

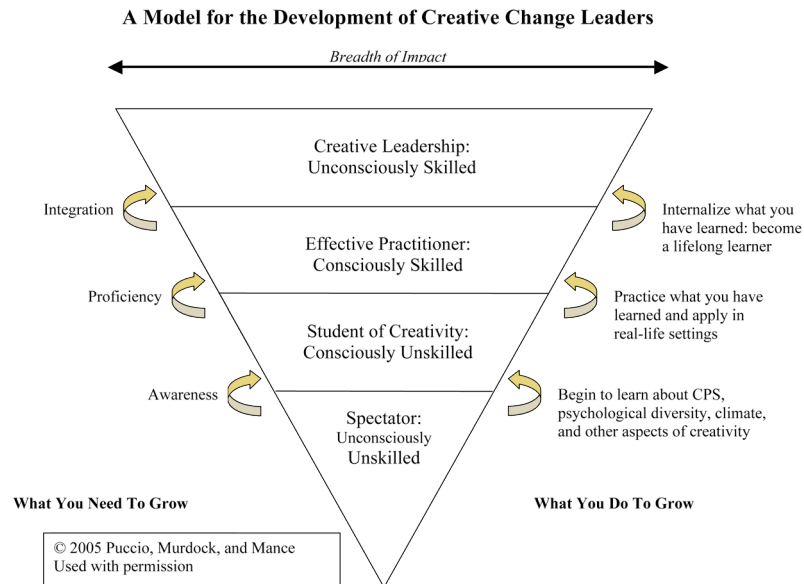
Affective Skills Useful in All Steps of Creative Problem Solving

Openness to Novelty	Ability to entertain ideas that at first seem outlandish and risky
Tolerance for Ambiguity	Ability to deal with uncertainty and to avoid leaping to conclusions
Tolerance for Complexity	Ability to stay open and persevere without being overwhelmed by large amounts of information, interrelated and complex issues and competing perspectives.

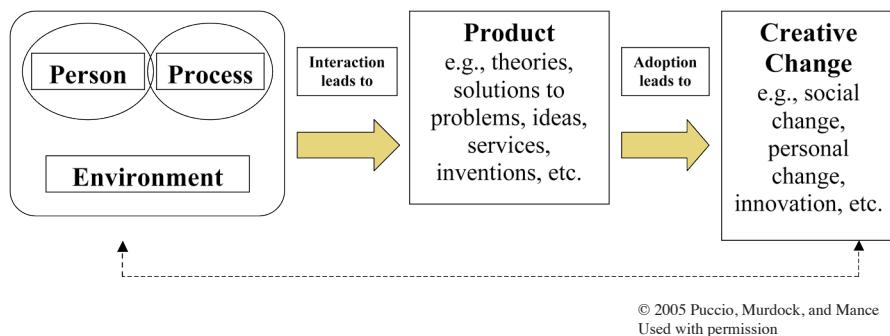
Cognitive and Affective Thinking Skills for Each Step of Creative Problem Solving

Step		Cognitive Skill		Affective Skill	
Assessing the Situation	To describe and identify relevant data and to determine next process step	Diagnostic Thinking	Examining a situation closely and using this analysis to decide what process step to take next	Curiosity	A desire to learn or know; inquisitive
Exploring the Vision	To develop a vision of a desired outcome	Visionary Thinking	Describing a vivid and concrete picture of the desired future	Dreaming	To imagine as possible your desires and hopes
Formulating Challenges	To identify the gaps that must be closed to achieve the desired outcome	Strategic Thinking	Identifying the critical gaps and pathways that need to be followed to attain desired outcomes	Sensing gaps	To become consciously aware of discrepancies between what exists and is desired or required
Exploring Ideas	To generate novel ideas that address significant gaps/challenges	Ideational Thinking	Producing original mental images and thoughts that respond to challenges or opportunities	Playfulness	Freely toying with ideas
Formulating Solutions	To move from ideas to solutions	Evaluative Thinking	Assessing the reasonableness and quality of ideas in order to develop workable solutions	Avoiding Premature Closure	Resisting the urge to push for a decision
Exploring Acceptance	To increase the likelihood of success by testing solutions	Contextual Thinking	Understanding interrelated conditions and circumstances that support or hinder success	Sensitivity to Environment	The degree to which people are aware of their physical and psychological surroundings
Formulating a Plan	To develop an implementation plan	Tactical Thinking	Devising a plan in specific & measurable steps to attain a desired end & monitor its effectiveness	Tolerance for risks	Not allowing yourself to be shaken or unnerved by the possibility of failure or setbacks

A Model for the Development of Creative Change Leaders

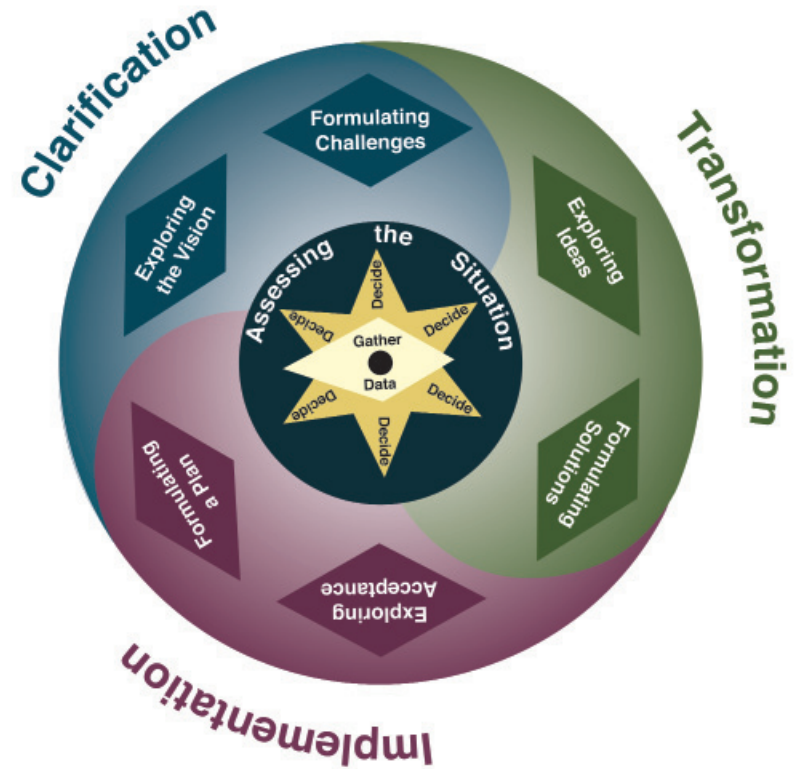


A Systems Model for Creative Change



CREATIVE PROBLEM SOLVING: *Thinking Skills Model*

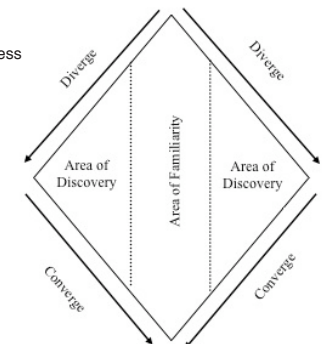
Puccio, G. J., Murdock, M. C. and Mance, M. (2007). Creative leadership: Skills that drive change. Thousand Oaks: Sage Publications.



The Dynamic Balance - the core of the CPS process
At every step, use both types of thinking.

Divergent Thinking:
A broad search for many diverse and novel alternatives.

Convergent Thinking:
A focused and affirmative evaluation of alternatives.



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