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18 JUN 2020

@ WEBEX



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What is Creative Leadership?

- Creative leadership is the **combination** of **creativity** (the ability to generate ideas) with **leadership** (the ability to execute them through the actions of others).
- What separates creative leaders from non-creative leaders is their **ability to generate and execute innovative ideas**. Traditional leaders tend to execute “tried-and-true” strategies such as cost-cutting or product extensions, but they rarely disrupt their industries or create new product categories.

CORE LEADERSHIP SKILLS

FOR EVERY CAREER



SELF AWARENESS

Understand your behavior's impact on organizational outcomes.



COMMUNICATION

Effectively communicate goals and inspire trust.



INFLUENCE

Be comfortable persuading, promoting, and delegating.



LEARNING AGILITY

Know when to change course, and help others to do so.

THE TOP 6

LEADERSHIP CHALLENGES

AROUND THE WORLD



1. **Honing** Effectiveness
2. **Inspiring** Others
3. **Developing** Employees
4. **Leading** a Team
5. **Guiding** Change
6. **Managing** Stakeholders

TRADITIONAL LEADERSHIP

One-way

Concerned with being right

Follows the manual

Loves to avoid mistakes

Reliability

Orchestra model

Community in harmony

Wants to be right

Open to limited feedback

Sustaining order

Closed system

CREATIVE LEADERSHIP

Interactive

Concerned with being real

Improvises when appropriate

Loves to learn from mistakes

Validity

Jazz ensemble

Community in conversation

Hopes to be right

Open to unlimited critique

Taking risks

Open system

What is Creativity?

- ❖ An Ability - the ability to imagine or invent something new – not creating out of nothing (only GOD can do that) – but generate new ideas by combining or changing existing ideas – need to reactivate – what education has suppressed.
- ❖ An Attitude – the ability to accept change and newness – willingness to play with ideas and possibilities – flexibility of outlook – habit of looking for ways to improve things.
- ❖ A Process – make gradual alterations and refinements to existing works.

Some Definitions of Innovation

- ❖ ‘Innovation is implementing new ideas that create value.’ - Innovation Network USA.
- ❖ “Creativity is a behaviour whereas innovation is process that makes ideas useful.” - Bob Irwin.
- ❖ Innovation is introducing something new by making changes to the current form.
- ❖ Innovation is about making changes that add value to what exists.” – Roger La Salle in his book “Think Again”.

Creativity & Innovation

CREATIVITY

- ❖ Resulting from originality of thought, coming out with something new.

INNOVATION

- ❖ Introduction of something new that is useful.

NEED FOR REFRAMING THE MINDS

Bussinesses Need Creativity

- ❖ “As competitions intensify, so does the need for the creative thinking. It is no longer enough to do the same thing better. It is no longer enough to be efficcient and solve problems...Bussinesses need creativity...To make the shift from administration to true entrepreneurship.” – Edward de Bono
- ❖ The Entreprise that does not innovate inevitable ages and declines. And in a period of rapid change such as the present, an entrepreneurial period, the decline will be fast”. – Peter Drucker
- ❖ Companies are undergoing many changes. Along with changes come problems – new problems that require new solutions and new way of thinking.

Transformation of Economy

Characterics	20th Century	21st Century
Organisations	Hierarch, tall	Web, Network, Flat
Focus (culture)	Profit	Customers
Structure (process)	Systematics, rigid, follow rules	Flexible, adapt to change, responsive
Resources	Physical assets	People assets (ideas)
Operations	Domestic, regional	Global
Strategy	Top-down	Top-down & Bottom-up
Systems Skills	Piece-meal	Integrated, aligned
Leadership Styles	Legimate power with IQ	Inspirational EQ

Economic is Changing

- ✓ Move from manufacturing to service industries.
- ✓ Rapid Development of Information Technology.
- ✓ Growing importance of China and the Pacific Rim.
- ✓ Shift to “Knowledge Based” economy.
- ✓ Terrorism threatens security.
- ✓ Need for Singapore to add value.

Market is Changing

- ✓ Consumer wiser and more demanding.
- ✓ Consumer can reach suppliers in other part of the world readily.
- ✓ Fierce global competition.
- ✓ Health products are gaining importance.
- ✓ Marketing methods are changing.
- ✓ Change is more rapid.

Organisations are Changing

- Flatter and leaner
- Have to respond rapidly to changing environment.
- Have to be more flexible and fluid.
- Dictated by customers.
- Fewer people do more work smarter!
- Must be creative and innovative.
- Knowledge is new currency business.

Effects on Staff

- ✓ Jobs for life have gone.
- ✓ Unskilled, low value-added jobs fast disappearing.
- ✓ Full time jobs replaced by contract or part-time working.
- ✓ Middle management is an endangered species.

Effects on Management

- ✓ Manage change.
- ✓ Develop people.
- ✓ Facilitator or coach.
- ✓ Empowerer.
- ✓ Continuous learning.
- ✓ Improve personal effectiveness.
- ✓ Embrace new forms of communication & technology.

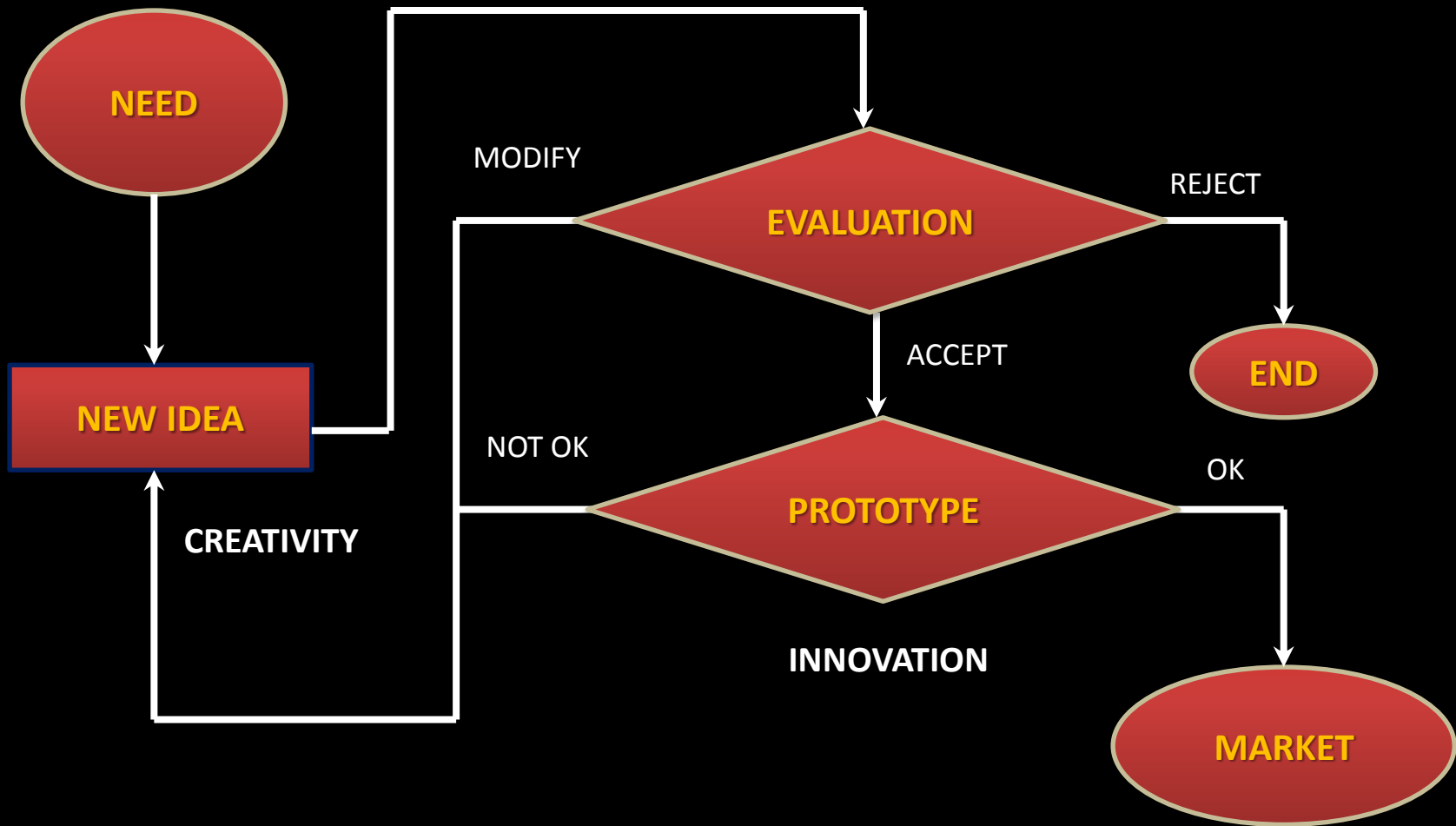
The Innovation Process

The Link

- Not every new idea is worth implementing. We first need to assess the idea's value.



The Innovation Process



Split Brain Theory

Who can be Creative?

- ✓ We are all creative!
- ✓ As part of our human nature, we constantly search for new ways to do things, and for new things to do.
- ✓ In contrast, spiders have been building webs in the same way for millions of years! Have they thoughts of:
 - Turning the web on its side and use it as trampoline?
 - Twanging the threads as a musical instrument?

The Brains

- ✓ It resembles a 3 pound gray (its actually pink when we are alive) jellied walnut.
- ✓ It has the capacity to take in, process and program more 600 memories each second for 85 years.
- ✓ That 36,000 each minute.
- ✓ Over 51,840, 000 every day of your life!
- ✓ Unfortunately, we use only 2-3% of our brain's capacity.

Left & Right Brain

- ✓ In 1960's and early 1970's, Roger Sperry & Robert Ornstein discovered that left side of the brain is primarily responsible for "logical thinking" while the right of the brain is for more "intuitive thinking".
- ✓ There appears to be some small correlation (about 10%) between left-handed people and the fact that their right brain is used more "logical thinking" while the left brain is more "intuitive thinking"

Brain Hemispheres

<u>RIGHT</u>	<u>LEFT</u>
Creativity	Evaluation
Images	Logic
Colour	Reasoning
Emotion	Rational
Intuition	Analysis
Comprehension	Calculation
Recognition	Realism

**An idea is truly innovative if the right brain produces it
and left brain endorses it!**

Right-Brain / Left-Brain

- ✓ The activities of both sides of the brain are integrated. When you read a fiction book, left-brain translates the words and provides meaning; right-brain decodes the information to form images, provides the feeling and appreciates the humour.
- ✓ Most successful people are those who can easily shift from one thinking style to the other.
- ✓ School, in general, tend to concentrate on boosting the student's left brain in 'scholastic' subjects that rely on logical thinking, analysis and accuracy.
- ✓ Right brain activities such creativity, aesthetics and feelings tend to be downplayed intraditional academics enviroments.
- ✓ For many people, one side of the brain is more active thhan other.

Some Whole-Brain Thinkers

- ✓ PABLO PICASSO – As an artist, Picasso often made margin notes about specific compilation of colours (left-brain). His cubist drawing painting (example here of his self-portraits) introduced a mathematical concept (left-brain).
- ✓ LEONARDO DA VINCI – He was an artist (he painted the Mona Lisa – right brain), and sculptor (right brain), as well as a scientist, inventor, architect and mechani (left brain). He designed a flying machine that resembled the modern helicopter more than 400 years ago before it became a reality.

The Creative Thinkking Process

6 Phases

According to C.K Gorman, in his book “Creative thinking in Bussiness: A Practical Guide”, the creative thinking process passes through 6 Phases:

- i. Preparation
- ii. Concentration
- iii. Incubation
- iv. Illumination
- v. Evaluation
- vi. Application

Preparation

Conducting research to gather relevant information.

Concentration

Becoming totally absorbed
in the problems of the
situation.

Incubation

Taking time off, enjoying a rest period where the total process is turned over to the subconscious mind.

Illumination

The “a-ha” experience where insights, possibilities and answers come. Getting that great idea! Right brain doing most of work here.

Evaluation

Testing the ideas by taking it through a checklist of criteria; getting feedback, modifying and improving, gathering support.

Application

Innovatively applying
the solution.

Creativity Is:

- **Beauty**

- **Ha**

- **Discovery**

- **Aha**

THINKING

“OUT-OF –THE-BOX”

Without taking your pen or pencil off the page
join all 9 dots with 4 straight lines.

Mental Blocks & Blockbusters

The Monkey Trap

- ✓ hollowed-out coconut is hung from a tree. A small hole is made the bottom of the coconut and a tempting snack is placed inside.
- ✓ The Hole is big enough for the monkey to slide in its open hand but not big enough for it to withdraw its closed fist.
- ✓ The monkey smell the food, puts its hand into the hole, grasp the food and then cannot pull its clenched fist out of the opening.
- ✓ When the hunters arrive, the monkey panics and cannot pull its fist out of the opening.
- ✓ The monkey is holding itself prisoner by its own defective thinking.

Block & Blockbusters

BLOCK	BLOCKBUSTERS
• Negative attitude	• Attitude adjustment
• Fear of failure	• Risk taking techniques
• Executive stress	• Stress safety valves
• Following rules	• Breaking the rules
• Assumptions	• Checking assumptions
• Over-reliance on logic	• Your internal creative climate
• Believing you are not creative	• Believing your are creative

Creativity & Problem Solving

The Bracelet

- ✓ Ah Lian is a rich lady who collects expensive jewelry but always looks for good bargains.
- ✓ She has 4 pieces of gold chain, each piece consisting of 3 gold links. She wants to join them to form a bracelet of 12 links without any opening.
- ✓ She comes to you for this job. You charge \$30 to cut apart and weld together again each link. You tell her that the total cost 4 x \$30 or \$120. Ah Lian tells you that competitor can do it at only \$25 each link and therefore she needs to pay only \$100.
- ✓ Not a person to give up easily, you study the situation and tell her you can reducing the cost of \$30 per link. How do you do it?

Techniques For Idea Generation

Associations

- “The bringing together of 2 or more previously unrelaeated planes of thought” – Arthur Koestler (The Act of Creation)
- “Creativity is the making of the new and the new rearranging of the old” – Mike Vance, Disney Corp.

Techniques For Idea Generation

Examples

- Deodorant + ball-point pen = roll-on deodorant
- Typing mistakes + paint = liquid paper
- Wine press + die/punch = printing press
- Glue + wood-shaving/sawdust = chipboard

The “Scamper” Techniques

The “SCAMPER” Technique

- Created by zbob Eberle, its uses the acronym the set of directed wuestions for you to generate new ideas.
 - **S – Subsitute**
 - **C – Combine**
 - **A – Adapt**
 - **M – Modify**
 - **P – Put to other purposes**
 - **E – Eliminate**
 - **R – Rearrange / Reverse**

Subtitute

Think about replacing part of the problem, product or process with something else. You can change things, places, procedures, people, ideas, and even emotions.

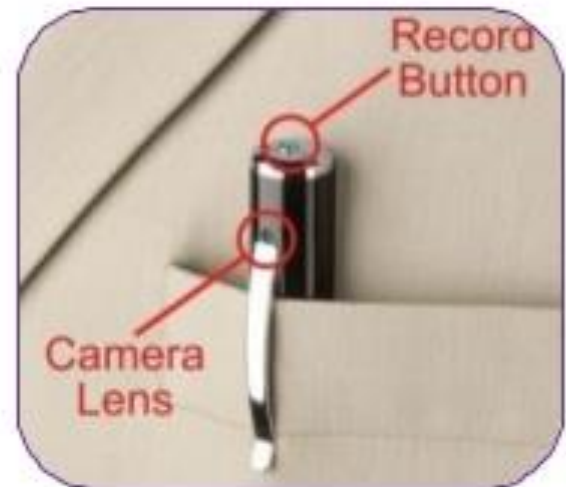


Trigger Words

alternate, colorize, exchange, fill in for, locum, proxy, relieve, rename, repackage, replace, reposition, reserve, shape, stand in for, surrogate, swap, switch, take the place of

Combine

Think about combining two or more parts of your problem to create a different product or process or to enhance their synergy.



Trigger Words

amalgamate, become one, blend, bring together, coalesce, come together, commingle, conjoin, fuse, intermix, join, link, merge, mingle, mix, package, relate, unite

Adapt

Think about adapting an existing idea to solve your problem. The solution of your problem is probably out there already.



comic



movie

Trigger Words

acclimatize, adapt oneself, adapt, adjust, alter, amend, become accustomed, bend, change, conform, contextualize, copy, emulate, familiarize, find your feet, fit, get a feel for, get used to, incorporate, make suitable, match, modify, readjust, refashion, revise, rework, settle in, transform, vary

Magnify/Modify

Think about ways to magnify or exaggerate your idea.



Trigger Words

amplify, augment, boost, enlarge, expand, extend, grow, heighten, increase, intensify, lengthen, make seem more important, multiply, overemphasize, overstress, raise, strengthen, stretch out

Put to other uses

Think of how you might be able to put your current idea to other uses, or think of what you could reuse from somewhere else in order to solve your own problem



Trigger Words

abuse, apply, avail yourself of, behave, benefit, bring into play, contextualize, deplete, draw on consume, employ, enjoy, exercise, exhaust, expend, exploit, get through, handle, luxuriate, make use of, manage, manipulate, mistreat, operate, reposition, source, spend, take advantage of, take pleasure in, tap, treat, use up, utilize, waste, wear out, work

Eliminate / Minify

Think of what might happen if you eliminated or minimized parts of your idea.



Computer in 1944



Trigger Words

abolish, control, curb, destroy, disregard, do away with, eradicate, exclude, excrete, expel, exterminate, get rid of, jettison, kill, lessen, limit, liquidate, lower, moderate, modulate, pass, play down, purge, reduce, reject, remove, restraint, restrict, shorten, simplify, temper, throw out, tone down, underemphasize, waste, wipe out

Rearrange/Reverse

Think of what you would do if part of your problem, product or process worked in reverse or were done in a different order.

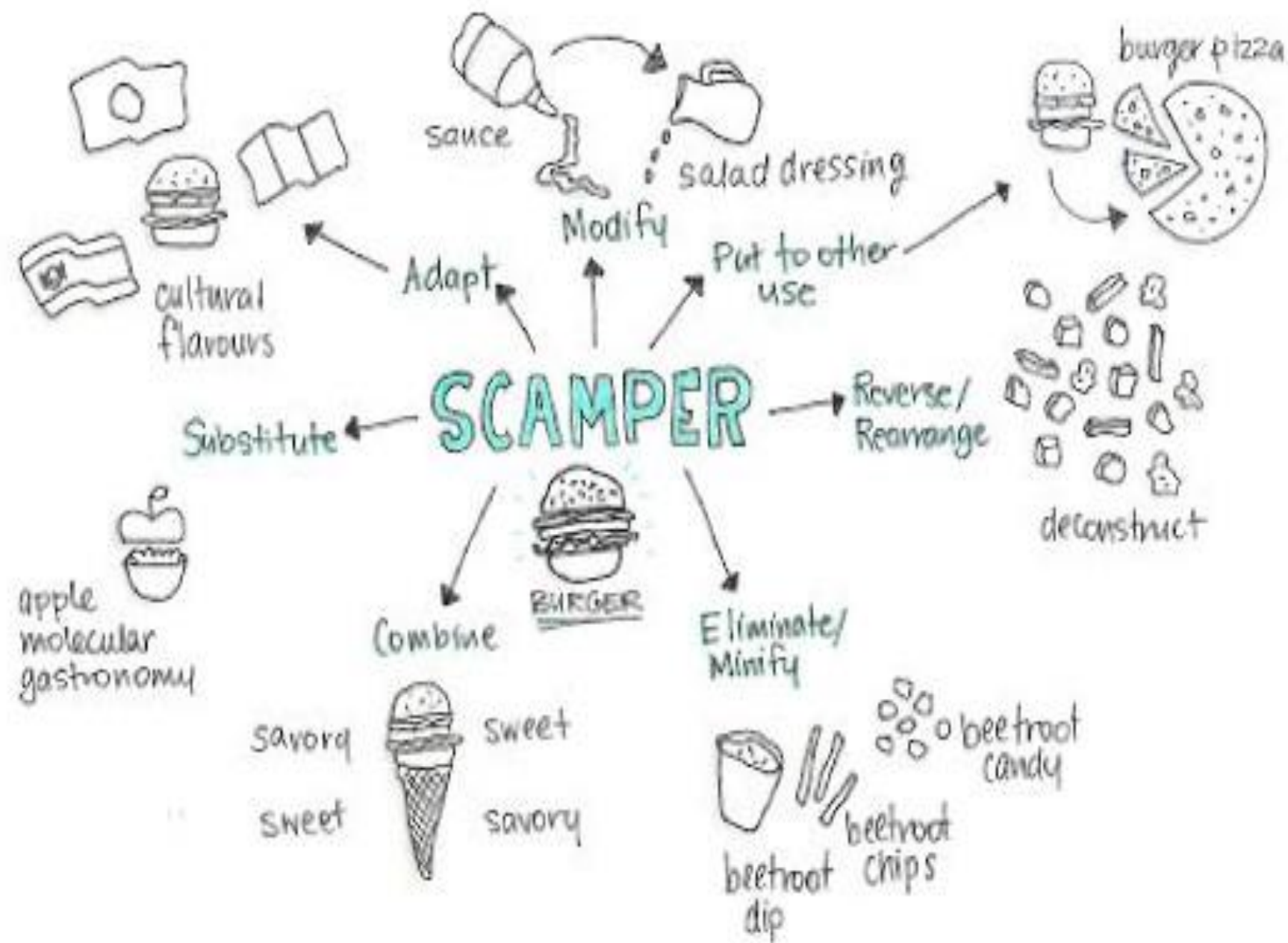


Trigger Words

adjourn, annul, back up, change the date, change, delay, drive backward, go backward, invalidate, invert, move backward, move, overturn, postpone, put off, quash, readjust, rearrange, relocate, render null and void, reorder, reorganize, repeal, reposition, reschedule, reshuffle, retreat, swap, switch, transpose, turn around, undo, withdraw

SCAMPER Method for Brainstorming (Eberle, 1971)

Substitute	What could be used instead of an existing component?
Combine	What could be added to an existing product?
Adapt	How can it be adjusted to suit a condition or purpose?
Modify, Magnify, & Minify	How can the color, shape, or form be changed? How can it be made larger, stronger, or thicker? How can it be made smaller, lighter, or shorter?
Put to other uses	What else can it be used for?
Eliminate	What can be removed or taken away from it?
Reverse & Rearrange	How can it be placed opposite its original position? How can the pattern, sequence, or layout be changed?



S.C.A.M.P.E.R. for ideas generation by Jamillim



Pencil



(+ eraser)



(- wood)



lead



Mechanical pencil



Pencil

Combine (+ Pen)

Substitute

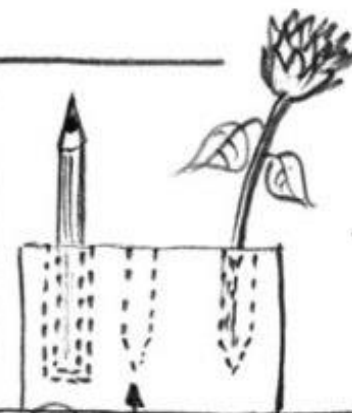
sharpener



Adapt



sliced sharpener



Reverse



XL



Normal



XS

Magnify / Minimize



Put to other use

Rearrange



black grey

How to use “SCAMPER”

- Isolate the challenge or subject you want to think about.
- Ask SCAMPER questions about the challenge or subject to see what new ideas can emerge.

Substitute

- The Russians failed to market vodka in the USA in the 1930s because clear alcohol was not popular.
- They sold rights to Hueblein, who look for other ingredients to colour the drink.
- Moscow Mule, Screwdriver and Bloody Mary were born and caused vodka sales to rise from 6,000 cases a year to 38 million in 1988.

Combine

- Someone asked the American gas ARCO whether after they have pumped their gas, they could walk over to the adjacent convenience store to get a ready to eat hamburger, and then pick-up a quart of milk to take home.
- Now you can have your petrol pumped, dinner eaten and shopping done in a minutes all at the petrol kiosk.

Adapt

- William Durant, the founders of General Motors, had great ideas but could not run the company profitably.
- He was replaced by Alfred Sloan, who as able to take maney of Durant ideas and turn thnem into orededly reality.
- Durant bitterly said to a friend: “If a clever man can figure out how to hold a cow by its ears, even moron can milk it.

Modify

- The marketing people 3M relied on advertisements and brochures to sell its Post-It pads, but sales did pick up.
- It's General Sales Manager. Joe Remy, noticed people who started to write on pads could not stop. He convinced the company to modify this marketing approach to give a way free samples.

Put to other Uses

- A toilet tissue manufacturer discovered a carload of paper that was too thick and heavy to be made.
- Unable to return it, he asked “what else could be done with this paper?” , and the paper towel reborn.

Eliminate

- Before 1836, mail had been paid by the addressee, with fee computed according to distance and weight. This made correspondences expensive and slow.
- Rowland Hill proposed that postage be uniform regardless of distance, and this fee be prepaid by buying and affixing a stamp.
- Overnight, mail became easy, convenient and absurdly cheap.

Rearrange

- Xerox's first copier sold for \$4,000. Few companies were willing to make such a capital investment as it meant seeking approval from board of directors.
- Xerox understood this. Instead of selling their machine, they sell what they produce: copies. At 5¢ a copy, the company staff could pay for them out of petty cash.

Reverse

- Amana used reversal in selling its home freezers.
- Instead of selling its big, ugly and expansive home freezers, Amana began selling wholesale food door to door.
- Once people bought huge quantities of cheap food, they needed something to store them in.

The Sony Walkman Story

- The SONY Walkman evolved from a failure into a best-selling electronics device.
- In 1978, SONY engineers tried to design a small, portable stereo tape recorder, but it could not record and it failed. They gave up and used the machine to play music while they worked on other projects.
- The honorary chairman of SONY, Masaru Ibuka, noted that an unrelated project was going on elsewhere in the plant to develop lightweight portable headphones.
- Ibuka thought: “What if we combine them (combine)? You could leave out recording and use it to just play music (minify).”

The Sony Walkman Story

- Everyone expects a tape recorder to also record that no one considers reversing it (reverse). Who would a playback machine with no speaker and no recorder? Think of it as tape recorder, but as new concept in entertainment (put to other uses).
- “Add earphones, and you will dramatically magnify the quality of the music played (magnify).
- With a limited promotion budget, ibuka decided to go for an unconventional market introduction (substitute). The advertising campaign consisted mainly of free samples to youths
- Eventually, the yuppies bought them for use while jogging, playing golf for commuting.
- SONY recognised this and modified their pricing and marketing campaigns accordingly (modify).

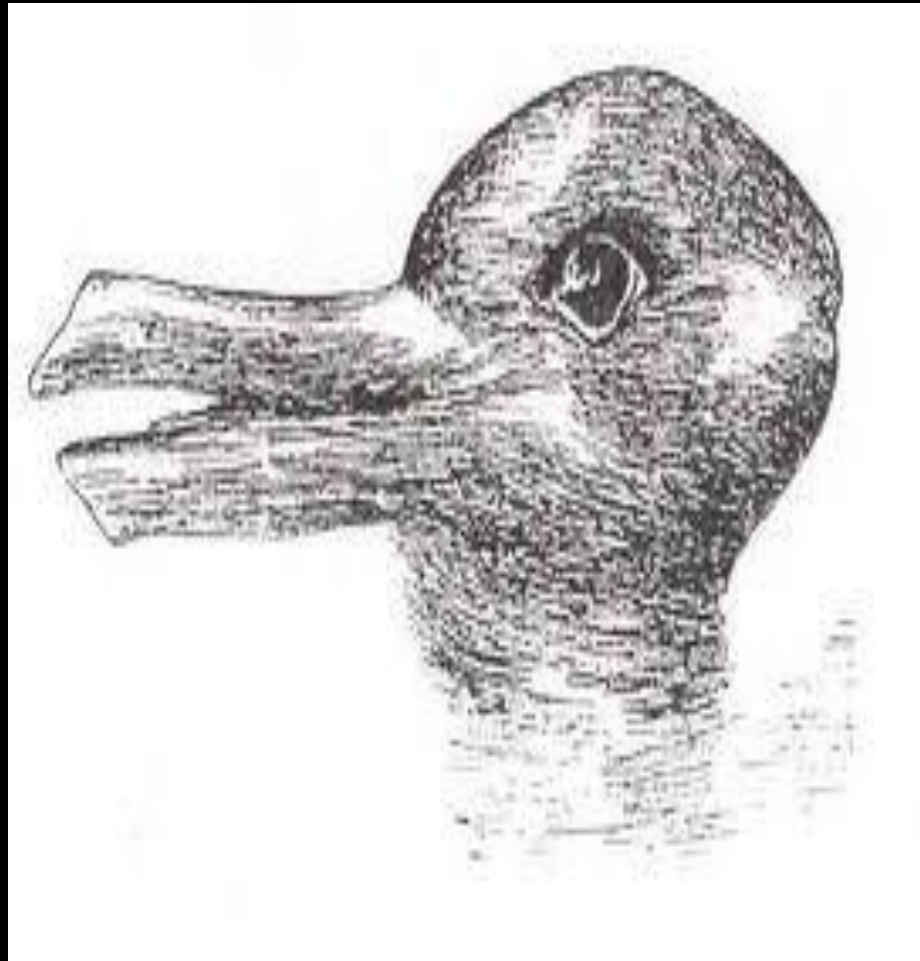
Understanding Perception

- **What Do You See?**



Understanding Perception

- What Do You See?



Understanding Perception

- People perceive things differently.
- What we perceive can very often be different from reality.
- Our perception can be influenced by our:
 - Belief
 - Value System
 - Past experiences
 - Expectations

Another Story

- Adam is having breakfast with his family.
- His daughter knocks over a cup of coffee onto his business shirt.
- Adam curses and scolds his daughter. She bursts into tears.
- Adam turns to his wife and criticizes her for putting the cup too close to the edge of the table. A short verbal battle follows.
- Adam goes upstairs to change his shirt.
- His daughter is now upset to finish breakfast and get ready to for school. She misses her school bus.
- Adam drives her to school. Because he is late, Adam drives dangerously fast.

Another Story

- He is caught by the traffic police and fined a hefty sum. When he arrives at the school, his daughter saying goodbye.
- Adam arrives at his office half an hour late, and finds he forgets his briefcase. His entire day is terrible.
- When he arrives home after work, he finds a wedge in his relationship with his wife and daughter

Another Version

- Adam has no control over the coffee spilling onto his business shirt. But what happens next is determined by how Adam reacts.
- Adam could have gently told his daughter to be more careful next time.
- He does not take his frustration on his wife.
- Adam goes upstairs to clean up and change his shirt, and takes his briefcase.
- He comes downstairs and sees his daughter gets into the bus. She turns and waves.
- Adam kisses his wife before going work.
- Adam arrives at the office 5 minutes early and greets his staff.
- When he arrives home, he find a loving and caring family awaits him.

What Is Right Attitude ?

- Our attitude is not determined by circumstances, but by how we respond to circumstances.
- Our minds determined our attitude. We can respond positively or negatively.
- It's how we react to events, not the events themselves, that determine our attitude.

$$E + R = O$$

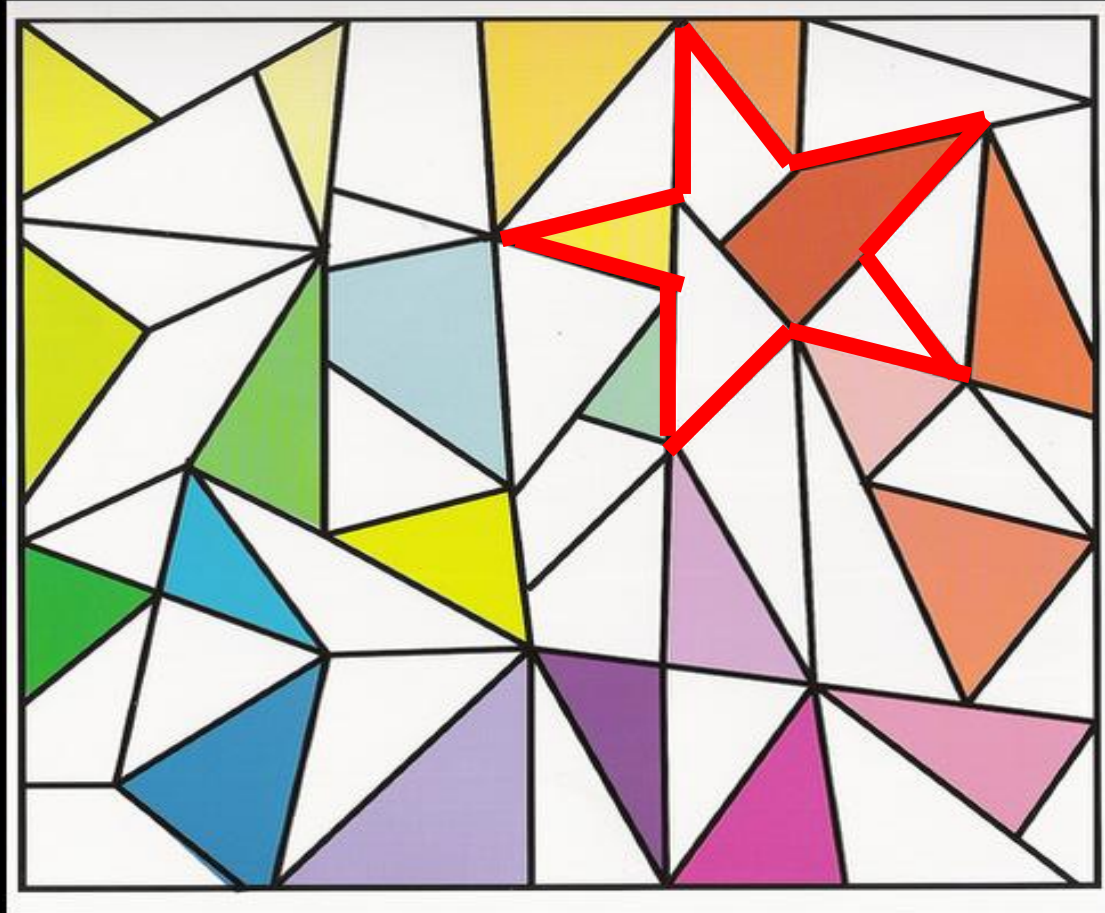
Finding the Right Attitude

- If someone cuts you off in traffic, how would you react?
- If someone say something bad about you, do not be sponge. Let the attack roll off you like water on glass.
- If your plane is late, do you take out your frustration on the flight attendant? She has no control over this. Use your time to get to know other passengers, catch up on your reading, etc.

Reframing The Mind

- It is a techniques that encourages an individual to look at negative situation and give it a positive angel.
- It is also known as “positive self-talk” or “self-empowerment”.

APPENDIX B- STAR



Can you find a 5-pointed star?

APPENDIX C - MY ACTION PLAN

Bil.	The most important thing I have learnt in this workshop are:	This is how I intend to apply them in my workplace and life	Deadline for action
1.			
2.			
3.			

The 'Three Creations'

**Conception
or 'visioning'**

Implementation

Development



Developing A Creative Enviroment

You can develop a creative enviroment by:P

- Building trust
- Giving people scope
- Asking for their ideas
- Seeing problems as opportunities
- Learning from 'mistakes'
- Developing open-ness to change
- Helping people to be able to deal with change

Some Creative Tools and Techniques

- Re-arranging patterns
- Paradigm shifting
- Negations and distortions
- Looking for the 'second right' answer
- Changing your question
- Similes, metaphors
- Humor
- Dreaming
- Differences and similarities
- Learning from 'mistakes'
- Scateral thinking
- Real brainstorming
- Metaplanning
- Radial thinking and mapping
- Chunking up and down
- Zooming in and out
- Stepping stones
- Random stimulation
- Word association
- Wild imaginings / fantasies ('what if...')
- benchmarking

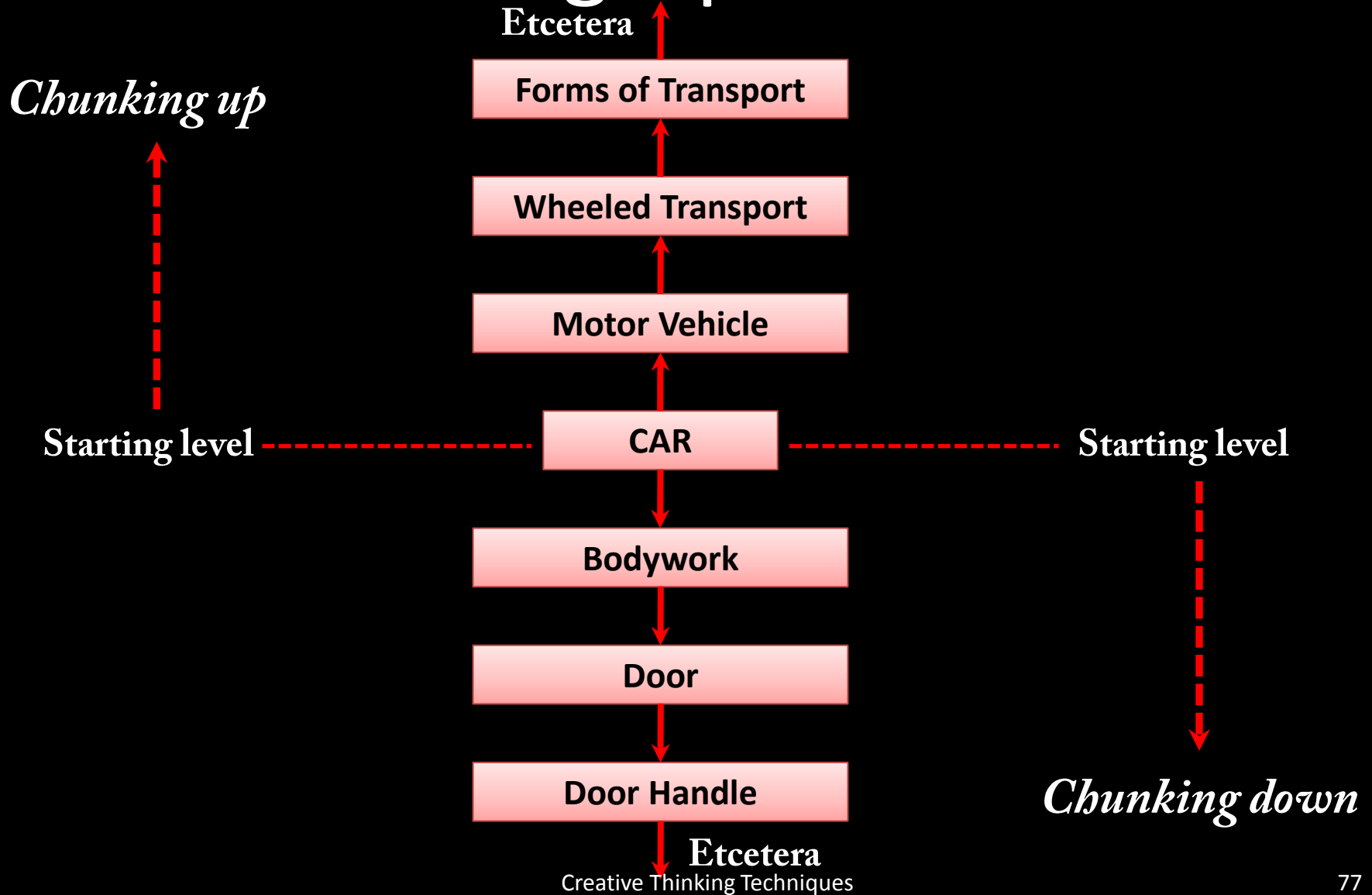
Real Brainstorming

- Make sure everyone is clear on the ground rules*
- Give advance notice of the topic*
- Control the size of the group
- Invite diverse people
- Be courteous
- Keep the session brief and active
- Start with a bang
- Be positive
- Facilitate actively but lightly
- Write all the ideas down
- Avoid flashlamp thinking*
- Listen
- End prematurely
- Close with actions

Chunking Up and Down

A very useful creative techniques that is based on the idea that, often, we cannot solve a problem at the level at which it exists. Chunking up and down helps to approach the subject at a different level, for example:

Chunking Up and Down



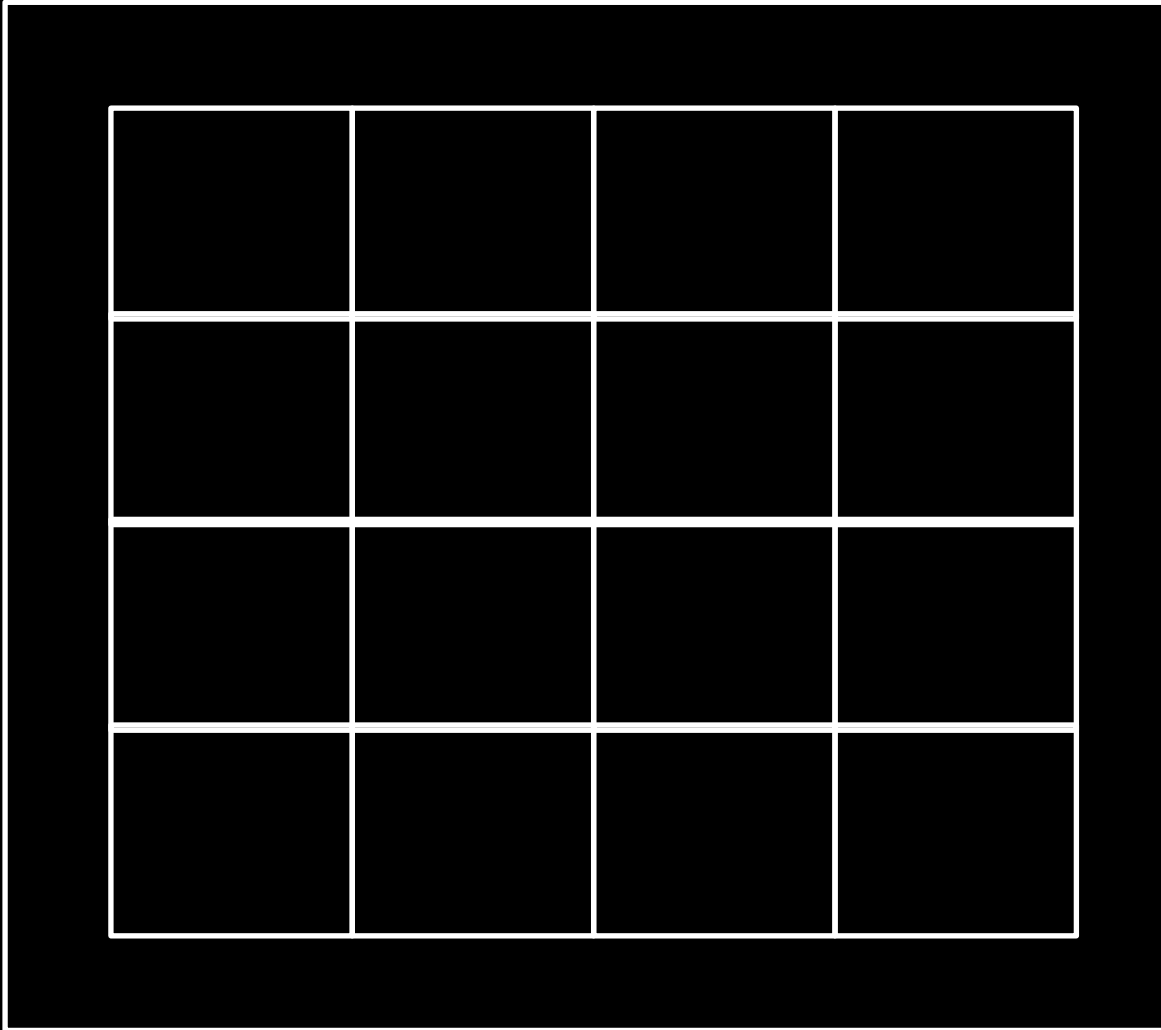
Chunking Up and Down

This example is chunked down for one area of the car only. Other parts could be studied similarly. Connections could also be made 'horizontally', for example to consider other forms of wheeled transport such as buses

Wizzo The Wonder Product

- Create a new product that you believe your customers cannot do without – it can be as wacky as you like
- Identify its unique selling points and benefits – why should people buy it?
- Present to the other team(s) using a drawing or diagram
- Involve everyone in your team


How many squares?








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