Creative Problem Solving for the Field

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The Dali’s Innovation Labs offers one-of-a-kind programs that carefully combine more than 60 years of psychology and management research on creativity, creative problem solving, and innovation, infused with Dali’s philosophy and methods to unlock a team’s true untapped creative potential.
The library became a part of the Innovation Lab workshop.

The library became a space to clarify and ideate for some of our innovation labs!

The library now has the potential to generate revenue by becoming a part of an Innovation Workshop here at The Dali Museum.
## Creative Problem Solving Process

<table>
<thead>
<tr>
<th>STAGE</th>
<th>STEP</th>
<th>PURPOSE</th>
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<tbody>
<tr>
<td>CLARIFY</td>
<td>Explore the Vision</td>
<td>Identify the goal, wish, or challenge.</td>
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<tr>
<td></td>
<td>Gather Data</td>
<td>Describe and generate data to enable a clear understanding of the challenge.</td>
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<td></td>
<td>Formulate Challenges</td>
<td>Sharpen awareness of the challenge and create challenge questions that invite solutions.</td>
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<tr>
<td>IDEATE</td>
<td>Explore Ideas</td>
<td>Generate ideas that answer the challenge questions.</td>
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<tr>
<td>DEVELOP</td>
<td>Formulate Solutions</td>
<td>To move from ideas to solutions. Evaluate, strengthen, and select solutions for best “fit.”</td>
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<tr>
<td>IMPLEMENT</td>
<td>Formulate a Plan</td>
<td>Explore acceptance and identify resources and actions that will support implementation of the selected solution(s).</td>
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</table>
...A problem well put is half solved.

-John Dewey
Generate Goal/Wish Statements

- We took your data from the 2016 survey
- We created WIBGIS (Wouldn’t it be great if statements)
- We turned those WIBGIS into challenge questions
WIBGIS from the ARLIS/NA 2016 Museum Division Current State Survey

It would be great if I could hire and/or retain a staff member instead of getting an intern or volunteer.

I wish the parent organization saw the true value of the library.

I wish I could focus more on library related needs instead of being pulled into other departments all the time.

It would be great if we could keep our public hours.

I wish that there was space in the library to continue acquiring print material according to the collection development policy.
I wish the parent organization saw the true value of the library.
Generate Well-Defined Challenge Questions

Invitational Language Stems

How to...
How might...
In what ways might...
What might be all the ways to...

Turn Data into Challenge Questions

Not Ideas - A Better Definition of the **Real** Challenge

Broad – Brief – Beneficial
## Generate Well-Defined Challenge Questions

<table>
<thead>
<tr>
<th>Instead of...</th>
<th>Ask...</th>
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</thead>
<tbody>
<tr>
<td>It’s too expensive.</td>
<td>How might we fund it?</td>
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<tr>
<td>She is so stubborn.</td>
<td>What might be all the ways to influence her?</td>
</tr>
<tr>
<td>We’re in a sales slump.</td>
<td>How to boost sales in August?</td>
</tr>
</tbody>
</table>
Before:

- HMW position our new Tax-Free Account as the smartest savings vehicle of choice in a crowded marketplace?
- HMW transform ourselves into the most environmentally responsible company in the film industry in terms of our production practices, supplier management systems & operations.
- HMW communicate in such a way that all employees receive consistent messages so that they have the “correct” understanding to be able to enhance their performance and act in the best interests of their colleagues and our firm?
- How might we truly understand what drives employees loyalty and dedication so that we can establish an systems and an environment in which we achieve the highest attendance standards in the industry?

After with word swapping:

- HMW make saving sexy?
- HMW become the Prius of the film industry?
- HMW make sure our people really “get it”?
- HMW have employees who’d rather die than miss work?
• HMW show the **parent organization** the true value of the library?

• HM the library become a go-to resource for all departments?

• HMW show the **parent organization** the true value of the library?

• HMW heighten the library’s visibility?

• HMW show the **parent organization** the true value of the library?

• HMW turn the library into a daily destination?

• HMW show the **parent organization** the true value of the library?

• HM the library generate revenue?
Let’s Ideate

Divergent Thinking Guidelines

- Defer Judgment
- Build on Ideas
- Seek Wild Ideas
- Go for Quantity
- Incubate

Adapted from and inspired by: Applied Imagination (Osborn, 1953)
HM the library become a go-to resource for EVERY department?
Let's hear a few ideas
Some possible answers:

• offer to host meetings
• make it event space for VIPs
• have board meetings there
• offer prizes for the department who uses the library the most
• create 5-10 minute presentations on how the library can serve each department
Now try Q storming!
Characteristics of a Challenge Question

- **Statement Starter**
- **Owner**
- **Verb**
- **Object**
Characteristics of a Challenge Question

Begins with a statement starter

*How might...*
*How to...*
*In what ways might...*
*What might be all the ways to...*
Characteristics of a Challenge Question

How might...
How to...
In what ways might...
What might be all the ways to...

There’s no budget for that.

__________________________________?
__________________________________?
__________________________________?
__________________________________?
__________________________________?
__________________________________?
__________________________________?
__________________________________?
__________________________________?
__________________________________?
__________________________________?
Let's hear a few questions
There’s no budget for that.

serial binding, library staff, equipment, conservation

HMW find a sponsor?
In what ways might we have that donated?

What might be all the ways the library can generate revenue?

HMW make endowing positions sexy?
If you would like a digital tool deck, please email me:
sbuckles@thedali.org
thank you