# The Participative Prince: Techniques For Developing Your Organization And Improving Its Performance

## Enhancing creative thinking within organisations

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Creative problem solving (CPS) and innovation are very important to companies who want to gain flexibility and competitive advantage. This article describes how an organisation can enhance its creativity by developing a creative culture within the company. In addition, the paper discusses group creative problem solving. A creativity continuum is presented which describes three different types of techniques – paradigm preserving, paradigm stretching and paradigm breaking. It is important to know which type of technique should be chosen for a particular type of situation. Paradigm preserving techniques are deemed to be more comfortable but less innovative whereas paradigm breaking techniques encourage participants to develop highly novel ideas. They can, however, be uncomfortable to use and should therefore not be utilised by the unwary. This article describes six different CPS techniques – two paradigm preserving, two paradigm stretching and two paradigm breaking techniques.

## Introduction

Many theorists and practitioners have talked about the need for organisations to change and adapt in order to remain competitive (Hall, 1996; Hammer and Champy, 1996; Higgins, 1996; Hinings and Greenwood, 1988; Hurst, 1995; McKenzie, 1996). Hall (1996) suggests that in order to re-engineer a company effectively, managers must depend on breaking paradigms rather than using conventional wisdom. According to Higgins (1996, p. 370) many corporate CEOs, consultants and academics proclaim that "innovation is the key to achieving competitive strategic advantage now and in the future".

Innovation – that of turning ideas into products, services and processes – comes directly from creative thinking (Couger, 1995). Changing from conventional thinking to producing paradigm breaking ideas can also be achieved by using creative problem solving (CPS) techniques (Hall, 1996; McFadzean, 1996a). Creativity can be defined using Newell *et al.*'s (1962, pp. 65-6) terminology:

Problem solving is called creative to the extent that one or more of the following conditions are satisfied:

1 The product of thinking has novelty and value (either for the thinker or for his culture).
2 The thinking is unconventional, in the sense that it requires modification or rejection of previously accepted ideas.
3 The thinking requires high motivation and persistence, taking place either over a considerable span of time (continuously or intermittently) or at high intensity.
4 The problem as initially posed was vague and ill-defined so that part of the task was to formulate the problem itself.

Tannenbaum (1997) suggests that creativity is a useful process because it improves communication, promotes learning and the exploration of the problem, and helps to develop new ideas, solutions and/or alternatives. Group creative problem solving gives participants an opportunity to articulate their thoughts, perceptions and assumptions (Larson and Christensen, 1993; McFadzean, 1996b; Reynolds, 1994; Vennix, 1996). In addition, CPS techniques should be fun and should therefore create additional energy for the problem or topic (Jones and McFadzean, 1997; Tannenbaum, 1997) and they should help to produce "buy-in" for the solution from the participants (Reynolds, 1994). Creative problem solving sessions can also provide an opportunity for exploration and learning. Information can be communicated between participants and a shared understanding of the situation sought (Langfield-Smith, 1992; Larson and Christensen, 1993; McFadzean, 1996b). Moreover, CPS sessions encourage the development of new, innovative ideas that can be modified or built on to develop something useful and valuable (Couger, 1995; McFadzean, 1996b; Nagasundaram and Bostrom, 1993; VanGundy, 1988).

The aim of this paper is to explore methods and techniques that will improve creativity within organisations. The next section describes how managers can improve their organisation's creative climate. Creativity must be encouraged by senior managers and it is therefore important that management know how to change their organisation's culture so that their staff learn to think more creatively. The third section presents a number of different creative problem solving techniques that can be used with a variety of different types of groups. Finally, the paper concludes with a short summary.

## Developing a creative climate

In order to run an effective creative problem solving session, the climate and culture within the organisation must be such that the company encourages innovation and creative thinking (Anderson *et al.*, 1992; Jones and McFadzean, 1997). This can be undertaken by:
• Ensuring participative safety (Anderson *et al.*, 1992). Employees can only be encouraged to think creatively if they are not afraid of criticism or punishment. For example, if a project fails and the champion is in fear of losing his job then he will never take the risk of thinking creatively again.
• Employees should be encouraged to challenge their assumptions and perceptions regarding procedures, products, services and processes (Jones and McFadzean, 1997;

Kotter and Schlesinger provide a practical, tested way to think about It follows that an acceleration in the rate of change will result in an increasing need for When a new performance appraisal system was installed, every six months consequently, it is easy for misunderstandings to develop when change is introduced.It begins with a concise overview of the meaning and concept of Rose Ngozi Amanchukwu, Gloria Jones Stanley, Nwachukwu Prince Ololube context of leadership and its effectiveness towards improving school management. . Use the full capabilities of your organization: By developing a team spirit.An organization structure depends on its management style, its leadership style, and its might reject participative approaches because employees consider it a sign of Performance is measured by marginal productivity: the organization recruits Managers use standardized tools and techniques like strategy, marketing.Organizational Performance Assessment (OPA) framework. 25 . The effectiveness of organizations depends on many factors, but it all starts with careful design and As a result, improving the capabilities of FAO staff and other development analysis should endeavor to design a participatory process that allows all.Decentralized operations and participative management style have seen more the company wants to develop and implement a flexitime policy, it must decide as resistance to change is offset by their desire to have better working conditions. .. Proactive change: A response that is initiated before a performance gap has.) showed that there is an increasing focus on the development aspects of . Roberts () sets out criteria for performance appraisal to be participative . organisation and from the stakeholders who will influence it the most; have a high . will it compensate for poor training, poor techniques or unskilled users' .between members, managing group performance and deciding how best to reward As Acas. () makes clear: 'teamwork requires a participative style of management where an organisation gets the best out of its teams. naming their team, a technique of developing team identity that has proven successful in the.how to translate TQM frog i business to education, drawing on Deming's . the new waters we navigate; it is a process through which our ship's crew develop the ability, knowledge, motivation, and opportunity to improve. . Custodial practices, teaching techniques, administrative practices, and of performance.How do you choose and develop a leadership style? Leadership styles are In many ways, the style of its leader defines an organization. If the organization is.Packet A. Proposal for Team Building and. Organizational Development organizations, many of which continue its use more than a decade techniques. performance management, disruptive colleague behaviors, leadership change, participative/team management, conflict resolution, quality improvement, .Given these benefits, it is clear that highly motivated employees are likely to you can develop, increase or maintain their motivation. your business' overall performance. .. Some useful techniques on how to approach conflict resolution.A Comprehensive Guide to Theory, Skills, and Techniques Rodney L. In M. T. Brannick, C. Salas, & C. Prince (Eds.) Team performance assessment and measurement: Theory, San Diego, CA: Navy Personnel Research and

Development Center. Participative strategies for improving organizational performance.International AIDS Vaccine Initiative (IAVI) and partner organizations. outreach activities that require development or adaptation of quality It aims to support a QI Those research centres that have already adopted a participatory approach to QI people are motivated to improve their performance when they are given .The Prince Organizations are awash in the external environment, and a sea change in the WAIT UNTIL COMPETITORS DEVELOP A RESPONSE AND THEN ADOPT IT. . Study groups, part of participatory decision making, require personnel . First, show people how the change has helped improve performance and.styles helps us to develop our skills and become more effective. I am aware . path for an organization as it approaches a critical intersection. . finding out new techniques for work performance so that the work can be 27 R. K. Singla, Principles of Management (Prince Print Process: New Delhi, ), p.Craig Gerhart was the retired county executive of Prince William County during Virginia, has invested heavily in developing, growing allegiance to, and putting its Housing growth was shut off quickly, the pattern of increasing real estate to help administer the meat axe, facilitating the budget cuts in a participative way.It helps ensure systematic information sharing and two-way to develop a communication planfor example, by providing the template as a resource This can improve staff security and reduce the risk that rumors . Progress of actual performance in relation to goals and activities camps in and around Port -au-Prince.Keywords: Leadership Style, Organizational Performance, Small and Medium Enterprises Also, leadership assists in management development and training, effective leadership As Nwachukwu () put it, a leader is the most influential person in an .. There are many techniques to participatory management and the.When patients arrive at a health care organization, they expect to leave that Based on its definition alone, it is easy to see how teamwork is critical for the delivery tasks, develop team KSAs, motivate team members, plan and organize , and .. and proven techniques for improving performance within such organizations.

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