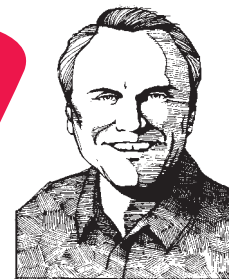


Roger!



Spring 2001
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Creativity That Gets Results™

Welcome to Roger!

The most important creativity lesson?
Be open to new ideas.

So we're "walking our talk" with an all-new, easy-to-read newsletter designed with you in mind, including:

- More creativity tips and techniques
- More training services and products



- More inspirational success stories
- More opportunities to respond

Let us know what you like — and don't like. Email your comments and suggestions to me at roger@rogerfirestien.com.

Let's be creative out there!

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Fresh Eyes!

Sometimes the view from the top can be a little . . . narrow.

Why? Because after reaching the pinnacle of success, leaders sometimes start believing they're infallible. They often short-change good ideas because they think, "Hey, if it were such a good idea, I'd have thought of it myself."

Elmer's first day on the job after creativity training.



That's why it's crucial to develop a childlike perspective that sees everything as new, different and exciting. Here are some techniques to keep your worldview fresh and creative.

Tip #1: Make thinking differently a habit.

Clasp your hands. Which thumb is on top — your left or right? Now unclasp and re-clasp them with the opposite thumb on top. Feel funny? Good. That's what unconsciously using — and consciously changing — a physical habit feels like.

Habitual thinking gets in the way of new ideas. So how do you deal with a habit that's not "working" for you? My psychologist friend says to replace it with a *habit that works*.

Next time you need a new idea, ask yourself these questions:

- How *else* can I do this?
- What if . . . ?

- How can I use something that *doesn't fit* with this at all?

With a little effort, you can break bad thought habits and form creative thinking habits.

Tip #2: Never mind the answer. What's the question?

Voltaire said, "Judge a person by his questions rather than his answers." It's important for leaders to ask questions — lots and lots of 'em. There are two kinds of questions:

- Legitimate questions* to get more information.
- Bogus questions* to put subordinates on the defensive.

Make the questions you ask open, not hostile. And make sure *you're* open to *any* answers. The best research scientists are forever curious. And the best questions come from people who aren't afraid to appear stupid.

Continued on page 5

Say “YES!” to “Unleashing the Power of Creativity™.”

Need a jolt of creativity for your organization? For a limited time, you can get a double shot of the top creative tips and techniques. Here's how:

Get a FREE 12-volume video library. (A \$599.95 Value!)

Call 1-800-840-8174 before 10/1/01 to schedule Roger's exhilarating 2-day seminar “Unleashing the Power of Creativity” for your



organization or group and we'll give you the acclaimed 12-volume “Applying Creativity” video series — a \$599.95 value — absolutely FREE!

Hurry! FREE video offer expires 10/1/01.

Mention this Roger! article when you call to receive your free videos.

Got A Challenging Idea? PPC It!

Want to evaluate ideas in the most positive, productive way? Try PPC!

Developed by my colleagues Diane Foucar-Szocki and Bill Shephard in the early 1980s, PPC stands for “Pluses, Potentials and Concerns.” Practical and easy to use, this exciting creativity technique is as easy as 1-2-3. Here's how it works.

1. Once you've selected an idea that looks appealing, list at least three *pluses*— things that are good about the idea right now.

2. Next, list the *potentials* — good things that may result if the idea were implemented. Phrase the potentials, “It might . . .”

3. After pluses and potentials, now list *concerns*. Phrase concerns as problems to be solved, beginning, “How to . . .”

Now you're ready to generate ideas for *overcoming* the concerns you listed. Overcome one concern at a time until they're all handled.

At this point, you'll find that analyzing ideas using the Pluses, Potentials and Concerns technique actually makes the ideas better — they're refined, improved, and ready to implement.

Next time you're confronted with a challenging idea, don't criticize. Instead, try PPC!

Heeere's Roger!

“Powerfully positive!”

“100% outstanding.”

“The gold standard of creativity training.”

These are just a few of the accolades Roger Firestien has received from satisfied, even delighted, Fortune 500 clients across the country.

President of Innovation Resources, Inc. and associate professor at the world-renowned International Center for Studies in Creativity at Buffalo State College in Buffalo, New York, Roger Firestien is the author of numerous articles, books, audio and video programs.

With his unique brand of creativity training and his infectious enthusiasm, Roger has opened up an exciting new world of creative

problem solving that creates real bottom-line results for companies throughout the United States, Europe and South America.

Want Roger to share his practical and proven creativity tips and techniques with your organization? **Call 716-631-3564 or email roger@rogerfirestien.com.**

Postcards From The Creative Edge

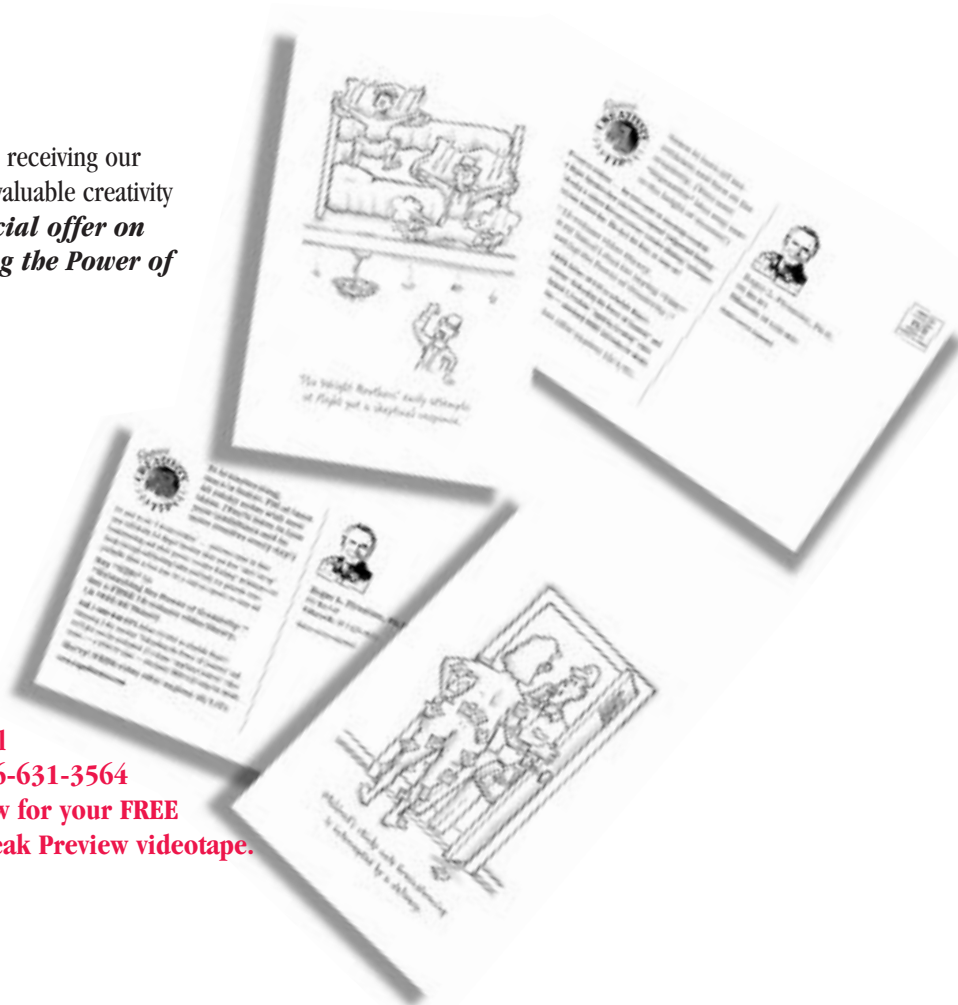
If you're receiving this newsletter, you should also be receiving our Creativity Tip postcards. Each postcard brings you a valuable creativity technique to boost your productivity — **plus a special offer on Roger's liberating 2-day seminar "Unleashing the Power of Creativity."**

Haven't gotten your Creativity Tip? Email me at roger@rogerfirestien.com.

FREE Sneak Preview Video

Want to see how Roger's Creative Problem Solving presentations can bring bottom-line results to your organization? Catch the excitement with a FREE video featuring Roger presenting practical, proven tips and techniques to organizations of all kinds.

Call
716-631-3564
now for your **FREE**
Sneak Preview videotape.



Get Wired For Creativity!



I get some of my best thoughts in airports, on planes, in hotel rooms and coffee shops around the country. Thanks to the Internet, you can start getting results from those thoughts and insights virtually overnight!

Introducing *Insights From The Road*.

An e-newsletter, *Insights From The Road* offers you FREE updates on creativity training, tips and techniques. It's a quick, easy way to share the wonderful things I learn from the many groups and individuals I meet.

Subscribe Now. It's FREE!

To receive *Insights*, email roger@rogerfirestien.com. Include the word "Insights" in your subject line or email text. We'll take care of the rest.

Who's New?

Welcome to these new *Roger!* readers:

- GE Medical Systems
- Farmers' Insurance
- US Geological Survey
- US Treasury Department
- CaterSource 2001
- US Environmental Protection Agency
- PaineWebber

Some Help From My Friends

Over the years, I've been privileged to work with some outstanding colleagues and companies in creativity and innovation training. Now, through a special arrangement, I'm able to share with you some of the best services they offer, including:

From Doug Reid & Associates

- **Applying Creative Problem Solving to Strategic Planning**
Your group creates a mission, vision, values, strategic objectives and action plan.
- **Teamwork and Creativity**
Builds a team approach to productivity.
- **Leading With A Facilitative Style**
For managers who want to develop a more facilitative style.

From "New and Improved"

- **Innovation Team Training**
Provides teams with the skills, attitudes and tools to work together more innovatively and productively.

From Blair Miller & Associates

- **Door to Creative Leadership: Leading Innovation Groups**
Intensive training for "innovation champions."
- **Knock-Out Meetings: Tools, Tips and Tricks**
Jump-starts new teams or reinvigorates established groups.
- **The Turbo Process: Guiding Groups to Great Thinking**
A creative problem solving work session tailored to client objectives.

- **Rapid Ascent: Productivity Up, Cost Down**
Intensive work sessions to reveal productivity enhancement and cost reduction opportunities.
- **KEYS to Innovation: Optimizing Your Organization for Creative Output**
Practical, survey-based feedback to optimize your organization for maximum innovation.

Other services available through this creative collaboration include strategic planning, high-performance meeting facilitation and Out First™, a comprehensive new product development program.

Please call 716-631-3564 for more information. Be sure to mention this issue of *Roger!* to take advantage of any special offers.

4

Order Creative Stuff!

Need the latest creativity tools? Simply complete and fax this order form and we'll ship your order ASAP!

Please use street address. We cannot ship to a P.O. Box.

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Leading On The Creative Edge	_____	\$ _____
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\$101.01 to \$175.00 \$9.00
\$175.01 to \$250.00 \$12.00
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If paying by check, make payment to:
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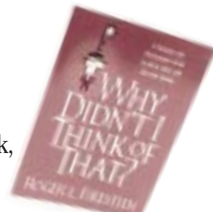
Why Didn't I Think of That?

In about an hour, you'll learn ten new tools to help you become *deliberately creative*. Learn how to develop more options, enjoy more effective teamwork, and evaluate ideas positively.

"Why Didn't I Think of That? puts the power of creative problem solving to work for you from the first page. . . . Great ideas in an easy-to-read style that's fun!"

Todd W. Smith, Editor-in-Chief
Outdoor Life

73 pages\$10.00



Unleashing The Power of Creativity

A video and manual offering specific, practical guidance for conducting a successful Creative Problem Solving (CPS) session. Roles for both participants and facilitator are defined, guidelines established and questioning techniques explained.

Includes interviews with people successfully using CPS in industries from heavy manufacturing to health care.

41-minute video with facilitator's manual\$99.95



Leading On The Creative Edge

Teaches organizational and team leaders how to redefine problems, generate new ideas, put mistakes to creative use and much more. Includes numerous real-life examples of extraordinary results created by those who are "leading on the creative edge."

"You will be inspired by the bottom-line results that have been achieved through these techniques."

Cindy Moeller, Vice President of Human Resources
Baldwin Piano & Organ Company

200 pages\$20.00



“Fresh Eyes!” continued from page 1

In the end, asking questions can make you look pretty smart.

Tip #3: Relax — and be ready!

At work, most of us are in implementation mode, focused and ready to make things happen. Only when we “get away from it all” and relax are we able to let new ideas surface. That’s because we also relax the “judgmental” part of our thinking.

So why not use downtime to be creative? Everyone has a special time — when you’re driving, in the shower, just before falling asleep — when ideas suddenly appear like magic.

To capture new ideas before they disappear, try to:

- Keep paper and pencil handy.
- Use a pocket tape recorder.
- Call your voice mail and leave yourself a great idea!

Use whatever works to capture your insights.

Tip #4: Don’t just sit there. Do something different.

You know how to find your way to work, right? Then tomorrow, learn a new way. Drive a new route. Break out of the familiar.

Why? Because forcing yourself out of your normal routine is a good way to spark new ideas and creative thinking. Here are some other routine changes that can give you a fresh perspective:

- Try a different cuisine or restaurant for dinner.
- Ride your bike or take a walk instead of driving.
- Like action movies? Check out a foreign film.

For his book *On Leadership*, John Gardner interviewed many leaders and noted their advice for renewal could be summed up very simply: “Do something nonverbal.” Music, nature, gardening and sports all opened these leaders up to new possibilities. It can work for you, too.

Tip #5: Expose yourself — to everything.

Several years ago, a study of the reading habits of research scientists identified three groups: innovative, productive and “slugs.”

Not surprisingly, the slugs read almost nothing — and their work reflected it. The productive group read almost exclusively in their discipline. The innovative scientists — who were not always as technically up-to-date as their productive colleagues — read everything from scientific journals to science fiction.

Just as wide exposure to a variety of materials sparked innovative, creative thinking in the top tier of research scientists, it can work wonders for your creativity and leadership skills. Here are a few ways to maximize your exposure to new and disparate information:

- Don’t have time to read? Listen to tapes in your car.
- Hooked on hard rock music? Try classical, all-news or National Public Radio.
- Like *Popular Mechanics*? Pick up a copy of *Psychology Today*.

Once you get in the habit of trying new things, it becomes easier. And you’ll have fun, too.

Tip #6: Win friends and let them influence you.

One of the most important creativity habits of all is interacting with people from different backgrounds and disciplines. Research on communication networks shows the best source of information is not people you see regularly, but people from other groups — other communication networks, in other words.

Don’t know how to meet new people? Sometimes it’s as simple as striking up a conversation with the person in the next seat on a plane or train. From rocket scientists to garbage collectors, they all have something to teach you.

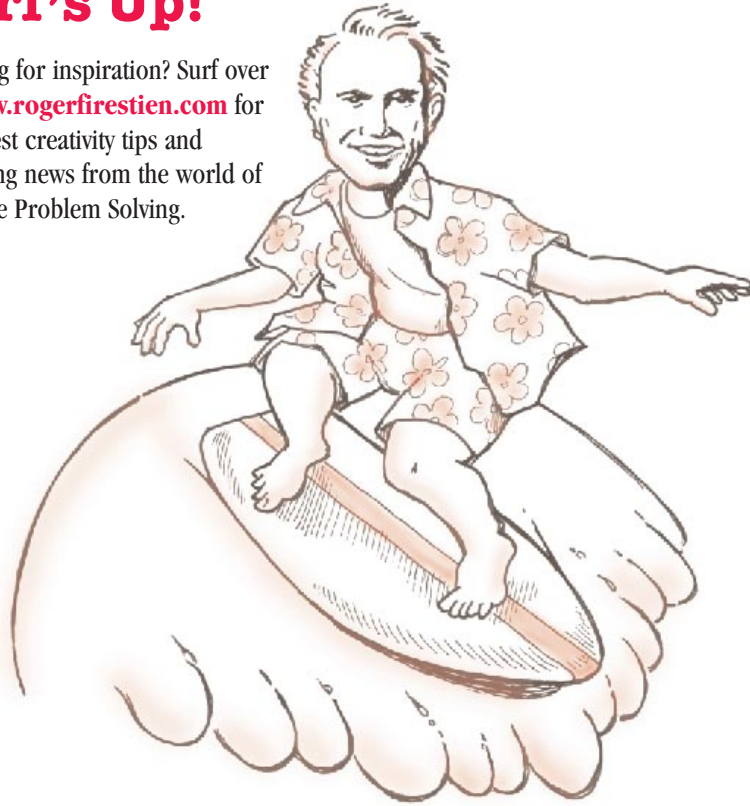
So reach out and learn something today!



Wonder what office supplier Bob uses?

Surf's Up!

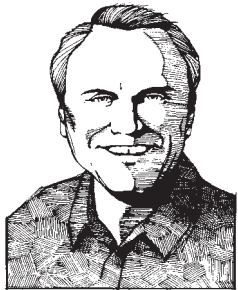
Looking for inspiration? Surf over to www.rogerfirestien.com for the latest creativity tips and breaking news from the world of Creative Problem Solving.



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For new ideas, open now!

Roger L. Firestien, Ph.D.

P.O. Box 615

Williamsville, NY 14231-0615

Creativity That Gets Results™

Return service requested.

Next Issue: *Bug Off!*

In the next issue of *Roger!*, you'll learn how creative thinking led to a multi-million-dollar-potential breakthrough in pest control.

Plus, you'll find more creative tips and techniques. Until then, be creative!



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