

### Filters

- Mozart, The Beatles, Madonna, Charlie Parker  
**hear:** sounds, music, harmony, dance
- Rembrandt, da Vinci, Dali, Frank Lloyd Wright  
**see:** sights, art, architecture
- Linus Pauling, Albert Einstein, a professor  
**think:** science, research, experimentation, knowledge
- Dr. Phil, Stephen Covey, Freddy Krueger  
**feel:** emotions, dreams, pleasure, fears
- Julia Child, Emeril, Two Fat Ladies  
**taste, smell,** calories
- **Stakeholders:** customers, employees, suppliers, shareholders, partners, regulators  
**wants, needs,** mission, value, purpose
- Steven Spielberg, Tom Cruise, Sir Lawrence Olivier  
directing, movies, theatre, Broadway
- Robin Williams, Whose Line is it Anyway?  
comedy, improvisation, audience, stand-up
- Dale Earnhardt, an auctioneer, a turtle  
racing, concentration, speed, slow
- A cheerleader, children, Michael Jordan, Ali  
fun, play, games, sports, greatest
- Houdini, Harry Potter, David Blaine  
magic, illusion, misdirection, crazy
- Tom Clancy, Agatha Christie, Charles Dickens  
books, words, espionage, mystery, history
- graphic designer, a marketing director  
design, brand, promote
- Sun Tzu, General MacArthur, Gandhi  
war, defense, peace
- Walt Disney, Edward de Bono  
Imagineering, lateral thinking
- Steve Jobs, Bill Gates, a CIO, an internet start-up  
creativity, domination, technology
- Warren Buffet, a bank, a CFO, Arthur Andersen  
ROI, finances, money, investing, creativity
- George Bush, Jesse Jackson, Jack Welch, a CEO  
politics, evangelist, negotiation, leadership
- Friends, family, your favorite teacher  
trust, caring, a lifetime relationship

### Contrarian Thinking

- Assumption Busting: Why? Who? What? Where?  
When? How? How much?
- What is the worst idea?
- We always do it this way...We never do it this way...  
What if the opposite were true?
- What are you most afraid your competition will do to  
you? Beat them at their game.
- What would we do if we were starting from scratch?
- What is unique (differentiating) about our  
products/services?

### Associations

- What is it like? Metaphors, Analogies
- Industries: retail, travel and transportation,  
automotive, consumer goods, food, financial  
services, hospitals, utilities, communications, oil,  
government, high tech
- Processes: product development, marketing, sales,  
manufacturing, supplier management, distribution,  
customer service, maintenance, HR, IT, finance
- Disciplines: ecosystems, jazz, free markets,  
evolution, biology

### Other Techniques

- Yes, and
- Whole brain teams
- The 7Rs of process redesign
- Brainwalking
- Trend-driven filters
- Rip & rap
- Try something new

### CRACK IT! Creativity Process

- **C**larify and find (problems, opportunities)
- **R**esearch (facts)
- **A**im (selection criteria, wants & needs)
- **C**onceive (breakthrough ideas)
- **K**eep (best solutions)
- **I**nvestigate (feedback, value analysis, buy-in)
- **T**est (pilot, prototype, simulate)
- **I**mplement (scale, learn, and have fun!)

### The 7Rs of Process Redesign

#### *RETHINK* (why)

##### *RECONFIGURE* (what)

- How can this activity be eliminated?
- How can common activities be consolidated?
- How can reconciliation be reduced by putting quality at the source?
- How can information sharing with suppliers and customers improve the process?
- How can intermediaries and non-value-added work be eliminated?
- How can best practices from other industries be borrowed and improved upon?

##### *RESEQUENCE* (when)

- How can predicting increase efficiency?
- How can postponement increase flexibility?
- How can parallelism reduce time?
- How can the number of interconnections and dependencies be minimized?

##### *RELOCATE* (where)

- How can the activity be moved closer to the customer or supplier to improve effectiveness?
- How can the activity be moved closer to related activities to improve communication?
- How can we decrease cycle time by reducing travel time and distance?
- How can geographically virtual organizations be created?
- How can the activity be moved to another location to reduce labor costs?

##### *REDUCE* (how much)

- How can the frequency of the activity be reduced or increased?
- How would more information enable greater effectiveness?
- How would less information or fewer controls simplify and improve efficiency?
- How can critical resources be used more effectively?

#### *REASSIGN* (who)

- How can existing activities and decisions be moved to a different organization?
- How can the activity be outsourced?
- How can the customer perform this activity?
- How can the organization perform an activity that the customer is already performing?
- How can cross-training integrate and compress tasks?
- How can suppliers/partners perform this activity?

#### *RETOOL* (how)

- How can technology transform the process?
- How can the activity be automated?
- How can assets or competencies be leveraged to create competitive advantage?
- How can up-skilling, down-skilling or multi-skilling improve the process?