



University of St.Gallen



Visual Creativity Techniques Applied to Knowledge Transfer

International Seminar on Knowledge Sharing for Tourism

The Case against Brainstorming

Why you immediately should ban it...

**Brainstorming is not a good idea generation method.
Because of...**

- 1. Production blocking** ('I can't think when I need to listen')
- 2. Creative limitation, mutual contamination** ('I hear and I follow')
- 3. Social loafing** ('sit back and enjoy the show')
- 4. Lacking stimuli** ('quick....think of any idea...')
- 5. Lacking constraints** ('waaaay out of the box')
- 6. Lacking improvement loops** ('no criticism!')



Visual Creativity in Knowledge Work

What you will learn

1. How do we stop destroying our capability to be creative
2. Alternatives to brainstorming
3. How to (re-)start working creatively



The Perspectives Diagram

Simply more Involvement



Nominal Group Technique

Generate Higher Quality Ideas

The classical form suggested by Delbecq et al. uses the following steps:

1. Anonymous generation of ideas in writing, begins with the facilitator stating the problem and giving the participants up to 10 minutes to jot down any initial ideas privately. The facilitator also writes down his own ideas.
2. Round-robin recording of ideas, allows each person in turn to read out one idea, which the facilitator writes up on a flip chart for all to view and numbered sequentially. This is repeated going around the groups until all ideas are exhausted and any duplicates are eliminated.
3. Serial discussion to clarify ideas and check communication is encouraged by the facilitator. Working through each ideas systematically asking for questions or comments with a view to developing a shared understanding of an idea. Discussions are calm and controlled to aid clarification of the idea, they are not heated debates
4. Preliminary anonymous vote on item importance is usually carried out in the method described under Anonymous Voting.
5. Further discussion and voting, takes place if the voting is not consistent. Steps 3 – 4 can be repeated and any ideas that received votes will be re-discussed for clarification.



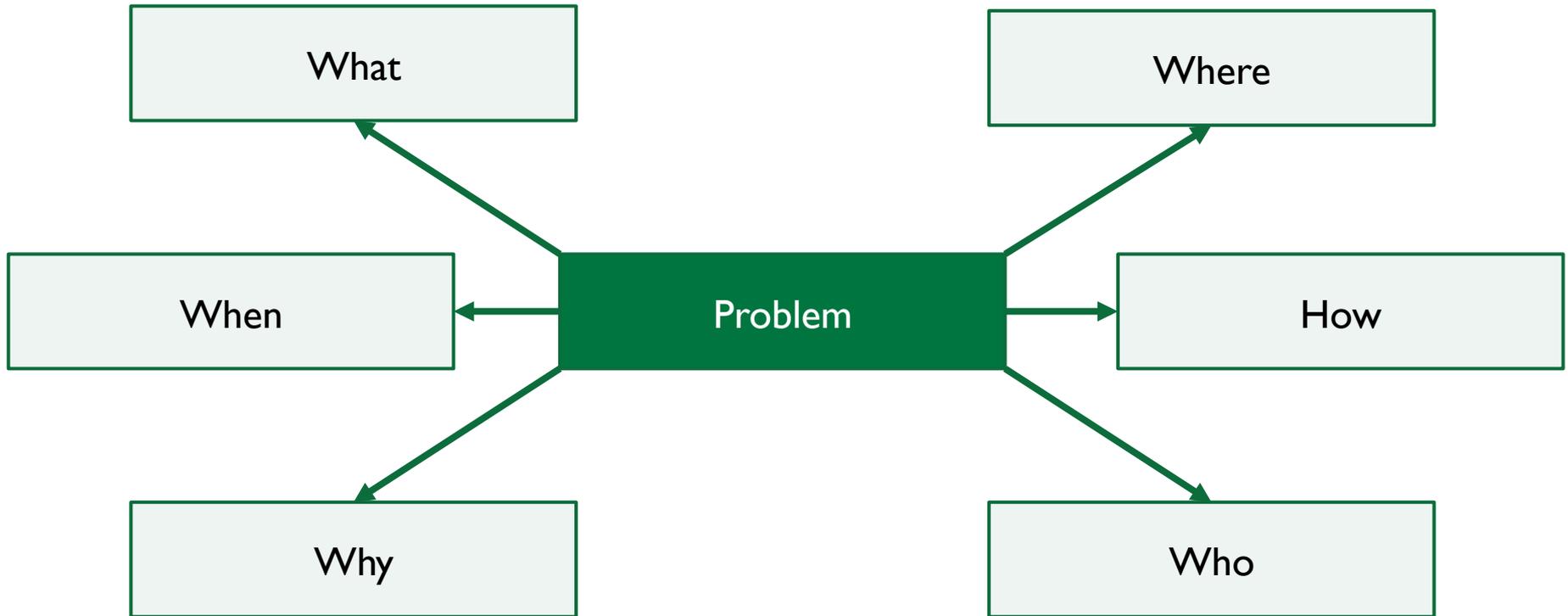
Flip Flop Method

Destroy your Knowledge



The Six Universal Questions

A Simple Universal Truth



Creative Questions for Knowledge Transfer

Share Experience not Conceptual Circumstances



Creative Questions for Knowledge Transfer

Share Experience not (Conventional) Circumstances

How do you approach the buildup of a new destination?

Think of the last congress you attended. What went wrong?

What are you specifically proud of?

When I would have to take over your job today – what would be the biggest challenge?



Problem Iteration Cycle

A bilateral Knowledge Transfer Tool

Problem statement

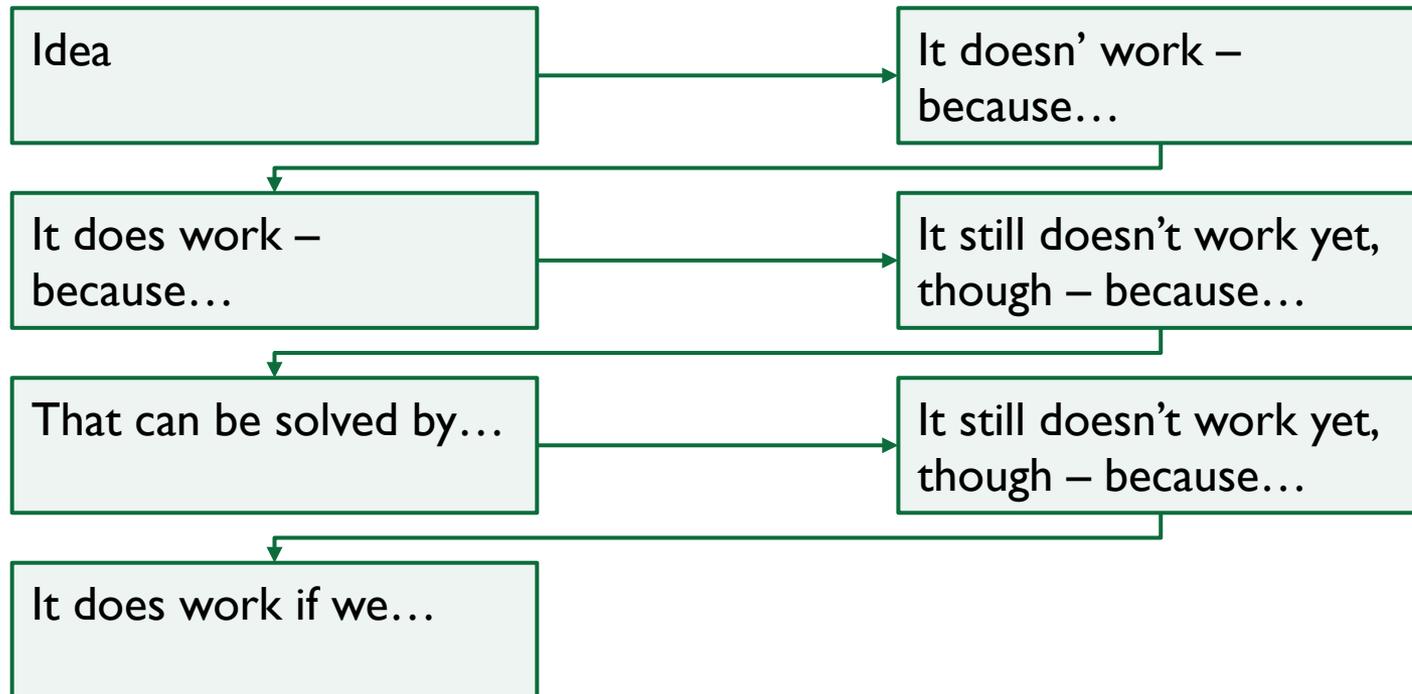
e.g. At a congress, how do you achieve that people go there...



Person 1



Person 2



The SCAMPER Method

Seven Perspectives on your Problem

S

Substitute something

C

Combine it with something

A

Adapt something to it

M

Modify or Magnify it

P

Put it to some other use

E

Eliminate something

R

Reverse or Rearrange it

Think about replacing part of the problem, product or process with something else. By looking for replacements you can often come up with new ideas. You can change things, places, procedures, people, ideas, and even emotions.

Helper Questions

- Can I replace or change any parts?
- Can I replace someone involved?
- Can the rules be changed?
- Can I use other ingredients or materials?
- Can I use other processes or procedures?
- Can I change its shape?
- Can I change its color, roughness, sound or smell?
- What if I change its name?
- Can I substitute one part for another?
- Can I use this idea in a different place?
- Can I change my feelings or attitude towards it?

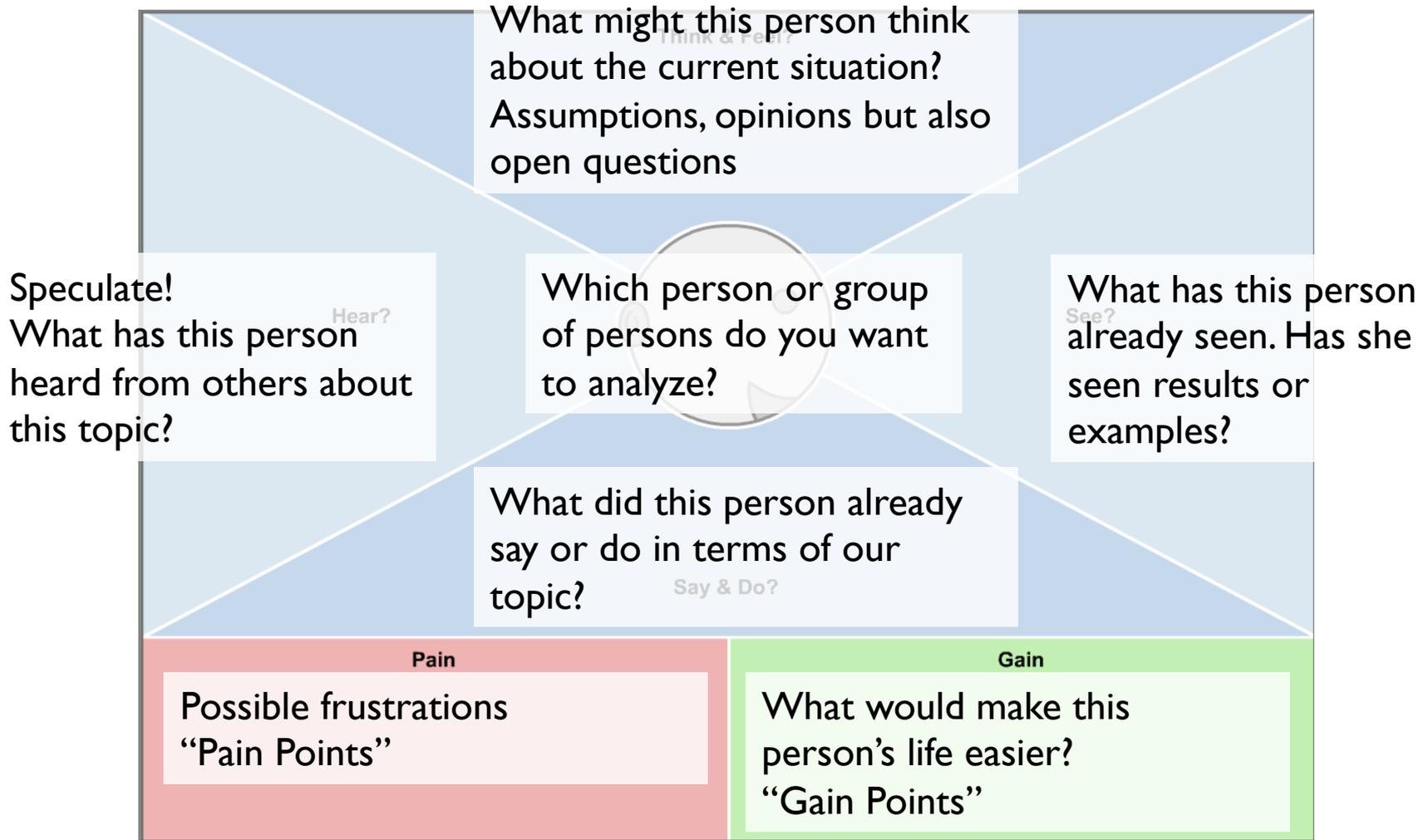
Trigger Words

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



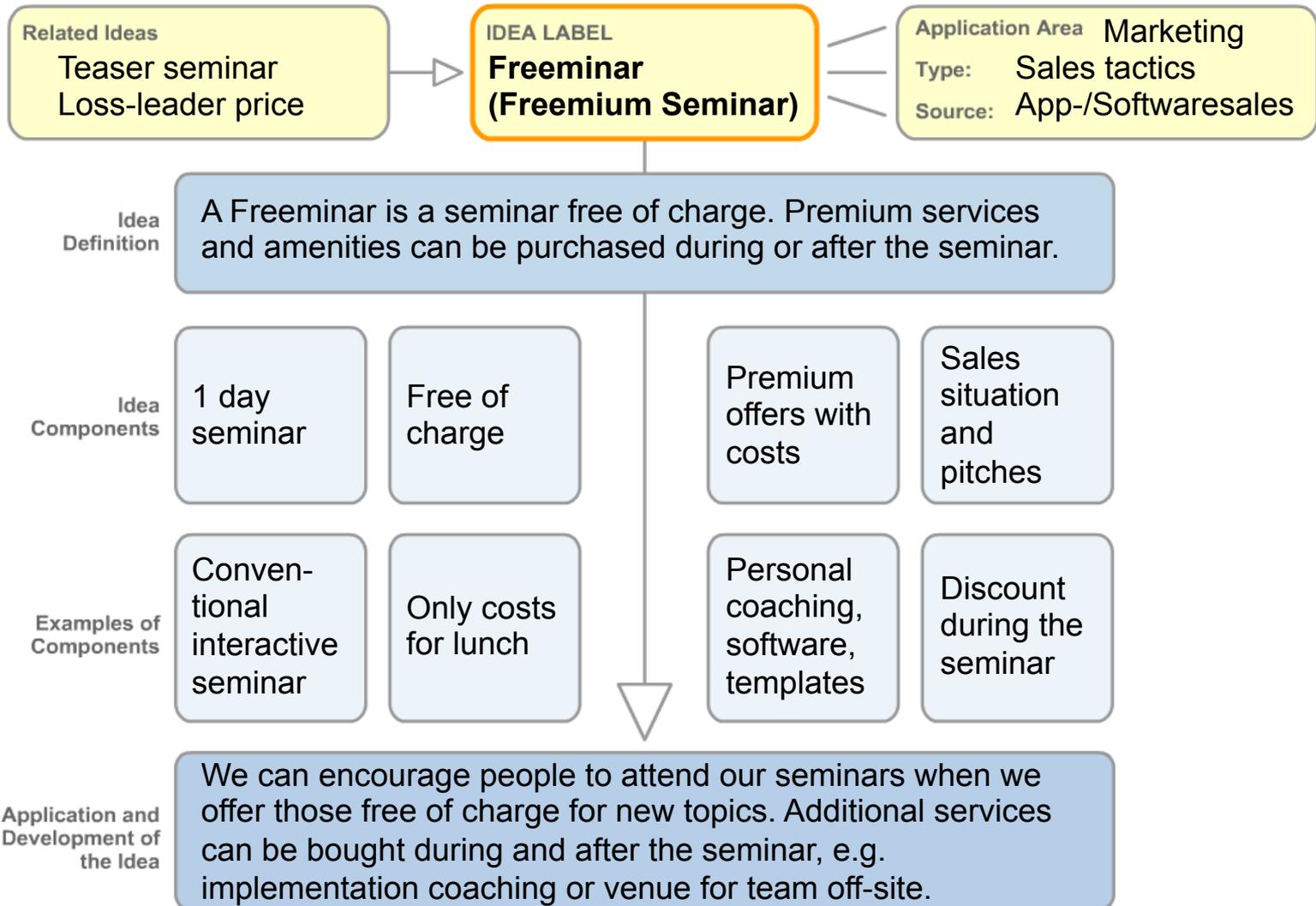
The Empathy Map

Perceiving from the Clients View



Idea Blue Print

Polishing your Ideas



Creativity Starters

Do try this at Work

1 How could you make the problem worse? Then invert.

2 Use solutions from other realms of life? Analogize!

3 Think of the solution, not the problem.

4 What first step can reduce the problem? Get started.

5 Use serendipity – give chance a chance.

