

Creat(e)-ivity & Innovat(e)-ion

Lost art or Core Responsibility
... of the Business Analyst?



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A “simple” message...



1. In our efforts to standardize our work on projects, we have **lost focus** of the role and importance that Creativity & Innovation (C&I) play in these projects
2. We need to **re-establish** C&I to a core role/responsibility status
3. All team members should **participate** in C&I activities, but the Business Analysts should **lead/manage** the C&I process

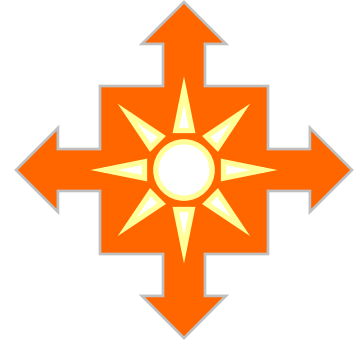
It might be a “simple” message,
but it’s an **IMPORTANT** one!

Creativity, Innovation...



Creativity...

Innovation...



Creativity \neq Innovation

Creativity **OR** Innovation

Creativity **AND** Innovation

My C&I/BA VISION...



From Gathering,
to Elicitation,
to **Exploration**,
to (facilitated) **Discovery**...

More info available at www.how2innovate.com

Project Team & Business Analyst



Project Team:

- * actors/players
- * subject matter experts

⇒ **CONTRIBUTION**



Business Analyst:

- * coach, champion, promoter, catalyst...
- * process matter expert

⇒ **RESPONSIBILITY**

Topics & “Agenda”



(potential topics)

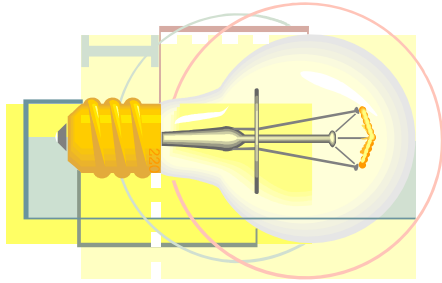
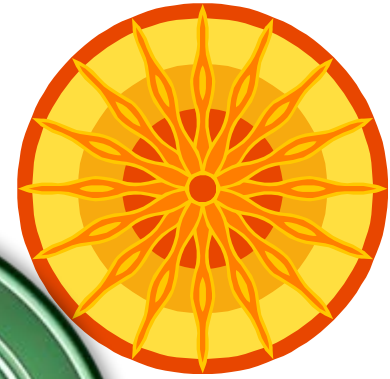
- how we got here: Project Management, Business Analysis...
- what are Creativity & Innovation (C&I) and why should we pay attention?
- C&I players
- how can we bring C&I back?
- a vision of the future

1st CREATIVE idea:
AGENDA = MENU
and YOU get to choose from it!

The
"Science"

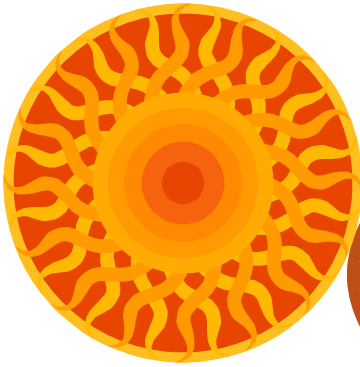
Principles

The Process



Idea
banks

The Dictionary
(definitions)
game



Problem
Solving

Methodologies,
Techniques

Creativity
Tools

Resources

Players

Practice:
Reusing LASIK?

So, why are we talking about all these?



The role of the Business Analyst

- Main focus: PRODUCT
- Main purpose/skills: push/help others to think beyond current boundaries

Why not the Project Manager?

- Main focus: PROJECT
- Main purpose/skills: keep things moving AND under control (w/in boundaries)

Why not each one of us (in our teams)?

- Different focus: creativity myopia/...
- Would be inefficient if all of us tried to focus on everything

The “simple” message...



The **PROBLEM**:

we **lost focus** of the role and importance that Creativity & Innovation (C&I) play

The **GOAL & OPPORTUNITY**:

1. **re-establish** C&I to core role/responsibility status
2. All team members **participate**, Business Analysts **lead/manage**

A “science” of Creativity?



- mental & social process
- generating new ideas/concepts or new associations between existing ideas/concepts
- often discarding preconceived assumptions and attempting new approach that might otherwise seem unthinkable (to others, in other times, in other circumstances, etc.)
- products usually original *and* appropriate
- intuitively simple, yet quite complex; there is no single, authoritative understanding of what creativity is; plus, there are no standardized techniques to measure it
- some say it is a trait we are born with; others say it can be taught/learned

Source: <http://en.wikipedia.org/wiki/Creativity>

Intelligence types:



- “Cognitive”, Logical, Think!
 - Emotional, relationships...
 - Sensorial, spatial, artistic...
 - Intuition, Blink!...
 - Left / right brain...
- ... and many, many other more!

Creativity Process(es)...



- TRIZ
- Osborn
 - [http://www.mycoted.com/Creative Problem Solving - CPS](http://www.mycoted.com/Creative_Problem_Solving_-_CPS)
- Wallace
- [http://www.mycoted.com/Productive Thinking Model](http://www.mycoted.com/Productive_Thinking_Model)
- <http://www.mycoted.com/Thinkx>
- IDEF

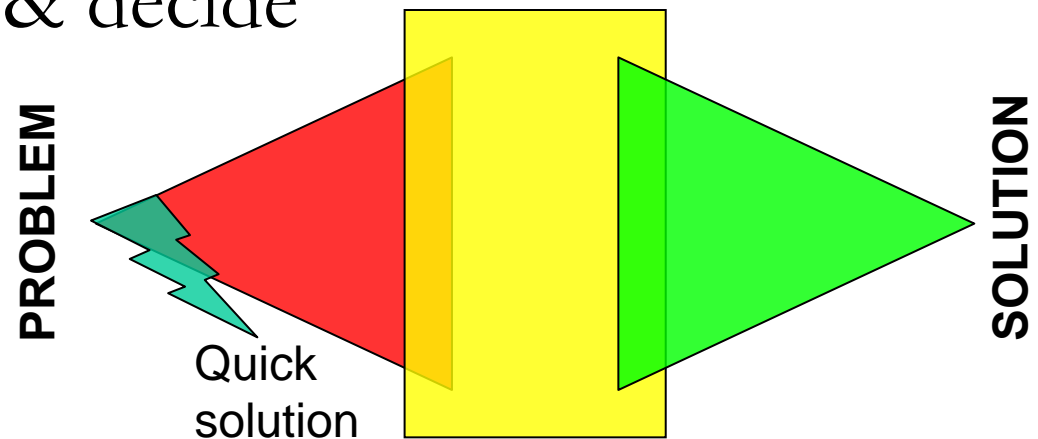
C&I and Problem Solving



Divergent & Convergent thinking

Pre-condition: Understand the problem

1. Generate ideas, options
2. Refine, organize, analyze
3. Choose option & decide



C&I and Problem Solving



Divergent & Convergent thinking

1. Generate ideas, options:

- <http://en.wikipedia.org/wiki/Brainstorming>
- http://en.wikipedia.org/wiki/Divergent_thinking
- http://en.wikipedia.org/wiki/Mind_map

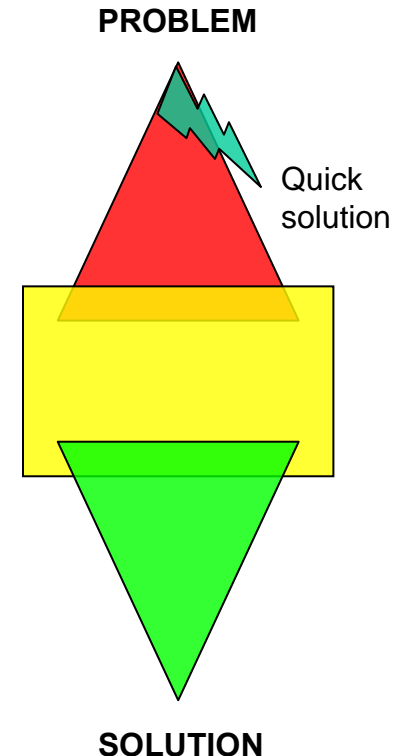
2. Refine, organize, analyze:

... should be familiar territory
(Business/Systems Analysis)!

3. Choose option & decide:

- http://en.wikipedia.org/wiki/Decision_tree

+ many other models



Tools



1. To generate ideas (mind, idea, or concept mapping, brainstorming...):

- Mind Manager + add-ons (e.g. Realizer), Concept Maps...
- Co-Mapping, Mind Meister, Mind42, etc.
- ThinkOffice
- XMind (Open Source): <http://www.xmind.net/>
- <http://www.imindmap.com/>
- <http://www.mind-mapping.org/> (reviews)

2. To organize, analyze:

- PM, Business and Systems Analysis and Design toolsets

3. Choose option & decide:

Tools: Do you need them?



No, not really...

... all you really need (an my favorite ones):

- **PAPER & COLORED PENCILS**
(or **WHITEBOARD, COLORED MARKERS**)
- a digital camera

Resources



- Books, articles:

- Professional centers, networks:
 - <http://cims.ncsu.edu/>
 - <http://www.innovation-institute.org/default.asp>

- Experts:
 - <http://ascc.artsci.wustl.edu/~ksawyer/explainingcreativity/>
 - <http://hbswk.hbs.edu/item/5760.html>

Resources



■ Portals:

- <http://www.creax.net/>
- <http://innovationzen.com/>
- <http://www.innovationtools.com/>

■ Journals:

Idea Banks...



- <http://theideacontest.com/>
- <http://www.creativitypool.com/>
- <http://www.globalideasbank.org/site/home/>
- <http://www.whynot.net/>

Creativity



Creativity = Creative + -ivity [Origin: 1870–75]

- state or quality of being creative
- ability to transcend traditional ideas, rules, patterns, relationships, or the like, and to create meaningful new ideas, forms, methods, interpretations, etc.; originality, progressiveness, or imagination
- process by which one utilizes creative ability

Creative = Create + -ive [Origin: 1670–80]

- having the quality or power of creating
- resulting from originality of thought, expression, etc.
- originative; productive (usually fol. by *of*)

Create [Origin: 1350–1400]

- to cause to come into being, as something unique that would not naturally evolve or that is not made by ordinary processes
- to evolve from one's own thought or imagination, as a work of art or an invention
- **(theater)** to perform (a role) for the first time or in the first production of a play
- to be the cause or occasion of; give rise to
- to cause to happen; bring about; arrange, as by intention or design

Source : Dictionary.com

Innovation



Innovation = Innovate + -ion [Origin: 1540–50]

- something new or different introduced
- act of innovating; introduction of new things or methods

Innovate = in- + novus (new) + -tus [Origin: 1540–50]

- (verb, used without object): to introduce something new; make changes in anything established
- (verb, used with object) to introduce (something new) for or as if for the first time

New [Origin: before 900]

- of a kind now existing or appearing for the first time

Source : Dictionary.com

Project



Project [Origin: 1350–1400]

- something that is contemplated, devised, or planned; plan; scheme.
- large or major undertaking, esp. one involving considerable money, personnel, and equipment.

Source : Dictionary.com

PMBOK/PMI [Origin: 2004]

- “A project is a temporary endeavor undertaken to create a unique product, service, or result.”

Source: PMBOK/PMI

Management & Leadership



(to) Manage [Origin: 1555–65]

- to bring about or succeed in accomplishing, sometimes despite difficulty or hardship
- to dominate or influence (a person) by tact, flattery, or artifice
- to handle, direct, govern, or control in action or use

(to) Lead [Origin: 1350–1400]

- to go before or with to show the way; conduct or escort
- to conduct by holding and guiding
- to influence or induce; cause
- to guide in direction, course, action, opinion, etc.
- to serve to bring (a person) to a place
- to take or bring
- to go at the head of or in advance of (a procession, list, body, etc.); proceed first in

Source : Dictionary.com

Analysis



Analysis = ana- (up) + leu (roots) + -sis

[Origin: 1575–85]

- separating of any material or abstract entity into its constituent elements (opposed to synthesis)
- this process as a method of studying the nature of something or of determining its essential features and their relations

Source : Dictionary.com

IIBA/BABOK 2.0 [Origin: 2008]

Business analysis is the set of tasks and techniques used to work as a liaison among stakeholders in order to understand the structure, policies, and operations of an organization, and recommend solutions that enable the organization to achieve its goals.

Source: theIIBA.org

Synthesis, Inventions...



Synthesis = syn- (together) + the- (to put) + -sis

[Origin: 1580–90]

- combining of the constituent elements of separate material or abstract entities into a single or unified entity (opposed to analysis)
- complex whole formed by combining

(to) Invent = in- ven (to come) + -tus [Origin: 1425–75]

- to originate or create as a product of one's own ingenuity, experimentation, or contrivance
- to produce or create with the imagination

(to) Come [Origin: before 900]

- to approach or move toward a particular person or place
- to arrive by movement or in the course of progress
- to approach or arrive in time, in succession, etc.

Source : Dictionary.com

System/systematic



Systematic = **system** + **-ic** [Origin: 1670–80]

- having, showing, or involving a system, method, or plan; systematic efforts.
- given to or using a system or method; methodical
- arranged in or comprising an ordered system

System [Origin: 1610–20]

- assemblage or combination of things or parts forming a complex or unitary whole
- any assemblage or set of correlated members
- ordered and comprehensive assemblage of facts, principles, doctrines, or the like in a particular field of knowledge or thought
- coordinated body of methods or a scheme or plan of procedure; organizational scheme
- any formulated, regular, or special method or plan of procedure
- due method or orderly manner of arrangement or procedure
- the world or universe

Source : Dictionary.com

Requirement



Requirement = require + -ment [Origin: 1520–30]

- that which is required; a thing demanded or obligatory: One of the requirements of the job is accuracy.
- act or instance of requiring.
- need or necessity: to meet the requirements of daily life

Source : Dictionary.com

IIBA [Origin: 2006]

- (1) a condition or capability needed by a stakeholder to solve a problem or achieve an objective
- (2) a condition or a capability that must be met or possessed by a system or system component to satisfy a contract, standard, specification, or other formally imposed documents
- (3) a documented representation of a condition or capability as in (1) or (2)

Source : theIIBA.org

Process = Pro- (go forward) + -cédere (to yield) [Origin: 1275–1325]

- systematic series of actions directed to some end
- continuous action, operation, or series of changes taking place in a definite manner

Target [Origin: 1350–1400]

- an object, usually marked with concentric circles, to be aimed at in shooting practice or contests
- goal to be reached

(idiom) **On Target:**

- ◆ properly aimed or on the right course toward a target
- ◆ accurate, correct, or valid
- ◆ filling or meeting a requirement or expectations

Source : Dictionary.com

Vision, Myopia & Hyperopia



Vision [Origin: 1250–1300]

- act or power of sensing with the eyes; sight.
- act or power of anticipating that which will or may come to be
- experience in which a personage, thing, or event appears vividly or credibly to the mind, although not actually present, often under the influence of a divine or other agency
- something seen or otherwise perceived during such an experience
- vivid, imaginative conception or anticipation
- something seen; an object of sight

Myopia [Origin: 1685–95]

- condition of the eye in which parallel rays are focused in front of the retina, objects being seen distinctly only when near to the eye; nearsightedness

Hyperopia [Origin: 1880–85]

- condition of the eye in which parallel rays are focused behind the retina, distant objects being seen more distinctly than near ones; farsightedness

Source : Dictionary.com

Vision Correction



Correction = correct + -ion [Origin: 1300–50]

- something that is substituted or proposed for what is wrong or inaccurate

Correct = Cor- (to make straight) + direct [Origin: 1300–50]

- to counteract the operation or effect of (something hurtful or undesirable):

Direct [Origin: 1325–75]

- to manage or guide by advice, helpful information, instruction, etc.
- to regulate the course of; control
- to serve as a director in the production or performance of (a musical work, play, motion picture, etc.).
- to guide, tell, or show (a person) the way to a place
- to channel or focus toward a given result, object, or end (often fol. by to or toward)

Source : Dictionary.com

Facilitate



Facilitate = facilit(y) + -ate [Origin: 1605–15]

- to make easier or less difficult; help forward (an action, a process, etc.)
- to assist the progress of (a person)

Facility = facile (easy) + -ity [Origin: 1375–1425]

- the quality of being easily or conveniently done or performed

Source : Dictionary.com

Accountability (... responsibility)



Accountability = accountable + -ability [Origin: 1785–95]

- state of being accountable, liable, or answerable.

Accountable = account + -able [Origin: 1375–1425]

- subject to the obligation to report, explain, or justify something; responsible; answerable.
- capable of being explained; explicable; explainable.

-ability = -able + -ity

(-)able

- suffix meaning “capable of, susceptible of, fit for, tending to, given to,”

Source : Dictionary.com

Knowledge



Knowledge = know + -ledge [Origin: 1250–1300]

- acquaintance with facts, truths, or principles, as from study or investigation
- familiarity or conversance, as with a particular subject or branch of learning
- acquaintance or familiarity gained by sight, experience, or report
- fact or state of knowing; the perception of fact or truth; clear and certain mental apprehension
- awareness, as of a fact or circumstance
- something that is or may be known; information
- body of truths or facts accumulated in the course of time

(to) Know [Origin: before 900]

- to perceive or understand as fact or truth; to apprehend clearly and with certainty
- to have established or fixed in the mind or memory
- to be cognizant or aware of
- be acquainted with (a thing, place, person, etc.), as by sight, experience, or report
- to understand from experience or attainment (usually fol. by how before an infinitive)
- to be able to distinguish, as one from another: to know right from wrong

Source : Dictionary.com



Skill [Origin: 1125–75]

- ability, coming from one's knowledge, practice, aptitude, etc., to do something well
- competent excellence in performance; expertness; dexterity
- craft, trade, or job requiring manual dexterity or special training in which a person has competence and experience

Source : Dictionary.com

Techniques & Tools



Technique [Origin: 1810–20]

- manner and ability with which an artist, writer, dancer, athlete, or the like employs the technical skills of a particular art or field of endeavor
- body of specialized procedures and methods used in any specific field, esp. in an area of applied science.
- method of performance; way of accomplishing

Tools [Origin: before 900]

- anything used as a means of accomplishing a task or purpose

Toolbox = tool + box [Origin: 1835–45]

- box or case in which tools are kept

Source : Dictionary.com

Motivation (attitude)



Motivation = motive + -ation [Origin: 1870–75]

- act or an instance of motivating
- state or condition of being motivated
- something that motivates; inducement; incentive

Motive = mōtīvus (to move) + -ive [Origin: 1325–75]

- something that causes a person to act in a certain way, do a certain thing, etc.; incentive
- goal or object of a person's actions

Move [Origin: 1200–50]

- to advance or progress
- to set or keep in motion.
- to prompt, actuate, or impel to some action

Source : Dictionary.com

Gathering ⇨ Elicitation ⇨ Discovery



Gather(ing) = [Origin: before 900]

- to bring together or assemble from various places, sources, or people; collect gradually

Elicit(ation) = [Origin: 1635–45]

- to draw or bring out or forth; educe; evoke; to elicit a response with a question

Explore(ation) = [Origin: 1575–85]

- to traverse or range over (a region, area, etc.) for the purpose of discovery
- to look into closely; scrutinize; examine

Discover(y) = [Origin: 1250–1300]

- to see, get knowledge of, learn of, find, or find out; gain sight or knowledge of (something previously unseen or unknown)
- to notice or realize

Source : Dictionary.com

“The rest of the story”...



- Myths and reality
- When we should be creative
- ... and, when we shouldn't
- Creativity process?
- Creativity Techniques
- Creativity Tools
- From Creativity to Innovation

Thanks :-)

More resources available at:

www.how2innovate.com

and

www.why-what-how.com



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