



From  
Kaw's  
3k -  
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# SEVEN ASPECTS OF A WELL-CRAFTED CHALLENGE

- \* VIVID LANGUAGE
- \* CONTEXT
- \* MOUTH AND MONEY
- \* PREPARATION: CREATIVITY IS BORN OF EXPERIENCE
- \* DISCIPLINE: ACKNOWLEDGE THE CLOCK AND THE CALENDAR. THE CONVERGENCE OF PROMISE, TIME (OR BOUNDARY) LIMIT.
- \* COMPLICITY
- \* EMPATHY: HEROES and FOCUS ON RENEWAL

**FANTASY, GUIDED  
IMAGERY, ARE  
THE WELL-TRAVELED  
PATHS TO  
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**WHAT MATTERS IS  
CREATING  
AN ISLAND OF  
IMAGINATION AMID A  
SEA OF TODAY'S  
PROSAIC DEMANDS.**

**THE MOST IMPORTANT  
THING IS TO INFUSE,  
IMBUE, AND INSTILL  
A RESPECT FOR AND  
BELIEF IN THE POWER  
OF CREATIVITY  
THROUGHOUT YOUR  
ORGANIZATION.**

**MANAGERS ARE  
INCREASINGLY BEING  
CALLED UPON TO  
EXERCISE SELF-  
RELIANCE,  
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STRETCH AND GROW-  
TO JAM-TO HELP**

**THEIR COMPANIES  
IMPROVISE IN TODAY'S  
RAPIDLY EVOLVING  
GLOBAL ECONOMY.**

**IT'S ALL ABOUT  
CHALLENGES: SETTING  
THEM AND MEETING  
THEM**

**“ All behaviors lead to  
their opposites.**

**Learn to see things  
backwards, inside out, and  
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**John Heider  
The Tao of  
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## Paradoxes

<b>Point</b>	<b>Counterpoint</b>
<b>Liberty</b>	<b>Discipline</b>
<b>Open-endedness</b>	<b>Purposefulness</b>
<b>Individual Expressiveness</b>	<b>Group Integrity</b>
<b>Safety</b>	<b>Risk</b>
<b>Beginner's Mind</b>	<b>Professionalism</b>
<b>Playing</b>	<b>Calculating</b>
<b>Free form</b>	<b>Structure</b>
<b>Back to Basics</b>	<b>Forward to the unknown</b>
<b>Etc.</b>	<b>Etc</b>



## Riffs

**\*\*\*\*** It's essential that we keep the old "hard" imagery of the factory along with the "soft" imagery of music.

**\*\*\*\*** In the future, all will live, work, and succeed, according to the principle of interdependency: ideas dependent on successful products, successful products dependent on ideas,

**and both dependent on  
the effective  
management of  
creativity.**

**\*\*\*\* It's not enough to be  
creative if you cannot  
execute. It's not  
enough to execute if  
what you make is  
something that people  
don't want. It's not  
enough to execute and  
be creative if you  
don't have the  
structures and culture  
to be viable long-term.**

**\*\*\*\* Mastery involves being able to go, not just from zero to one, to the creative result, but from one to zero, back to the beginner's mind.**

**\*\*\*\* The creative process is an exploration that is never finished- a journey that never ends.**

**\*\*\*\* The temporary is the rule: Creative destruction is the order of the day.**

# THE DISCIPLINE OF CREATIVITY

- \* DEFINE THE CREATIVE PROBLEM
- \* CLEAR THE MIND
- \* ACTIVATE THE IMAGINATION
- \* WISH
- \* GET A FRESH PERSPECTIVE
- \* SHAKE UP YOUR ROUTINE
- \* FIND YOUR WOODSHED
- \* EXPECT TO BE CREATIVE
- \* KEEP TRACK OF THE PROCESS

# MANAGERS

- \* KNOW YOUR ROLE
- \* BE PROTECTIVE
- \* USE THEATRICAL GESTURES
- \* SECURE A CREATIVITY “HOT ZONE.”
- \* CREATE MICROCULTURES
- \* MASTER THE ART OF CONVERSATION
- \* MAKE TIME AN ALLY
- \* SET BOUNDARIES
- \* MAP CREATIVE CAPABILITIES
- \* CREATE PLACES WHERE

# **CREATIVITY THRIVES**

- \* GENERATE A "HOT SET"- AND THEN PROTECT IT**
- \* INSULATE CREATIVE ACTIVITY**
- \* PRACTICE THE ART OF SITTING OUT**
- \* TRUMPET YOUR CREATIVITY**
- \* WORK FROM THE BOTTOM UP**

# **LEADERSHIP AND CHANGE**

- \* BE THE AGENT AND  
CHAMPION OF CHANGE**
- \* LEADING CHANGE IS ITSELF  
ABOUT CREATIVITY**
- \* ENGAGE IN THE GENTLE ART  
OF REPERCEIVING**
- \* CRAFT A MEANINGFUL  
CHALLENGE- Like Kolind:  
“Think the Unthinkable.”**
- \* MAKE CREATIVITY AN  
ORGANIZATIONAL PRIORITY**

- \* REFRAME THE ORGANIZATIONAL BELIEF SYSTEM**
  
- \* CHALLENGES MUST HAVE RESONANCE**
  
- \* MAINTAIN A STATE OF BEGINNER'S MIND**
  
- \* ORCHESTRATE THE PROCESS**
  
- \* BUILD CONSENSUS FOR CHANGE**



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