

# Creative Ideas

List ways to generate them

What are we trying to accomplish?

How will we know if a change is an improvement?

What changes can we make that will result in improvement?



# Checkpoint



- Are we clear about the problem we are solving?
- Do we all have the same picture?
- Do we have external buy-in?
- Are root causes actionable?

# Generating Ideas

- Creativity = discovery of new ideas or concepts or the new associations of existing ideas or concepts
- Innovation = generating and applying creative ideas in a novel, useful and viable context

# Creativity or Innovation ?





# Creative Thinking

- Creativity implies having thoughts that are **outside the normal pattern**.
- What can hinder you from thinking creatively?



Good ideas happen “by chance”

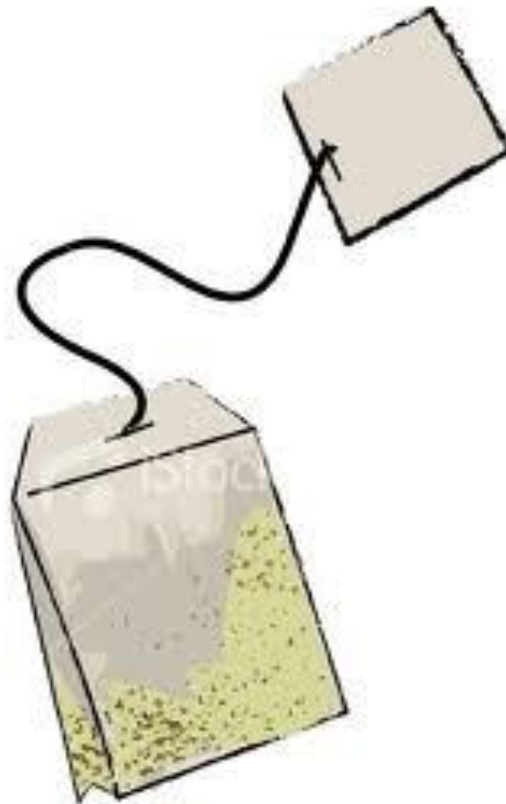


I just don't have it; I can't.



You need to be smart to have reativity

# Exercise



# Developing Creative Ideas

1. Ask the “stupid” question
2. How would another business do this?
3. Wisdom from famous people – “ If I were..”
4. Analogies – “ It’s like...”
5. Forced associations
6. Look at smaller pieces
7. Reverse assumptions
8. Get a fresh perspective
9. Reword the problem
10. Think like a child





# Let's Try Another Exercise

**Getting staff to remember to do  
hand hygiene**

# Encouraging Ideas

Enablers are activities and actions that assist with, rather than directly provoke, idea generation. They create a positive atmosphere.

- Belief in self and team
- Permission to change
- Create loafing opportunities
- Change environment
- Shut out distractions
- Fun and humour



# Organising to Think Creatively

## 1. Set the stage

- Clear focus
- Everyone participates
- Ground rule stated

## 2. Brainstorm for ideas

- Nurture all ideas
- Don't self censor
- Value different thoughts
- Mediate if necessary

## 3. Convert into solutions

- Have many ideas
- Cross fertilize
- Get buy-in
- Choose simple ideas
- Implement those within control
- Observe the impact

# Additional Information

# Change Concepts

*“A general notion or approach to change that has been found to be useful in developing specific ideas for changes that lead to improvement ”*

## **Nine Groupings of General Concept Changes for Improvement**

1. Eliminate Waste
2. Improve Work Flow
3. Optimize inventory
4. Change the work environment
5. Producer/Customer interface
6. Focus on Time
7. Focus on Variation
8. Mistake Proofing
9. Focus on a Product or Service

From: Langley, G., Nolan, K., Nolan, T., Norman C., Provost, L., The Improvement Guide: A Practical Approach to Enhancing Organizational Performance.



# Listing of Change Concepts

## A. Eliminate Waste

1. Eliminate Things that are Not Used
2. Eliminate Multiple Entry
3. Reduce or Eliminate Overkill
4. Reduce Controls on the System
5. Recycle Or Reuse
6. Use Substitution
7. Reduce Classifications
8. Remove Intermediaries
9. Match the Amount to the Need
10. Use Sampling
11. Change Targets or Set-points

## B. Improve Workflow

1. Synchronization
2. Schedule into multiple Processes
3. Minimize Handoffs
4. Move Steps in the Process Close Together
5. Find and Remove Bottlenecks
6. Use Automation
7. Smooth Work Flow
8. Do Tasks in Parallel
9. Consider People as in the Same System
10. Use Multiple Processing Units
11. Adjust to Peak Demand

# Listing of Change Concepts

## C. Optimize Inventory

1. Match Inventory to Predicted Demand
2. Use Pull Systems
3. Reduce Choices of Features
4. Reduce Multiple Brands of Same Item

## D. Change the Work Environment

1. Give People Access to Information
2. Use Proper Measurements
3. Take Care of Basics
4. Reduce De-motivating Aspects of Pay System
5. Conduct Training
6. Implement Cross-training
7. Invest More Resources in Improvement
8. Focus on Core Processes and Purpose
9. Share Risks
10. Emphasize Natural and Logical Consequences
11. Develop Alliance/Cooperative Relationships

# Listing of Change Concepts

## E. Producer/Customer Interface

1. Listen To Customers
2. Coach Customers to Use Product/Services
3. Focus on the Outcome to A Customer
4. Use A Coordinator
5. Reach Agreement on Expectations
6. Outsource for “Free”
7. Optimize Level of Inspection
8. Work with Suppliers

## F. Focus on Time

1. Reduce Set-up or Start-up Time
2. Set Up Timing to use Discounts
3. Optimize Maintenance
4. Extend Specialists' Time
5. Reduce Wait Time

# Listing of Change Concepts

## G. Focus on Variation

1. Standardization
2. Stop Tampering
3. Develop Operational Definitions
4. Improve Predictions
5. Develop Contingency Plans
6. Sort Product Into Grades
7. Desensitize
8. Exploit Variation

## H. Mistake Proofing

1. Use Reminders
2. Use Differentiation
3. Use Constraints
4. Use Affordances

# Listing of Change Concepts

## I. Focus on the Product or Service

1. Mass Customization
2. Offer Product/Service Any Time
3. Offer Product/Service Any Place
4. Emphasize Intangible
5. Influence Or Take Advantage Of Fashion Trends
6. Reduce The Number Of Component Parts
7. Disguise Defects
8. Differentiate Product Using Quality Dimensions

From: Langley, G., Nolan, K., Nolan, T., Norman C., Provost, L., The Improvement Guide: A Practical Approach to Enhancing Organizational Performance. San Francisco: Jossey-Bass Publishers, 1996.