

# Creative Process in Service of Social Mission and Spiritual Development

**Diocesan Mission and Ministry Conference 2022**

Dr. Amy Zidulka, Royal Roads University



**Royal Roads**  
UNIVERSITY



# The Invitation

- Honoured—and intimidated
- My background
  - Personal
  - Professional
    - Research interest: How might “uncreative” organizations act in creative ways—given that we need them to?
- Came to see the parallels between creative process and the goals of this conference:
  - To scaffold dialogue & community building
  - To open to new possibilities

The Committee: Rev. Lorne Manweiler, Rev. David Taylor, Rev. Adam Yates, Rev. Roberta Fraser, Rev. Alecia Greenfield, Deirdre Thornton

# Agenda

- Foundational ideas
- Your relationship to the creative process
- The Creative Problem Solving (CPS) process
- The workshops: How you'll be using CPS





# Individual vs Collective Creativity



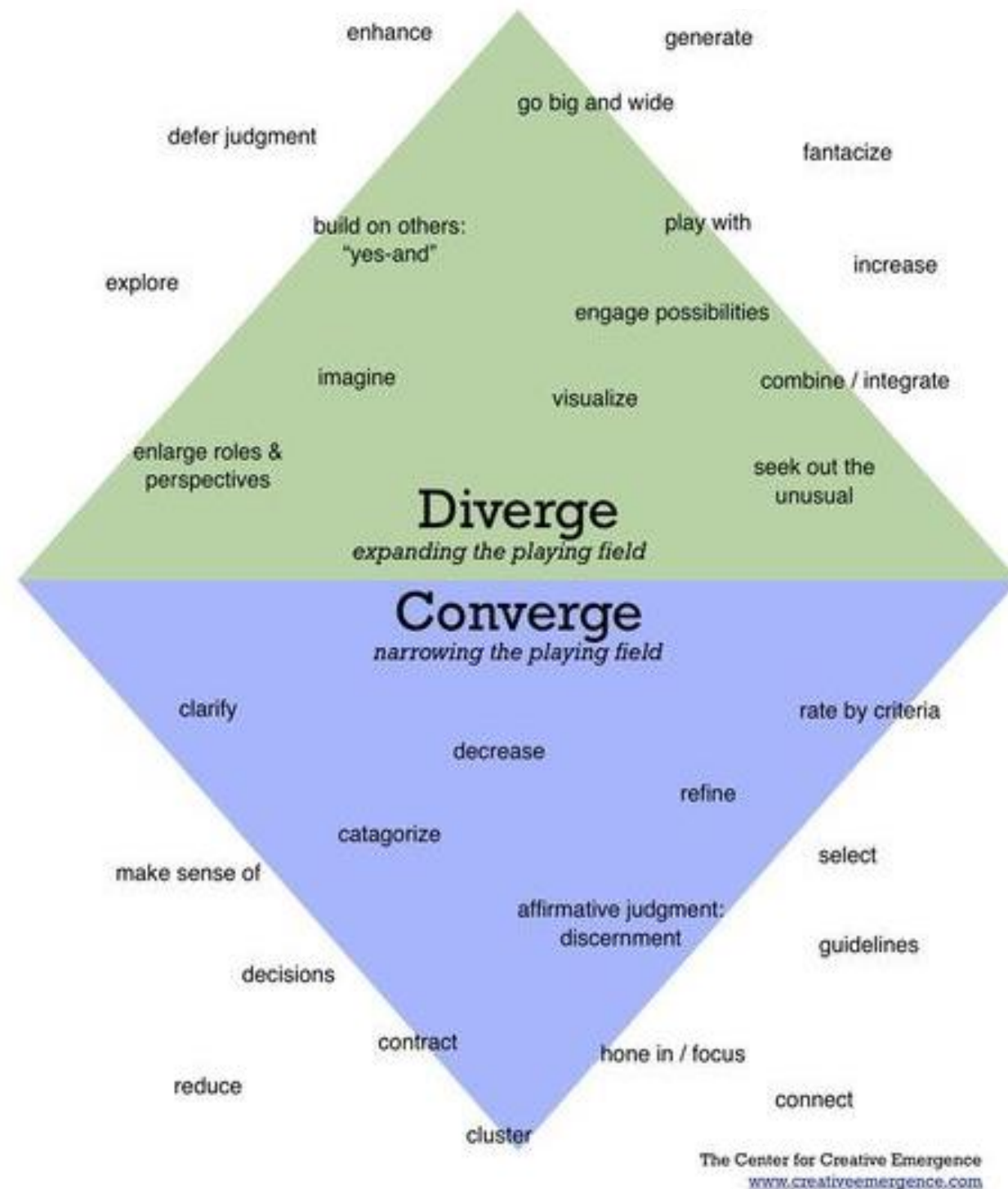


# Creativity Defined

- Creativity refers to that which is **novel + useful/relevant, within a given context**
- Innovation refers to creative ideas that have been **implemented**

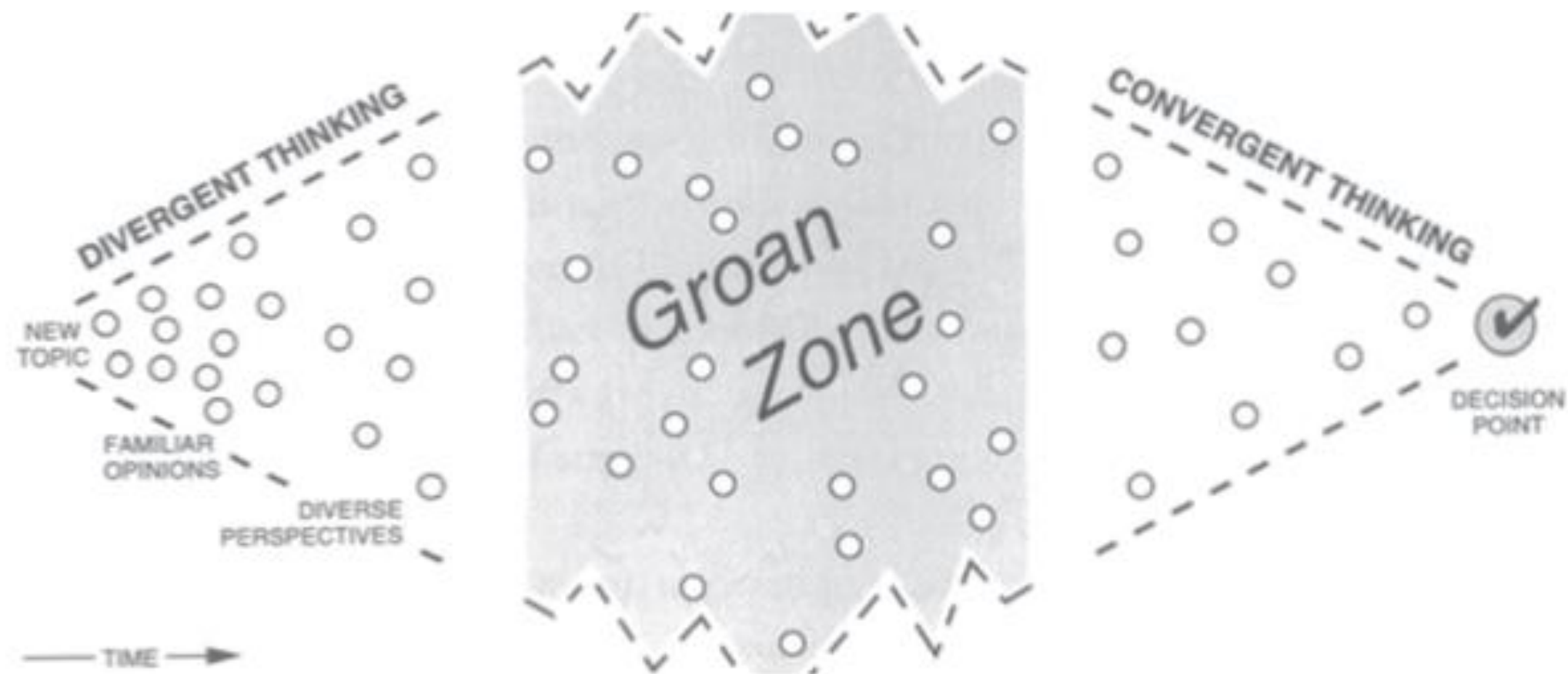


# Diverging & Converging as Foundational



*Usefulness/Relevance is an ultimate goal—but cannot be a starting place.*

# Diverging & Converging as Foundational



Kaner, S. (2014). *Facilitator's guide to participatory decision-making*. John Wiley & Sons.



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# Who Is Needed for Collective Creativity?



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Developers get things right.



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# Who Is Needed for Collective Creativity?

## Clarifier-at-a-glance

- Enjoys exploring challenges and opportunities
- Likes to examine the details
- Wants a clear understanding of the issue
- Prefers a methodical approach to solving problems
- May suffer from "analysis paralysis"

## Ideator-at-a-glance

- Likes to look at the big picture
- Enjoys toying with ideas and possibilities
- Likes to stretch his or her imagination
- Enjoys thinking in more global and abstract terms
- Takes an intuitive approach to innovation
- May overlook details

## Developer-at-a-glance

- Enjoys putting together workable solutions
- Likes to examine the pluses and minuses of an idea
- Likes to compare competing solutions
- Enjoys analyzing potential solutions
- Enjoys planning the steps to implement an idea
- May get stuck in developing the perfect solution

## Implementer-at-a-glance

- Likes to see things happen
- Enjoys giving structure to ideas so they become a reality
- Enjoys seeing ideas come to fruition
- Likes to focus on "workable" ideas and solutions
- Takes the Nike approach to innovation (i.e., "Just Do It!")
- May leap to action too quickly





# Your Leanings?

- Choose one “type”—clarifier, ideator, developer, implementer—that you identify with; explain why
- Share a story or something about you that demonstrates why you identify with this type:
  - Individual or group
  - Personal or professional
- How has this tendency served you? How has it not served you?
- If you ended up on a team together, to address a challenge for the church, what might you be aware of?



*We tend toward general ways of being, but are different in different contexts*



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*Creativity is not an escape from disciplined thinking. It is an escape with disciplined thinking.*



Jerry Hirschberg.



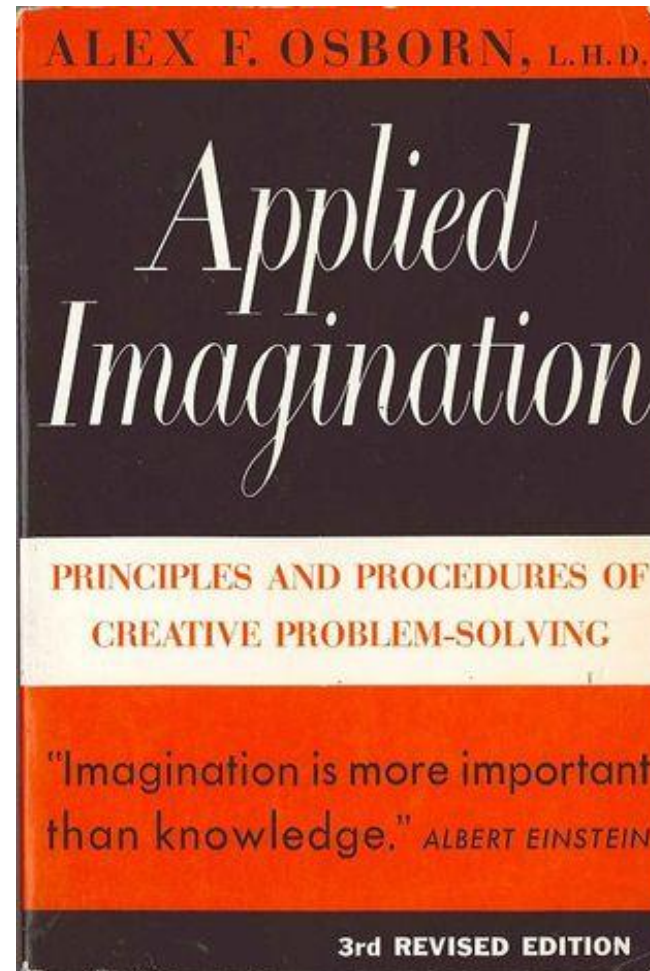
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# The Creative Problem Solving Process

- Founded by Osborn 1950s; researched and practiced since
- CEF, CPSI, ICSC
- Multiple versions of the model



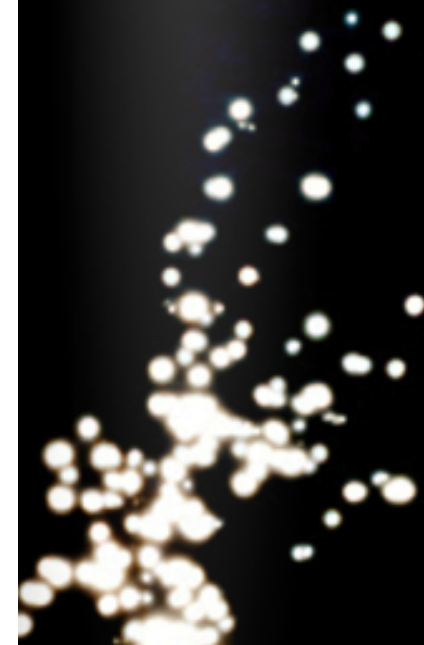


# The Creative Problem Solving Process



# INNOVATION METHODS MAPPING

DE-MYSTIFYING 80+ YEARS OF INNOVATION PROCESS DESIGN



Humantific for OPEN Innovation Consortium

## INNOVATION METHODS BY GROUP

## INNOVATION METHODS BY GROUP

### GROUP 1: CREATIVE PROBLEM SOLVING (CPS) PROCESS MODELS ..... PAGE 45

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2. OSBORN'S CREATIVE PROBLEM SOLVING PROCESS (VERSION 1.0) .....	1953 .....	49
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### GROUP 3: PRODUCT DESIGN PROCESS MODELS ..... PAGE 109

31. R. COOPER STAGE-GATE MODEL .....	1986 .....	111
32. UNITED TECHNOLOGIES INNOVATION PROCESS .....	2000 .....	113
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34. GOOGLE VENTURES PRODUCT DESIGN PROCESS .....	Circa 2012 .....	117

## INNOVATION METHODS BY GROUP

### GROUP 4: SERVICE DESIGN PROCESS MODELS ..... PAGE 119

35. SCHEUING & JOHNSON SERVICE DESIGN PROCESS .....	1989 .....	121
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37. FROG SERVICE DESIGN PROCESS .....	Circa 2004 .....	125
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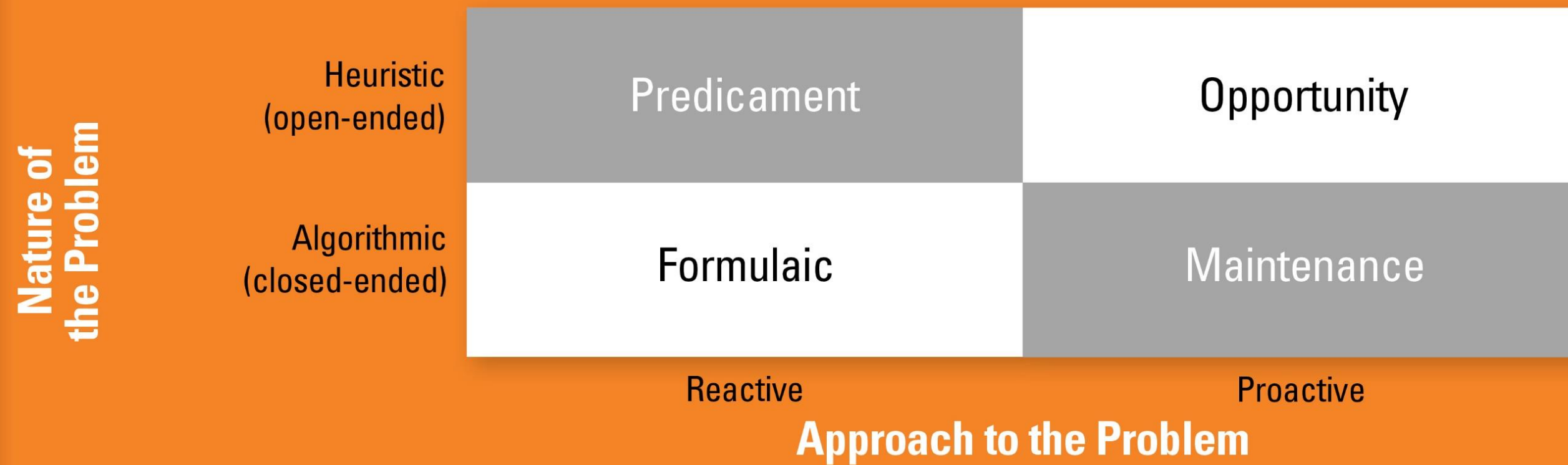
# Advantages of CPS

- Scaffolds creative development (divergence implicit in some other models)
- Compatible with analytical approaches
- Fosters greater focus on clarification
- Differentiates between ideas and solutions



# Not Just for “Problems”

Figure 1: Types of Problems



Use CPS



Don't use CPS

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# The 4I's

**Influence:** Will the individual or group who brought the problem forward be in a position to impact or change the situation? When a solution to the problem has been identified, will those who brought it forward have the authority or potential to implement the solution?

**Imagination:** Does the problem require creative thinking and does the individual or group desire new thoughts or approaches for the situation?

**Interest:** Is this an important problem, and does the individual or group recognize the need to spend time explicitly working on it?

**Immediacy:** Does the situation require attention now or in the near future?

**Questions that arise:**

- *How to balance creativity & tradition?*
- *How to know when creativity is needed?*

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# What Will You Be Doing in the Workshops?

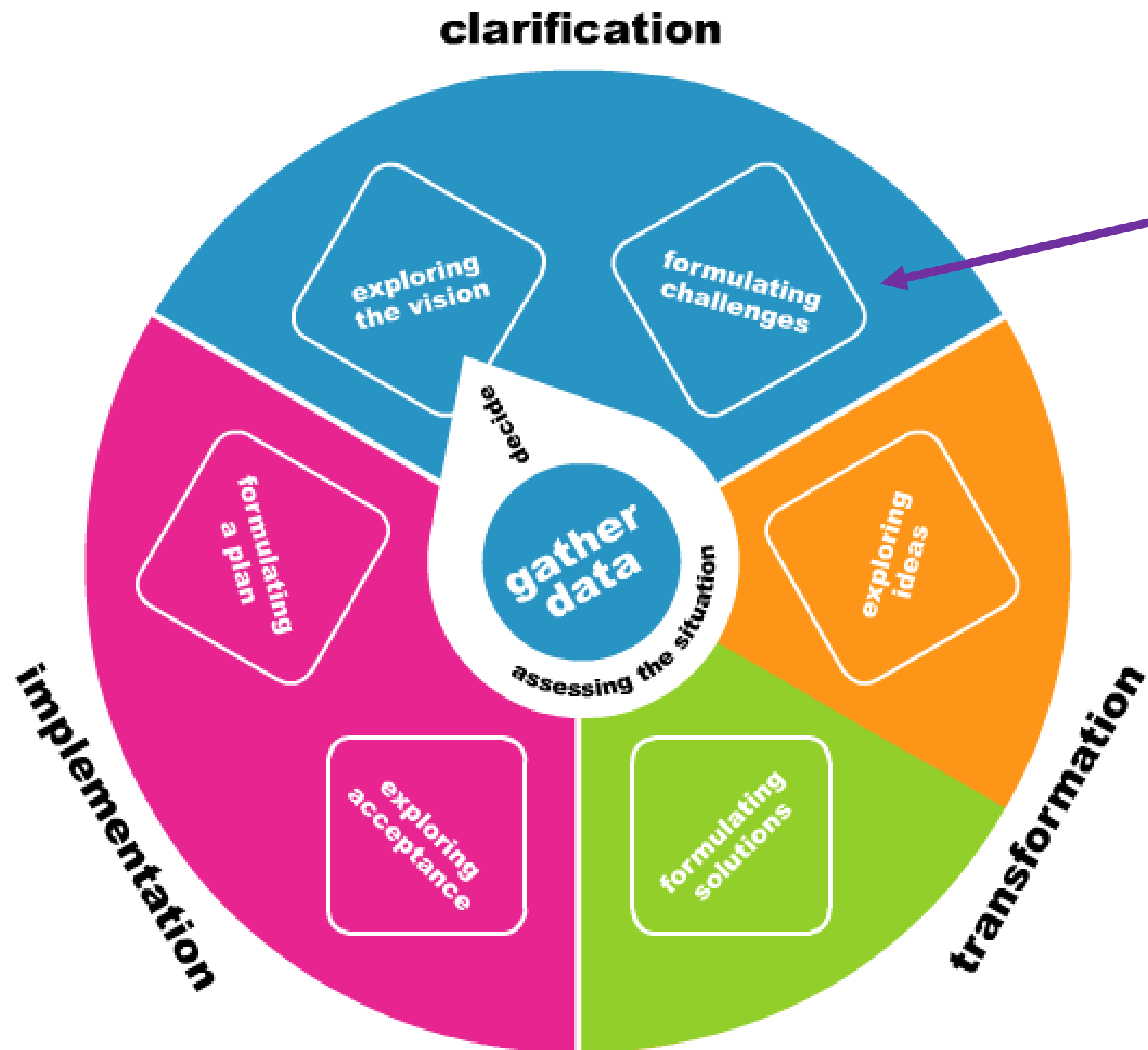
Workshop Topics		
<b>Housing and Homelessness</b>	<b>Climate Change</b>	<b>Spiritual Development</b>
<i>How might we channel and leverage my congregation's interest and energy in service of the homeless community?</i>	<i>How might we transform the urgency of the climate crisis from threat to opportunity in my congregation?</i>	<i>How might we deepen spiritual practices to take on the hard work of engaging with the world?</i>

How the workshop will unfold:

- Host group will introduce and frame the topic at hand
- You will discuss in a small group and generate ideas to address the workshop question
- You will select one idea to put forward from your small group
- Each group's idea will be shared; themes will be discussed



# How Will You Engage in CPS?



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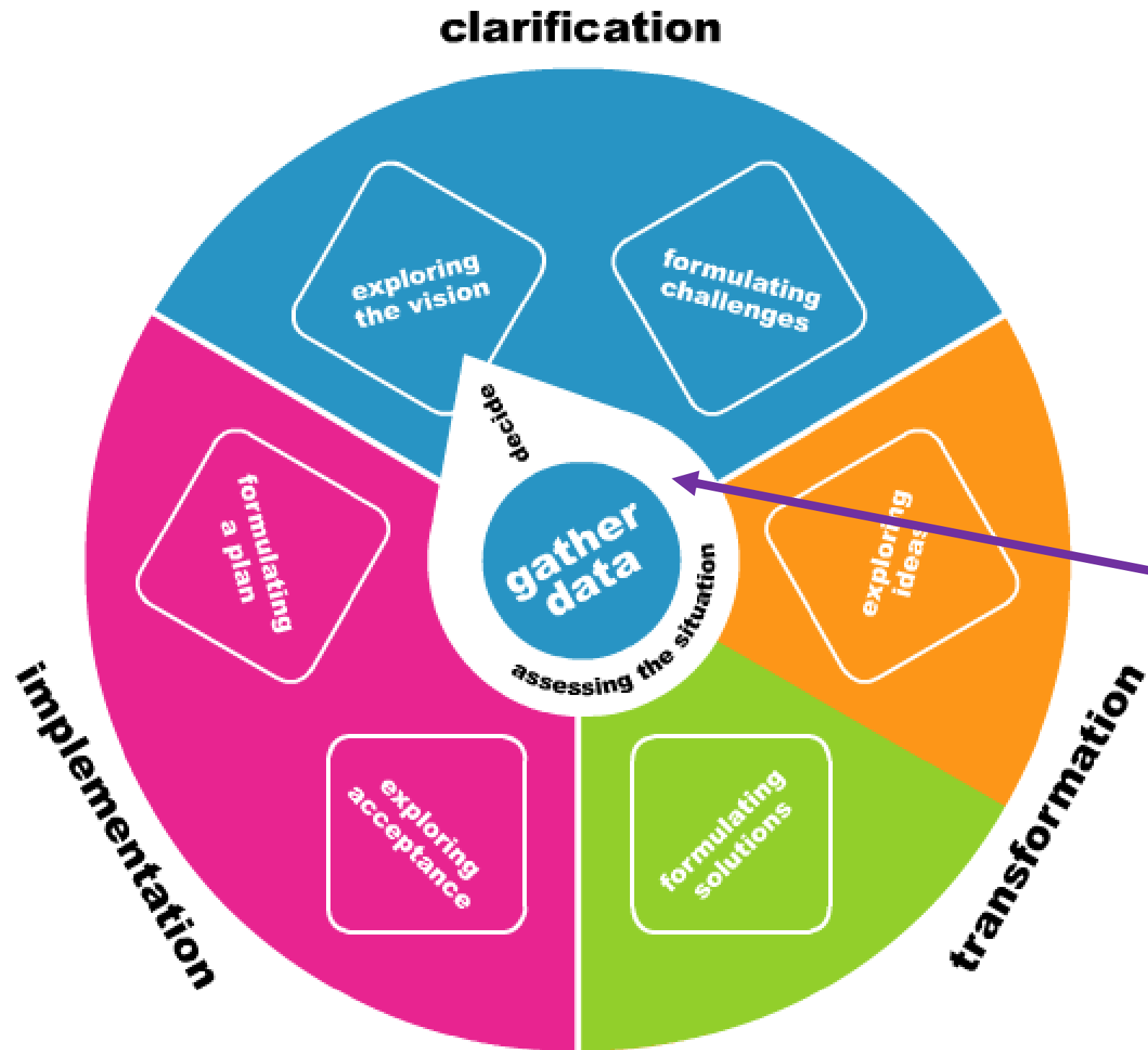
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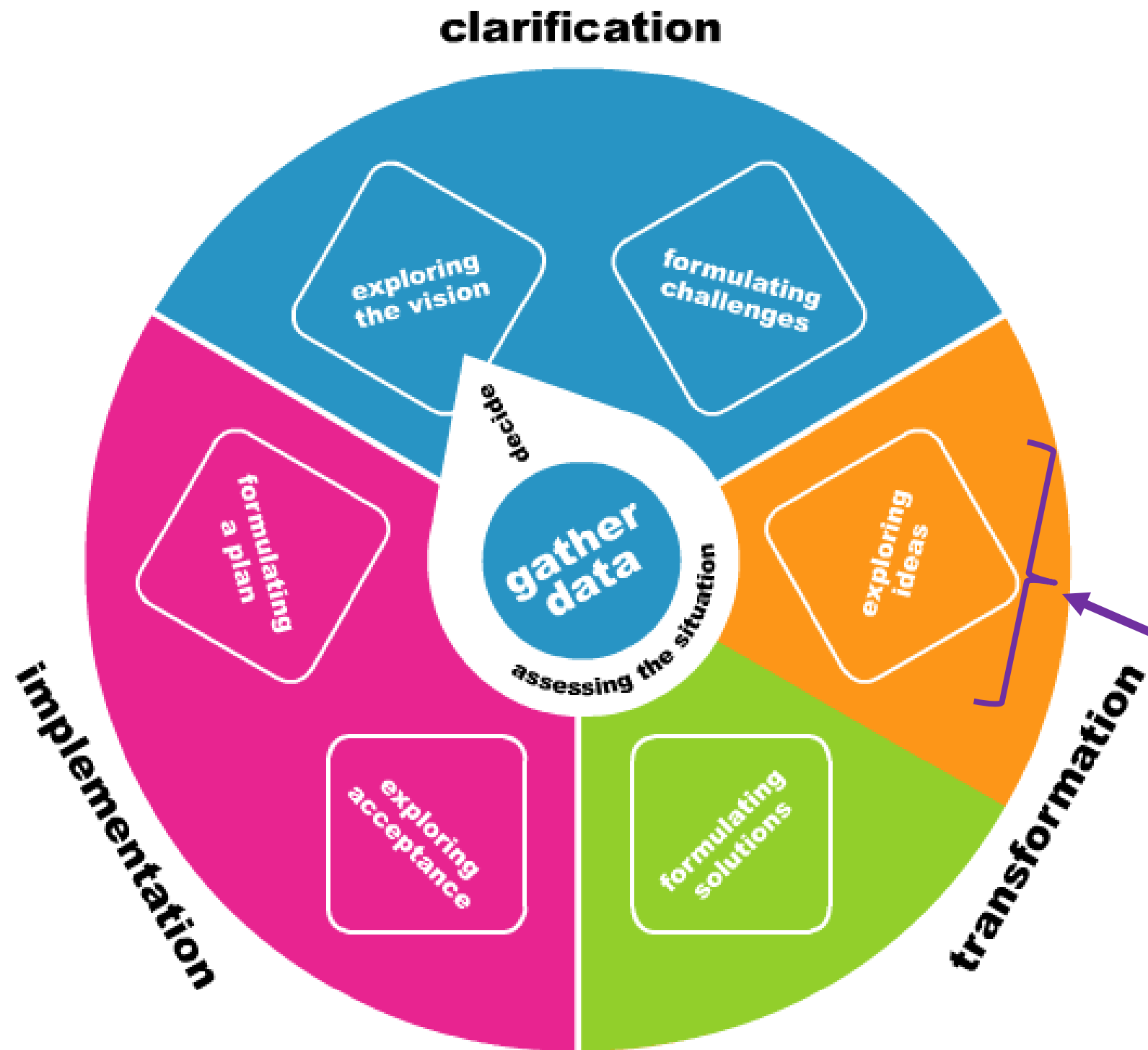
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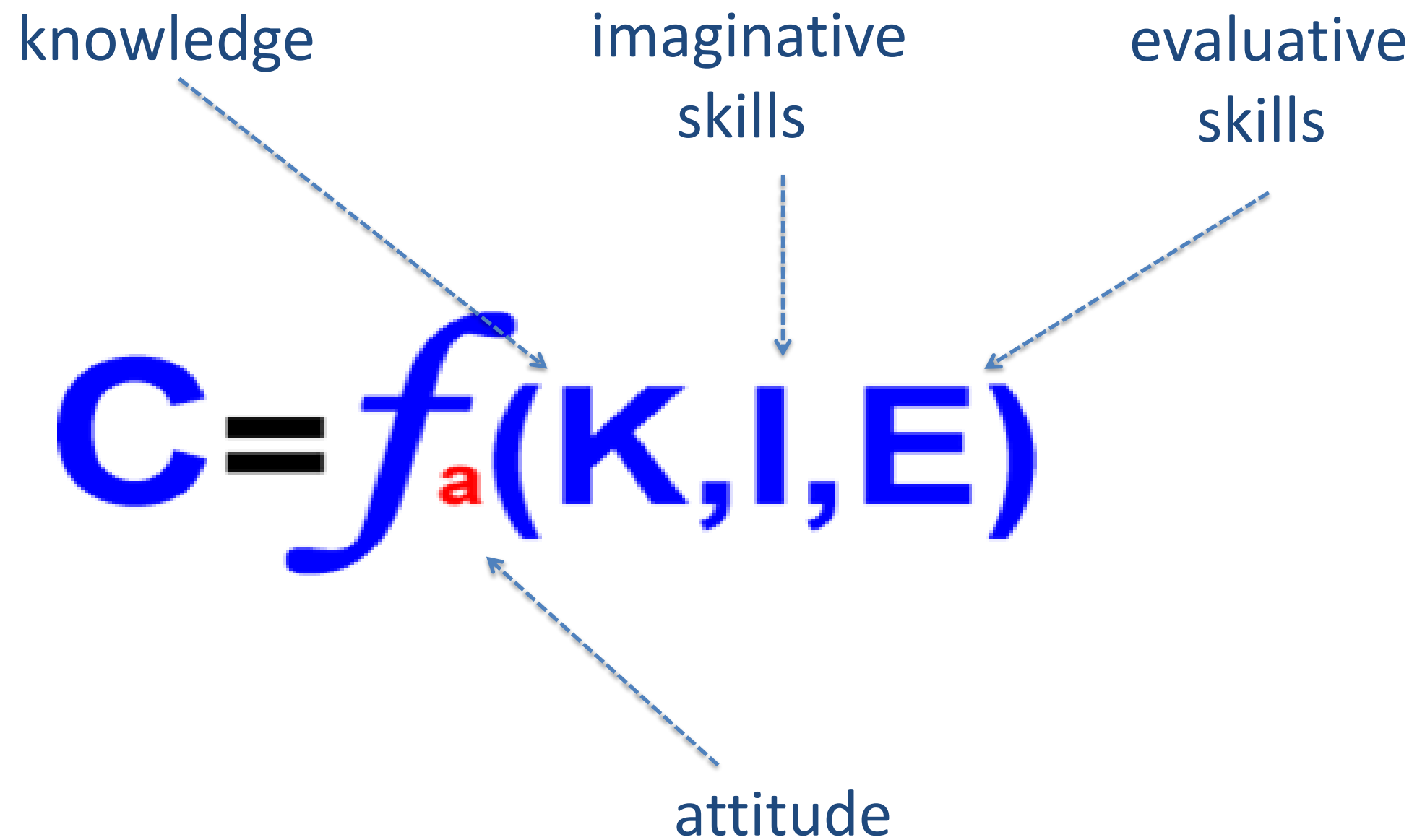
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# A Formula for Creativity



Noller's formula

