CREATIVE CLARITY
IN THE MIDST OF AMBIGUITY
Creativity
5 Ways Creativity Leads to Productivity

BOLAND JONES
CONTRIBUTOR
Founder and CEO, PGi

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Business leaders tirelessly chase productivity. Everything we do -- every hiring decision, every software purchase, every reorganization -- all boils down to wringing out just a little bit more. Productivity is
3 Ways to Foster Creativity in Your Team

Looking for innovative solutions? Start by tapping into your creative side.

BY ADAM FRIDMAN  Founder, MeetAdvisors
Three Ways to Foster Creativity in Your Organization

Doric Clark, CONTRIBUTOR

We all know what creative genius looks like: a young man working feverishly to produce a stunning new artistic breakthrough (Pablo Picasso) or write groundbreaking code (Mark Zuckerberg). But, says University of Chicago economist David Galenson, that stereotype gets the nature of creativity fundamentally wrong — and it’s an expensive mistake for businesses. “I don’t go out and measure the cost of the errors people make on the basis of this belief,” he says, “but it could be significant.”

What corporate leaders (and others) too often miss, he says, is that
5 Ways To Keep Your Team's Creativity Flowing

Allowing—and encouraging—employees to be more creative isn't indulgent, but an investment in happier people.
The 6 Myths Of Creativity

A new study will change how you generate ideas and decide who's really creative in your company.
4 Ways Your Office Is Crushing Your Creativity

Two-thirds of employees believe that they work in spaces that stifle creativity and innovation, a Gensler survey finds.
10 Tips For Managing Creative People

Veteran creative directors Evan Fry and Dave Swartz are charged with managing, inspiring, and organizing the creative staff at agency CPB. Here, they outline some of what they’ve learned about getting the best from the people we call “creatives.”
The Secret To Creativity: Become An Intellectual Middleman

The most creative people combine old ideas in new ways. Here's how to get better at mixing things up.
8 Secrets To Creative Thinking (Hint: Steal From Others)

Bob Gill, cofounder of F/F/G, which was later renamed Pentagram, offers tips on finding your creative voice.
34 secrets!
“Yellow is known as an optimistic color and can stimulate creativity.”

— Entrepreneur Magazine
Painting and decorating the office in certain colors has been proven to improve productivity. However, just one color may not do the trick. The color that improves productivity depends on the type of work each...
Make things yellow.
Acknowledge FEELINGS

Tame AMBIGUITY

Let them run AMOK

Drive a VISION
Acknowledge
FEELINGS
“Everyone is naturally creative.”

— Every TED talk ever
I made a thing.
I put everything I had into making it.
It was really hard to make.
Everyone else made things too.
My thing is not as good as their things.
My thing is bad.
I am bad.
I give up.
I give up.

I will double-down and fight for this bad thing as much as I can, so that I am no longer bad.
Iteration  Critique
Critique
BAD!  Critique
“The personalities in creative fields tend to be more self-critical.

I look at a bunch of nurses; are they like, ‘Am I inserting this catheter right?’ and then beating themselves up about that for days?”

— Evan Torchin
Design Manager, Apple
Shortcut self-critique with group-critique.
Iteration  Critique
Constraints  Iteration  Critique
Constraints  Iteration  Critique
“I want to create an environment that's *professionally safe.*”

— Judy Siegel
Director of User Experience, MSNBC Digital
Focus on building trust as much as you focus on building craft.
Constraints  Iteration  Critique

THE WORK

EVERYTHING ELSE
THE WORK

30%

EVERYTHING ELSE

70%
“Instead of taking someone that is free and putting them on a ‘What If’ project, have them go work on a book.

Who doesn't like having a book with pictures of you in it?”

— Mike Kruzeniski
Senior Director of Design, Twitter
Build trust by filling the 70% with value. Make an artifact with and about the team.
Acknowledge FEELINGS

Tame AMBIGUITY

Let them run AMOK

Drive a VISION
Tame

AMBIGUITY
and. What about high school students? Will this work in different countries? Make it smaller. What if we make it smaller? I think it’s going to scare schools. I don’t know if people want this. Will students pay for it? How do we monetize it? The data is really valuable. What joint partnerships are there? I think our competitors are launching a similar product. I’m not sure that this fits with the core product suite, and if we launch it as part of that offering, we might annoy and scare current customers. Have you socialized this with marketing? I don’t know if our brand accurately communicates that this will work. What if we don’t ship on time? I think the window of opportunity for success is closing. We need this to be ready for our annual conference. Make it green. Green isn’t part of our brand palette. Students like green. Have we focus-grouped this? How do you know it will work? We’re not ready for the financial part. Our customers aren’t ready for the financial part. Financial planning makes our customers scared, because they might lost their students. Where does the data come from? Is the data accurate? We need API hooks to our customers. Where do we form the IT relationships inside of the school? I just don’t think it’s going to work. I wasn’t informed of this. Have you talked to the go to market groups to make sure they know what they’re selling? It seems like this is really similar to another product we’re incubating. Why didn’t you talk to the incubation team? I don’t think that flow is going to make sense to students. What if a student takes more than one major? What if a student goes to more than one school? I haven’t seen a list of requirements. Are you even working off a list of requirements? Let’s make the whole thing on an ipad. Do we support Windows Phone? I thought they were eliminating that device. I don’t think college students have phones. Will this work in Internet Explorer? I think we should launch soon. Are there bugs? What’s the ticklog look like? Make it blue. I’m still unsure that this will succeed. We need to somehow make sure that we have mitigated risk. I’m taking off three weeks, so I won’t be answering email. Our bug tracking system is down. Adobe seems to have turned off Creative Cloud. Our license for the Adobe products expired. How do I submit an expense report for a piece of software we’re changing our entire file organizational structure, and I don’t know where the files ended up. Those icons look strange, are they pixelated? I don’t think the engineers had an opportunity to sign off on this. Are we building this in Angular? I heard that doesn’t work on the iphone. It needs to be responsive. Is it going to be a native app? Did we test this with enough people? What’s the price point? How do we know people will pay that much? What are the leads for schools that might want to buy this? Do we have a relationship with a partner school? Do we need a relationship with a partner school? I still don’t understand what this does. We need to eliminate that feature because it scares our flagship customer. That’s the most important feature, so we shouldn’t remove it. Make it yellow. People can’t read yellow. Is it accessible? Do we have guidelines for colors that make it accessible? Did you check FERPA laws to make sure that we’re in compliance? What if no one adopts it
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“An artifact gives us a framework in order to exchange ideas. An artifact is a negotiation.”

— Kevin McDonald
Partner, argo design
Make the first artifact yourself in order to help your team tame ambiguity.
Constraints  Iteration  Critique
“A constraint comes from an unexpected discovery over the course of a project. A requirement is an onerous edict that is placed on us and stifles our creativity.”

— Ben Fullerton
Design Director, Nike
“Here is one of the few effective keys to the Design problem: the ability of the Designer to recognize as many of the constraints as possible; his willingness and enthusiasm for working within these constraints.”

— Charles Eames
Designer
This is the problem we are trying to solve.
Help them see and articulate constraints to frame the problem.
Acknowledge FEELINGS

Tame AMBIGUITY

Let them run AMOK

Drive a VISION
Let them run
AMOK
How to make coffee.

6 scoops: smiley face
8 scoops: neutral
10 scoops: sombre face
12 scoops: Luke's face

ITALIAN ROAST
Constraints  Iteration  Critique
Constraints  Iteration  Critique
Constraints  Iteration  Critique
Rules, unlike constraints, destroy creativity.
“We were designing the Embedded Media Player, and we decided to see how porn sites handle media playback. We blurred the people and did a pinup. We didn't realize that when you take a few steps back you can still see everything, even when a blur was applied.”

— Mike Albers, Founder, W12 studios & Former Head of Design, BBC
When you establish a culture with no rules, you make magic (and break a lot of glass).
Thermostat??

Sent: Fri 5/6/2016 8:07 AM
To: Jon Kalko

I was in the office today and I saw that the thermostat cover is missing AGAIN. STOP TAKING IT OFF. I’ve reported this to your manager you need to stop your staff from destroying the building.
Own the consequences.
Acknowledge FEELINGS

Tame AMBIGUITY

Let them run AMOK

Drive a VISION
Drive a VISION
But I am not Steve Jobs...
Setting a vision doesn’t mean you have The Answer.
Give your team a reason to go to work
Collegeboard Average Published Undergraduate Charges by Sector, 2013-14

- 4-Year Degree (In-State): $35,572
- 4-Year Degree (For-Profit): $60,520
- 4-Year Degree (Out-of-state): $88,812
- 4-Year Degree (Private): $120,376
Collegeboard Average Published Undergraduate Charges by Sector, 2013-14

- **4-Year Degree (In-State)**: $35,572
- **4-Year Degree (For-Profit)**: $60,520
- **Tesla Model S**: $72,400
- **4-Year Degree (Out-of-state)**: $88,812
- **4-Year Degree (Private)**: $120,376
Six year graduation rate for undergrads in the United States:

59%
Collegeboard Average Published Undergraduate Charges by Sector, 2013-14

- 4-Year Degree (In-State): $35,572
- 4-Year Degree (For-Profit): $60,520
- 4-Year Degree (Out-of-state): $88,812
- 4-Year Degree (Private): $120,376
Collegeboard Average Published Undergraduate Charges by Sector, 2013-14

- 4-Year Degree (In-State), 6 years: $53,358
- 4-Year Degree (For-Profit), 6 years: $90,780
- 4-Year Degree (Out-of-state), 6 years: $133,218
- 4-Year Degree (Private), 6 years: $180,564

Tesla Model S
“There was one page that explained how your student loans would be forgiven – the only thing it said is *if you die*. It didn’t make me feel great.”

— Sara, Environmental Studies major
Feeling pressure
Can’t fit it in their schedule
Don’t see a path to completion
Can’t get required classes

Feeling overwhelmed
Don’t know what classes to pick
Feeling uninspired
Feeling alone
There is an opportunity to help students identify their interests, graduate on time, and get a job.
“Show them the data...
Show them why there's a reason to believe.”

— Ivo Stivoric
Senior Leadership Team, Google X
Constantly use real data to reinforce why their work matters.
2/
Frame the strategy, not the solution
There is an opportunity to help students identify their interests, graduate on time, and get a job.
Students have no mental model of how a short-term lifestyle decision has long-term financial consequence, and make irresponsible and uninformed spending decisions that they later regret.
Students view their academic journey as a linear path, and so they start thinking about their job prospects only when it is too late to make important changes to their course of study.
Because students aren’t aware of their passions and interests, they don’t see a connection between their developing skills and a fulfilled life. As a result, they lose interest in their courses of study and change majors or drop out of school entirely.
Students feel that their academic journey is out of their control – and in many respects, it is.
There is an opportunity to help students identify their interests, graduate on time, and get a job.

We will help students take control of their educational experience.
1. Students have no mental model of how a short-term lifestyle decision has long-term financial consequence, and make irresponsible and uninformed spending decisions that they later regret.

2. Students view their academic journey as a linear path, and so they start thinking about their job prospects only when it is too late to make important changes to their course of study.

3. Because students aren’t aware of their passions and interests, they don’t see a connection between their developing skills and a fulfilled life. As a result, they lose interest in their courses of study and change majors or drop out of school entirely.

4. Students feel that their academic journey is out of their control—and in many respects, it is.
“You have to speak to it in a way that’s sufficiently visualized that the designer can tell what you are asking for. But not so determinant that you are simply turning them into a set of hands.”

— Mark Rolston
Founder, Argo design &
former Chief Creative Officer, frog design
Visualize the strategy just enough to set a trajectory.
3/ Constantly tell the retrospective story
Economics 101
Instructor Not Assigned
In Person
Green Bay | Room SC332
M,W,F | 10:30AM - 1:20PM
We promise to empower students to take control of their educational experience.
Constraints  Iteration  Critique
Constraints  Iteration  Critique  Constraints  Iteration  Critique  Constraints  Iteration  Critique
My Schedule
Average Overall GPA: 2.74  Total Recommendations: 29

Professional Accounting Research (ACC 5350)

Course Statistics

16
Average Class Size

2.50
Average GPA per Semester

Grade Forecast

Grade average is predicted to decrease from previous semester's average.

Grade History

Spring

Summer

Martin, Kasey

Overall GPA:
No Recommendations
ART238
Figure Drawing and The Human Body

DEGREE PROGRESS
44%
Jenny Wu
University of Texas, San Antonio

MAJOR
Macro Biology

3.5 GPA

WORK EXPERIENCE
Intern
Bio Tech Incorporated
June 2012 - Aug 2012

Anatomy Project

DEGREE PROGRESS
44%

FLUENT IN
French

I WANT TO STAY IN...
San Francisco, CA

I AM LOOKING FOR AN
INTERNSHIP
New York, NY
11 great jobs in the Big Apple

STREET FOOD
4,000
Total street vendors

RENTAL PRICE
$3017
Median rental rate

COMMUTE
44 minutes
Average commute time

Jobs & Internships You Might Be Interested In
These listings are based on your area of study and school location as set in your user profile.

Software Developer Intern
Clear Vision Optical
Hauppauge, NY

Software Developer Intern
What’s most important to you?

MONEY

POWER

IMPACT

FREEDOM
What's most important to you?

MONEY
POWER
IMPACT
FREEDOM

NURSE

Perks
1. Great, great job security. There's a ton of demand for nurses.
2. You help people feel better, and gain their respect and trust.

Salary & Cost Of Living

<table>
<thead>
<tr>
<th>ANNUAL SALARY</th>
<th>MONTHLY</th>
</tr>
</thead>
<tbody>
<tr>
<td>$69,620</td>
<td>$5,801</td>
</tr>
</tbody>
</table>

After paying average living expenses, you will have approximately:

$69,620

Downers
1. You'll have to interact with a lot of gross fluids.
2. Some patients aren't very nice. You still have to help them.
3. You'll have little control over your nights and weekends.
What can I afford?

STARTING POINT

Nurse

AVERAGE SALARY

$69,620.00

TAX

20%  

EST. EXPENSES

$15,948

MY PREFERRED MODE OF TRANSPORTATION IS...

a compact car

I WANT TO LIVE IN A...

condo building

I WANT A FAMILY THAT'S...

just me

I LIKE TO PARTY LIKE...

a rock star

I WANT TO SAVE...

nothing
What lights you up at your core?

What interests you the most?

What else interests you?

Surprise me!
“The tricky part of being a leader is that you have to get people to follow you, get people to support the ideas or values you are trying to move forward.”

— Rachel Hinman
Senior Manager, Trulia
Make the story seem perfect.
Acknowledge FEELINGS
Acknowledge FEELINGS

Tame AMBIGUITY
Acknowledge FEELINGS  Tame AMBIGUITY

Let them run AMOK
Acknowledge FEELINGS

Tame AMBIGUITY

Let them run AMOK

Drive a VISION
12 WAYS TO MANAGE THE CHAOS OF CREATIVITY
Drive a VISION
Describe the impact
Frame the strategy
Tell the story

Let them run AMOK
Let them play
Remove hierarchy
Own the consequences

Tame AMBIGUITY
Make a thing
Frame the problem
Articulate constraints

Acknowledge FEELINGS
Hold group critiques
Build trust
Make team artifacts

CREATIVE CLARITY

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- thanks!

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