HELLO THIS WAY
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“How are you creative”? not “How creative are you”?
Where do you feel you need creativity in the overall research development process?
How to engage junior faculty?
Central challenge of the use case
(phrased as a “How to…?” challenge)

Ask “Why?”
• ...to find higher order challenges.
  • Rephrase these as “How to...?” challenges.

Ask “Why else?”
• ...to find more higher order challenges.
  • Rephrase as “How to...?” challenges.

Ask “What’s stopping you?”
• ...to find tactical challenges.
  • Rephrase as “How to...?” challenges.

Ask “What’s stopping you?”
• ...to find more tactical challenges.
  • Rephrase as “How to...?” challenges.
How to engage junior faculty?

H2 excite new research areas by combining new and established faculty

H2 get established faculty to know the new expertise

H2 prioritize est. faculty taking time to meet new faculty

H2 demonstrate all of the resources to new faculty

H2 have new faculty not blow through their startup

What’s stopping you?

Why?
Possible Solutions

- Ideas Lab
- Pecha Kutchha
- Speed Networking
- Resource Fairs
- One day orientation
- Campus tours
- Recorded Videos
One-day Orientation
PPCo

PLUSES
What do you like about the idea? What's good? What are its positive attributes?

POTENTIALS
What other good things might happen as a result of this idea? What might it lead to?

CONCERNS
What are your concerns? What are the limitations? What needs to be addressed?
(Use “How to...?”

OVERCOMES
Ideas about how to address the concerns
Overcome: NORDP (FIR)
Debrief
Basic CPS Model

- Clarifying the situation
- Generating ideas
- Developing solutions
- Implementing plans
4Ps of Creativity - Rhodes

- Environment
- Process
- Person
- Outcome
People

- Cognitive Flexibility
  - Divergent Thinking
  - Convergent Thinking
- Tolerance for Ambiguity
- Creative Preferences
- Ideational Thinking
- Visionary Thinking
- Curiosity
- Gap Sensing
- Contextual Thinking
- Mindfulnessness
- Evaluative Thinking

(Chrysikou, 2012; Puccio, Mance, & Murdock, 2011; Torrance, 1980)
<table>
<thead>
<tr>
<th>Dimension</th>
<th>Description</th>
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<tbody>
<tr>
<td>Challenge</td>
<td>The degree to which members of the organization are involved in its daily operations and long term goals. In a high challenge climate, people are intrinsically motivated to make contributions, and find joy and meaningfulness in their work and invest much energy.</td>
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<tr>
<td>Dynamism and Liveliness</td>
<td>The eventfulness of the life of the organization. A highly dynamic situation is when new things occur often and alternations between ways of thinking about and handling issues often occur. The atmosphere is lively and full of positive energy, “full speed,” “go.”</td>
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<tr>
<td>Playfulness and Humor</td>
<td>The spontaneity and ease that is displayed. A relaxed atmosphere with jokes and laughter characterize the organization which is high in the dimension.</td>
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<tr>
<td>Freedom</td>
<td>The independence of behavior exerted by the people in an organization. In a climate with much freedom, people are given autonomy to define much of their own work. People are able to exercise discretion in their day-to-day activities, and people take the initiative to acquire and share information.</td>
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<tr>
<td>Risk Taking</td>
<td>The tolerance of uncertainty and ambiguity exposed in the workplace. In the high risk-taking climate, bold new initiatives can be taken even when the outcomes are unknown. People feel as though they can “take a gamble” on some of their ideas. People will often “go out on a limb” to put ideas forward.</td>
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<tr>
<td>Idea Time</td>
<td>The amount of time people can use (and do use) for elaborating new ideas. In the high idea-time situation, the possibilities exist to discuss and test impulses and fresh suggestions that are not planned or included in the task.</td>
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<tr>
<td>Idea Support</td>
<td>The way new ideas are treated. In the supportive climate, ideas and suggestions are received in an attentive and kind way by bosses and workmates. People listen to each other and encourage initiatives. Possibilities for trying out new ideas are created. The atmosphere is constructive and positive.</td>
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<tr>
<td>Trust and Openness</td>
<td>The emotional safety in relationships. When there is a strong level of trust, everyone in the organization dares to put forward ideas and opinions. Initiatives can be taken without fear of reprisals and ridicule in case of failure. The communication is open and straightforward.</td>
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<tr>
<td>Debate</td>
<td>Encounters, exchanges, or clashes among viewpoints, ideas, and differing experiences and knowledge. In debating organizations, many voices are heard and people are keen about putting their ideas forward. Where debates are missing, people follow authoritarian patterns without questioning. Debate focuses on issues and ideas.</td>
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<tr>
<td>Conflict (negatively correlated)</td>
<td>The presence of personal, interpersonal, or emotional tensions (in contrast to idea tensions in the debate dimension) in the organization. When a level of conflict is high, groups and individuals dislike or hate each other and the climate can be characterized as “warfare.” Plots and traps are common, gossip and back-stabbing occur.</td>
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Product

Value

Originality

(Sternberg, 1995)
What's Next

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