

## PROCESS OVERVIEW



	CLARIFY THE PROBLEM	CLARIFY THE PROBLEM	CLARIFY THE PROBLEM	GENERATE IDEAS	DEVELOP SOLUTIONS	PLAN FOR ACTION
Mindset	Clarifying	Clarifying	Clarifying	Ideating	Developing	Implementing
Step	IDENTIFY GOAL, WISH OR CHALLENGE	GATHER DATA	CLARIFY THE PROBLEM	GENERATE IDEAS	DEVELOP SOLUTIONS	PLAN FOR ACTION
<b>When to start</b>	You want to create, invent, solve or improve something.	You want to explore the facts, feelings, and data around a goal, wish or challenge.	You want to pinpoint the best problem to solve.	You have a clearly defined problem and you need ideas to solve it.	You want to turn promising ideas into workable solutions.	Start here when you have a solution and need buy-in from others. You want to create a detailed plan of action to follow.
<b>Statement starters</b>	I wish... It would be great if...		How to... How might... In what ways might... What might be all the...			
<b>Tools or Sample Questions</b>	<b>Diverge:</b> What are some things you have done lately that you would like to do better? Who has been on your mind lately? Why? What are some goals, dreams or visions you would like to accomplish this year? What might be some ideal goals or wishes for your life? <b>Converge:</b> Select the goal, wish or challenge on which you have ownership, motivation and a need for Imagination.	<b>Diverge:</b> What is a brief history of your goal, wish or challenge? What have you already thought of or tried? What might be your ideal goal? <b>Converge:</b> Select the key data that reveals a new insight into the situation or that is important to consider throughout the remainder of the process.	<b>Diverge:</b> Defer judgment, Strive for quantity, Seek wild & unusual questions, Combine and build on other questions. <b>Converge:</b> Highlighting (Hits, Cluster, Restate as a creative question)	<b>Diverge:</b> Defer Judgment. Strive for quantity. Seek wild and unusual ideas. Combine and build on other ideas. Brainstorming, Brainstorming with post-its, Brainwriting, Forced Connections <b>Converge:</b> Highlighting (Hits, Cluster, Restate as an action)	<b>Diverge:</b> Generate ideas to OVERCOME your concerns. <b>Converge:</b> Select the best ideas to overcome your concerns and improve your solution.	<b>Diverge:</b> List all of the actions you might take to implement your solution. What might you do to make your solution easy to understand? What might you do to demonstrate the advantages of your solution? How might you gain acceptance of your solution? What steps might you take to put your solution into action? <b>Converge:</b> Select the key actions to implement your solution. Create a plan detailing who does what by when.
<b>Outcome</b>	<b>A statement of your goal or wish or challenge</b>	<b>A list of key data about your goal, wish or challenge.</b>	<b>A well-defined question that describes the best problem to solve.</b>	<b>An idea or a number of ideas that will solve your problem</b>	<b>A well developed and detailed solution(s).</b>	<b>A specific plan for action.</b>

# CREATIVE PROBLEM SOLVING 21<sup>st</sup> CENTURY



**CLARIFY THE PROBLEM**  
**GENERATE IDEAS**  
**DEVELOP SOLUTIONS**  
**PLAN FOR ACTION**



## CLARIFY THE PROBLEM

Start here when you are looking to improve, create, or solve something. You want to explore the facts, feelings and data around it. You want to find the best problem to solve.

### IDENTIFY GOAL, WISH OR CHALLENGE

Start with a goal, wish or challenge that begins with the phrase: "I wish..." or "It would be great if..."

**Diverge:** If you are not quite clear on a goal then, make a list of all of the things that you would like to create, invent, solve or improve.

**Converge:** Select the goal, wish or challenge on which you have Ownership, Motivation and a need for Imagination.

### GATHER DATA

**Diverge:** What is a brief history of your goal, wish or challenge? What have you already thought of or tried? What might be your ideal goal?

**Converge:** Select the key data that reveals a new insight into the situation or that is important to consider throughout the remainder of the process.

### CLARIFY THE PROBLEM

**Diverge:** Generate many questions about your goal, wish or challenge. Phrase your questions beginning with: "How to...?" "How might...?" "What might be all the ways to...?"

Try turning your key data into questions that redefine the goal, wish or challenge.

**Converge:**

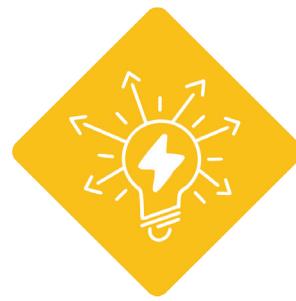
#### 1. Mark the "HITS":

New insight. Promising direction. Nails it!  
Feels good in your gut.

#### 2. Group the related "HITS" together.

#### 3. Restate the cluster.

"How to..." "What might be all the..."



## GENERATE IDEAS

Start here when you have a clearly defined problem and you need ideas to solve it. The best way to create great ideas is to generate LOTS of ideas. Defer judgment. Strive for quantity. Seek wild & unusual ideas. Build on other ideas.

**Diverge:** Come up with at least 40 ideas for solving your problem. Come up with 40 more. Keep going. Even as you see good ideas emerge, keep pushing for novelty. Stretch!

**Converge:**

#### 1. Mark the "HITS":

Interesting, Intriguing,  
Useful, Solves the problem.  
Sparkles at you.

#### 2. Group the related "HITS" together.

#### 3. Restate the cluster with a verb phrase.

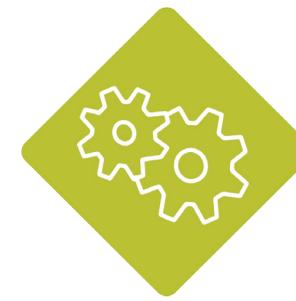
## GROUND RULES

### WHEN YOU DIVERGE

- Defer judgment
- Strive for quantity
- Seek wild & unusual ideas
- Build on other ideas

### WHEN YOU CONVERGE

- Be affirmative
- Be deliberate
- Check objectives
- Consider novelty



## DEVELOP SOLUTIONS

Start here when you want to turn promising ideas into workable solutions.

### DEVELOP YOUR SOLUTION

Review your clusters of ideas and blend them into a "story." Imagine in detail what your solution would look like when it is implemented.

**Begin your solution story with the phrase, "What I see myself doing is..."**

### PPCo EVALUATION

PPCo stands for Pluses, Potentials, Concerns and Overcome concerns

**Review your solution story.**

1. List the **PLUSES** or specific strengths of your solution.
2. List the **POTENTIALS** of your solution. What might be the result if you were to implement your idea?
3. Finally, list your **CONCERNS** about the solution. Phrase your concerns beginning with "How to..."
4. **Diverge and generate ideas to OVERCOME** your concerns one at a time until they have all been overcome
5. **Converge and select the best ideas** to overcome your concerns. Use these ideas to improve your solution.



Permission is granted to reproduce this document provided that no part of the document is altered or changed in any way whatsoever.  
© Roger L. Firestien, Ph.D. 2019.  
www.RogerFirestien.com



## PLAN FOR ACTION

Start here when you have a solution and need buy-in from others. You want to create a detailed plan of action to follow.

**Diverge:** List all of the actions you might take to implement your solution.

What might you do to make your solution easy to understand?

What might you do to demonstrate the advantages of your solution?

How might you gain acceptance of your solution?

What steps might you take to put your solution into action?

**Converge:** Select the key actions to implement your solution. Create a plan detailing who does what by when.

Creative Problem Solving – 21st Century is based on the work of: Osborn, A.F.(1953). Applied Imagination: Principles and procedures of Creative Problem Solving. New York: Scribner's. Parnes, S.J, Noller, R.B & Biondi, A. (1977). Guide to Creative Action. New York: Scribner's. Miller, B., Firestien, R., Vehar, J. Plain language Creative Problem-Solving Model, 1997. Puccio, G.J., Mance, M., Murdock, M.C. (2010) Creative Leadership: Skills that drive change. (Second Edition), Sage Publications, Thousand Oaks, CA. Miller, B., Vehar J., Firestien, R., Thurber, S. Nielsen, D. (2011) Creativity Unbound: An introduction to creative process. (Fifth Edition), Foursight, LLC., Evanston, IL. PPC (Pluses, Potentials & Concerns) was invented by Diane Foucar-Szocki, Bill Shepard & Roger Firestien in 1982.