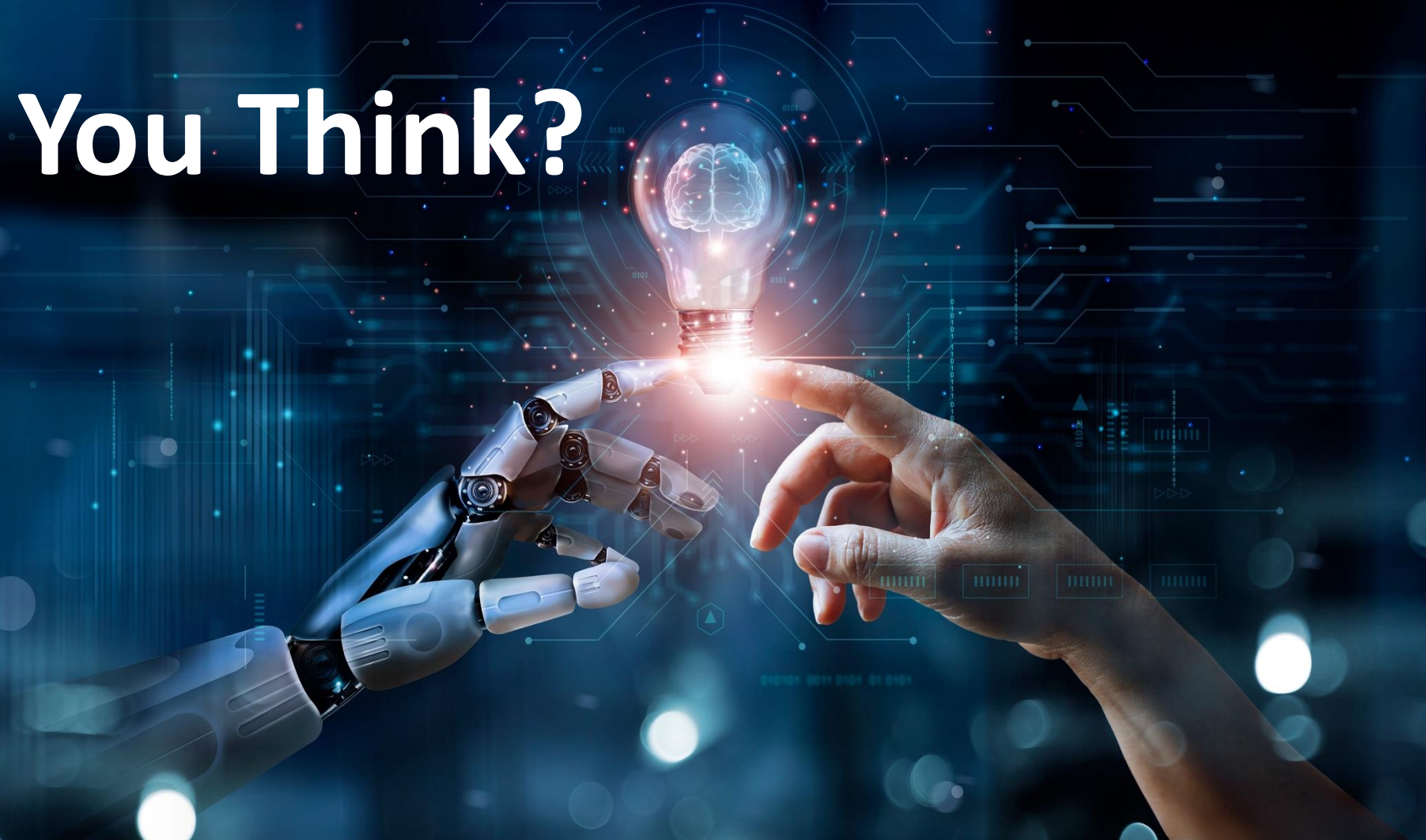
Solve Complex Problems

Problem Solving Tool: Brainstorming



Does Generative AI Help or Hurt Creativity?

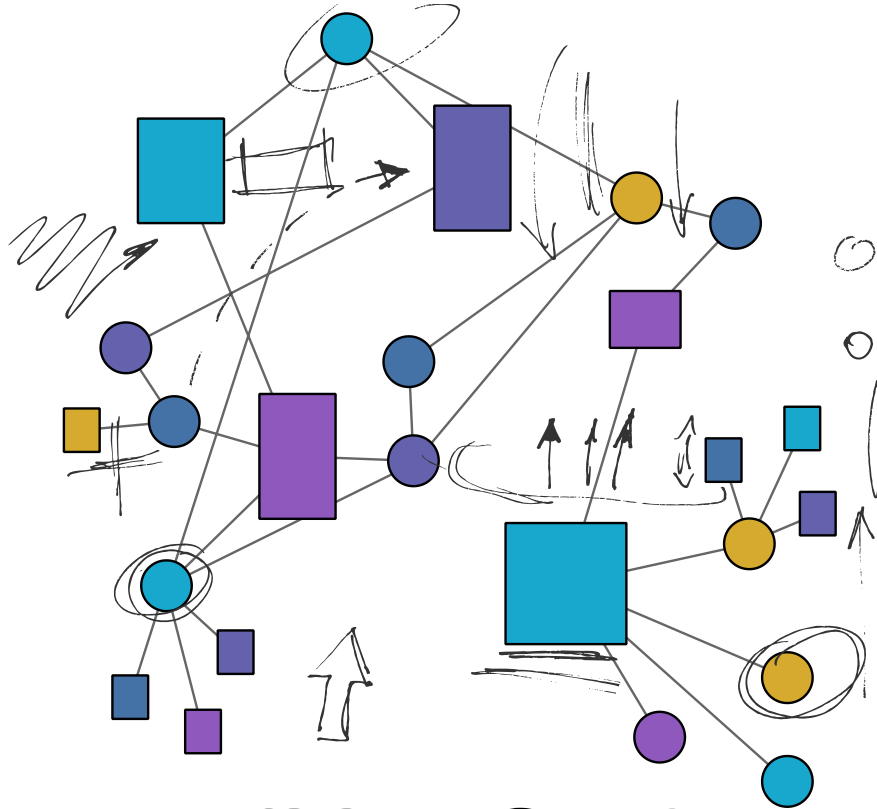
What Do You Think?



Part 3

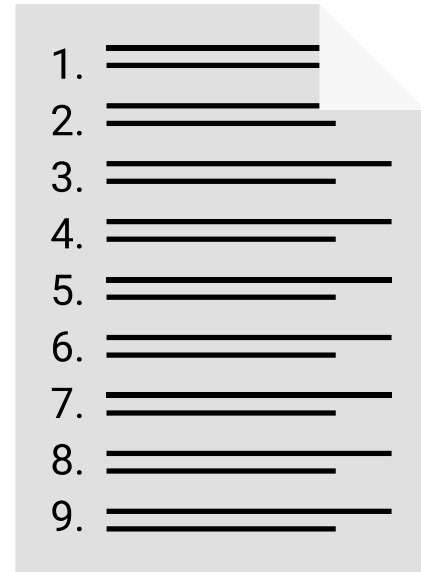
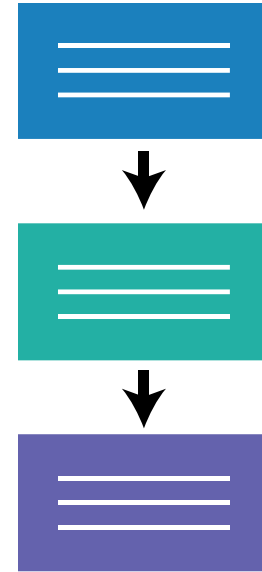
Creativity Fundamentals - Types of Thinking

Divergent vs Convergent Thinking



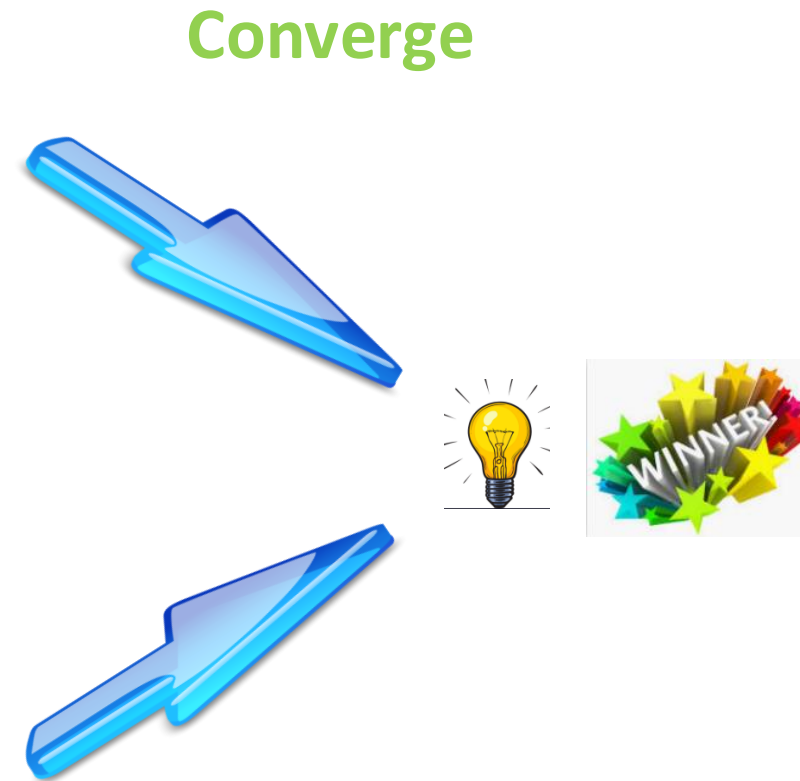
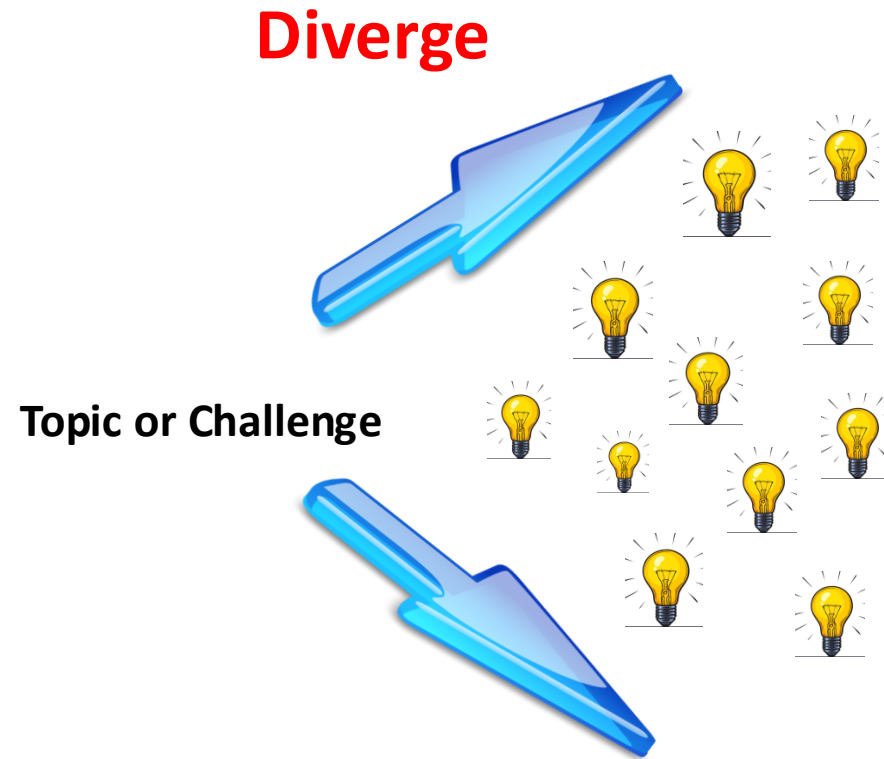
**DIVERGENT
THINKING**

VS.



**CONVERGENT
THINKING**

Creativity Concepts



What Is Divergent Thinking?

The secret to creating new ideas is to **separate your divergent thinking from your convergent thinking**.

Start with **divergent thinking**. This means generating lots and lots of options before you evaluate them.

1

Defer Judgement

Deferring judgment isn't the same as having no judgment. It just says, "hold off for a while". Avoid judging ideas as either bad or good in the divergent-thinking phase.

2

Combine and Build – Make Connections

Use one idea as a springboard for another. Build, combine, and improve ideas.

3

Seek Wild Ideas

Stretch to create wild ideas. While these may not work directly, getting way outside the box allows the space to discover extraordinary ideas.

4

Go For Quantity

Take the time necessary and use the tools in this guide to generate a long list of potential options.

Convergent Thinking

At certain points in the creative process, thinking and focus needs to shift. To select the best of our divergent options, determine their potential value.

In the **convergent thinking** process, **choice is deliberate and conscious**. Criteria are purposefully applied as we screen, select, evaluate, and refine the options, all the while knowing that raw ideas still need development.

Use the guidelines that follow when it's time to make decisions about the ideas generated by divergent thinking.

1

Be Deliberate

Allow decision-making the time and respect it requires. Avoid snap decisions or harsh judgments. Give every option a fair chance.

2

Check Your Objectives

Verify choices against your objectives in each step. This is a reality check – are the choices on track?

3

Improve Your Ideas

Not all ideas are workable solutions. Even promising ideas must be honed and strengthened. Take the time to improve your ideas.

4

Be Affirmative

Even in convergence, it's important to first consider what's good about an idea and judge with the purpose of improving, rather than eliminating, ideas.

5

Consider Novelty

Do not dismiss novel or original ideas. Consider ways to tailor, rework, or tame.

Part 4

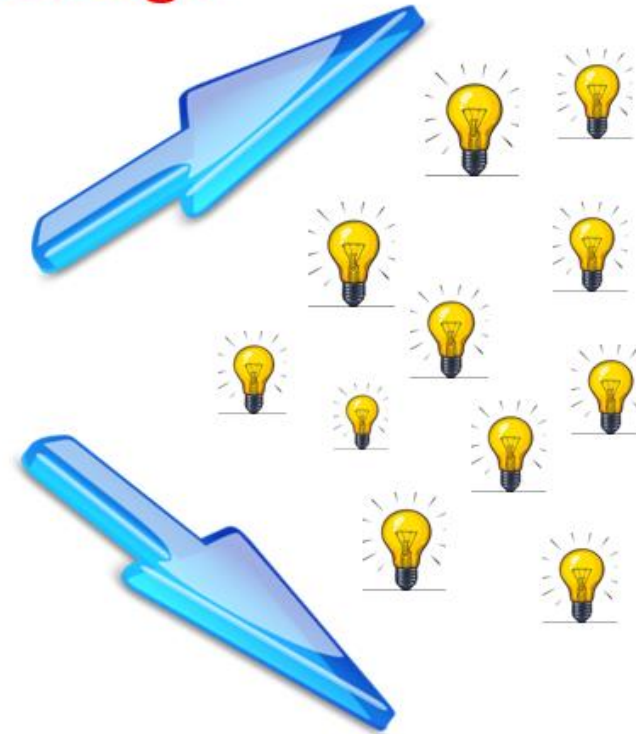
Using Simple Creativity Tools

Divergent Thinking

Group Exercise Tools:

- Stick'em up Brainstorming
- Brain Writing
- Forced Connection

Diverge



Stick'em up Brainstorming

- Write it down, stick it up. This tool is as easy as that.
- State the problem or issue to be explored. Give background data.
- Write one idea per sticky note in headline form. Do not go into detail.
- Write legibly! Others will need to read what you've written.
- Post it on the wall or whiteboard.
- Group together into themes.

Example

Challenge: "How can we improve innovation"



Brain Writing

This tool is like brainstorming with the 'mute' button on. It's done quietly, allowing time to reflect, consider and elaborate on other ideas.

Las Vegas – Go to shows and have great dinners	Cruise – great meals and see multiple countries	Disney World – great fun for the kids and all in one place
Alaska – see the Northern Lights	Italy – see where grandpa is from, amazing food	NYC – Broadway and tours
Island – Any beach vacation for pure relaxation	BC – sea to sky	Hawaii – just have to go there at some point

Brain Writing



When to use:

- To generate ideas that are easier to implement.
- To get options with introverted, quiet people.
- When an intimidating person is in the group.
- When you can't get everyone in the same location, and you need to collaborate virtually – use a tool like MS Planner.

Divergent Thinking



Be Open

Listen

Don't Judge

Stop trying to
decide on a
solution

What makes a work environment a great place to work?

Forced Connections

- Looking to really stretch beyond the ordinary? Forced Connections is a powerful creativity tool that helps to break free of the limits of logical thinking.
- This tool jars your brain back into creative action by forcing a connection between your challenge and a completely unrelated object.



Convergent Thinking

Which idea is the best?

Selection:

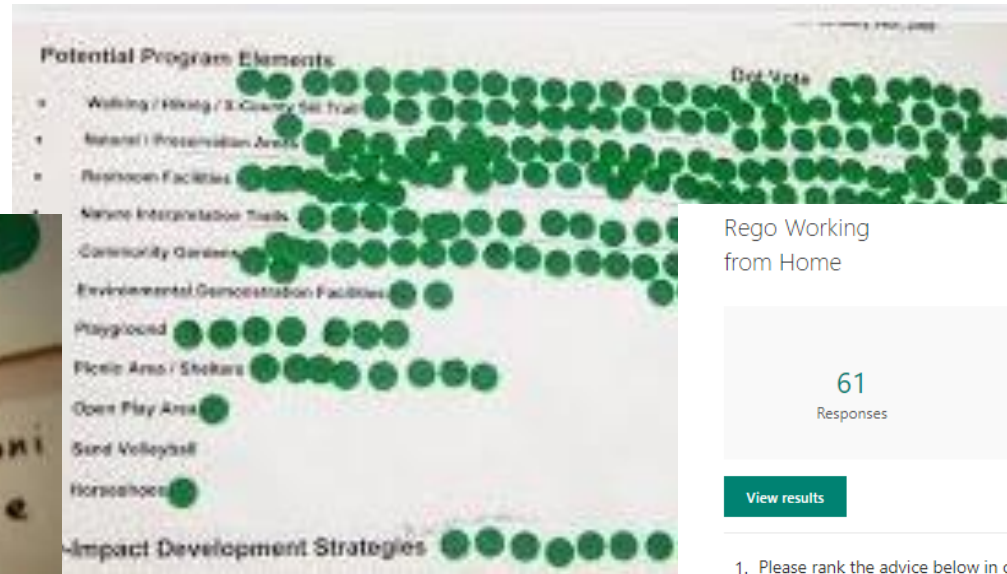
- Dot Voting
- Evaluation Matrix or Pairwise

* The last 3rd rule

Converge



Convergent Thinking: Dot Voting



Rego Working
from Home

61
Responses

12:51
Average time to complete

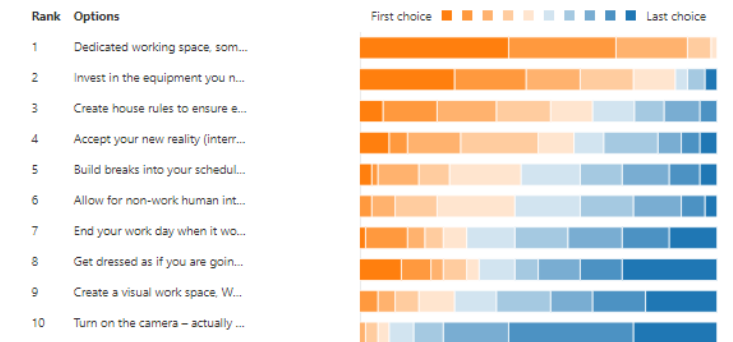
Active
Status

[View results](#)

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1. Please rank the advice below in order from 1-10. 1= the most valuable advice when working from home. Add any new recommendations in the text space in question 2.

[More Details](#)



2. Other advice you would like to share on creating a productive home/virtual work environment:

* The last 3rd rule

Convergent Thinking: PairWise

Vacation Ideas	Cruise	Italy	Disney	Paris	Winnipeg	Chicago	Delaware	Cancun	Hawaii	Camping in Alaska	SCORE
Cruise		1	0	1	1	1	1	0	0	1	6
Italy	0		1	0	1	1	1	1	1	1	7
Disney	1	0		1	1	1	1	1	1	1	8
Paris											0
Winnipeg											0
Chicago											0
Delaware											0
Cancun											0
Hawaii											0
Camping in Alaska											0

* The last 3rd rule

Summary

Summary

Creativity is a skill, not a gift

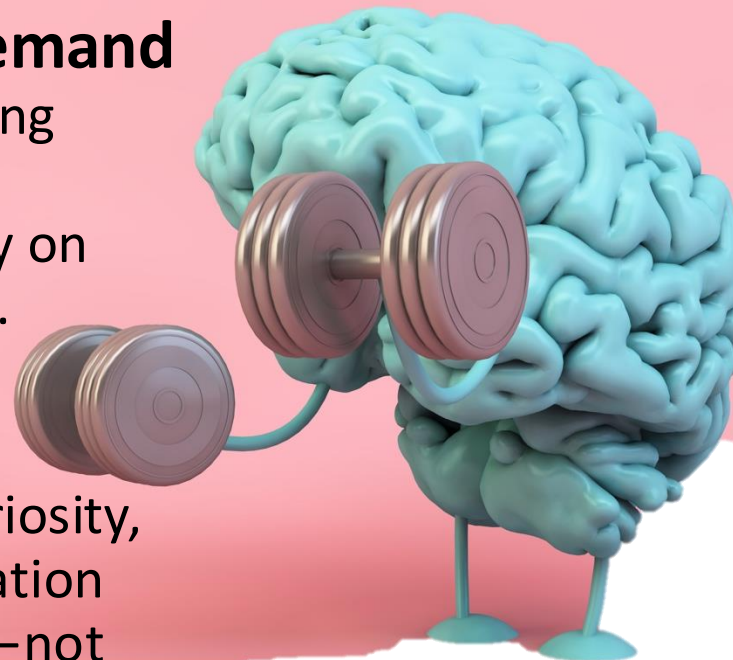
Everyone can grow their creative capacity through intention, practice, and tools.

Creative thinking is in demand

From talent retention to solving complex business problems, organizations increasingly rely on creative approaches to thrive.

Habits > Goals

Building habits that foster curiosity, openness, and shared exploration makes creativity sustainable—not situational.



It's a team sport

The most innovative results come from cross-functional collaboration, psychological safety, and idea iteration.

Tools matter

Simple frameworks like Divergent/Convergent Thinking, Brain Writing, and Forced Connections help unlock new possibilities.

Creativity solves real problems

From slow systems to strategic pivots, creative methods like the 5 Whys, Fishbone, and Concept Mapping bring clarity and breakthroughs.

Questions?





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Jacob Cancelliere, PMP

VP of Account Enablement
Rego Consulting



Let's Connect on LinkedIn

Thank you!

Let's continue the
conversation! Connect with
me on LinkedIn!

Surveys

Please take a few moments to fill out the class survey.
Your feedback is extremely important for future events.



Thank You for Attending Rego University

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- Click on **Maintain My Certification**
- Click on **Visit CCR's** button under the **Report PDU's**
- Click on **Report PDU's**
- Click on **Course or Training**
- Class Provider = **Rego Consulting**
- Class Name = **regoUniversity**
- Course **Description**
- Date Started = **Today's Date**
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- Click on **I agree** and **Submit**



Let us know how we can improve!
Don't forget to fill out the class survey.



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