



THE CREATIVE MINDSET: MASTERING THE SIX SKILLS THAT EMPOWER INNOVATION

SYLLABUS FOR ONLINE LEARNING

HOW TO USE THIS SYLLABUS

This syllabus is intended for a class in remote learning, with a weekly scheduled virtual classroom to promote collaboration and discussions. All materials should be read and watched prior to each virtual classroom. This syllabus and the videos are free to use by K-12 teachers or higher education faculty for educational purposes. A variation of this class is offered at the University of Michigan, Ann Arbor.

OVERVIEW

- The course is designed to combine personal and professional aspects of creativity and innovation
- Each class is a workshop that stands on its own, so attendance is essential to gain the perspective and tools necessary to succeed
- Students will need to work both independently and in groups
- The course content has been captured in 15-minute online videos to be watched prior to the virtual classroom
- The class time will be devoted to learning creativity and innovation methods
- Since the assignments are highly personal and situational, students will need to demonstrate mastery of creativity and innovation

LOGISTICS

This course is only for those students with a serious interest in the development of personal/professional creativity and organizational innovation. Like creativity itself, this course is as much about experiences and experiments as it is about strategies and methods. Each participant is expected to contribute to the learning experience.

Readings for the first class and the online quiz must be completed before the first class meets. Remember to bring your assessment results to the first class.

The Innovation Code quiz is available at: <http://innv.at/icode-quiz>

The Creative Mindset quiz is available at: <http://innv.at/CMQuiz>

REQUIRED TEXT

- DeGraff, J. and DeGraff, S. (2017). *The Innovation Code: The Creative Power of Constructive Conflict*. Berrett Koehler Publishers. ISBN: 978-15230-84760.
- DeGraff, J. and DeGraff, S. (2020). *The Creative Mindset: Mastering the Six Skills that Empower Innovation*. Berrett Koehler Publishers. ISBN: 978-1523090150.
- Greene, R. (2014). *Mastery*. Profile Books Ltd. ISBN: 978-1846681561.

HBR ARTICLES

- Collaborating with Creative Peers
- Design Thinking
- Why Design Thinking Works
- 7 Extraordinary Feats Your Brain Can Perform (Psychology Today)
- Better Brainstorming
- Deep Smarts
- Ideas as Art
- Creativity and the Role of the Leader
- When to Use the Crowd as an Innovation Partner
- Innovation as a Learning Process
- Weird Rules of Creativity
- Storytelling That Moves People
- The Four Truths of the Storyteller
- How Pixar Fosters Collective Creativity
- Innovating Through Design
- Is it Real?
- Bring Your Breakthrough Ideas to Life
- Disruptive Innovation for Social Change
- The Power of Small Wins
- The Why What and How of Management Innovation

OPTIONAL TEXT/MATERIALS

- Creative Whack Pack (app) by Roger von Oech

ASSIGNMENTS AND GRADING

Students receive a combination of individual score and team score to determine their final grades.

- In-class attendance and contribution [20%]
 - Quiz: Individual
 - Contribution to in-class discussions
 - Roundtable discussions
 - Peer review (may also influence case study and final presentation)
- Life Map V 1.0 with story: Individual [5%]
 - Digital mosaic, manifesto, north star with a story about who you are and where you are going
- Case study: Team [30%]
 - A study of a challenge or opportunity that requires an innovative solution
- Life Map V 2.0 with plan: Individual [5%]
 - Revised digital mosaic, manifesto, and north star with a growth plan to move you forward from who you are now to who you will be as a creative leader

- Innovative solution presentation: Team [40%]
 - An innovative solution to the challenges and opportunities identified in your case study

TEAM ROUNDTABLE DISCUSSIONS

You will join a preassigned team in Session 1. Your team will include classmates with skills that are as diverse and complementary as possible. It is wise to meet with your team regularly.

Each team will lead a twenty-minute class activity reviewing that week's assigned materials. This activity should illuminate, operationalize, and apply the contents of the readings and videos for that class session. Each team will be responsible for creatively and productively managing the activity and discussion for their assigned session.

All individuals are responsible for completing class assignments for each session and participating fully in the discussion.

TEAM PROJECT

Your team will develop and showcase a creative solution for a **REAL** challenge or opportunity. It will incorporate three levels of creativity: you, your team, and the situation you intend to make better or new. This will require that you have a genuine understanding of your mastery of specific creative skills; the capabilities of your team; the culture and competencies of the communities involved; and the requirements of the situation.

The class assignments will build upon each other and help you create your innovative solution:

- Quiz: Your approach to creativity
- Readings: Developing a pathway to mastery
- Life Maps: Your story and mission
- Teams: Your collective community, culture, and competencies
- Roundtable Discussions: Lenses to better identify and solve challenges
- Case Study: Framing and scoping the challenge or opportunity
- Creativity Methods: Tools and techniques to create innovative solutions
- Final Presentation: An opportunity to exhibit your proof of concept

You must first get the faculty's approval for the Team Project challenge or opportunity.

TEAM CASE STUDY

The objective of this case is to identify, assess, diagnose, and scope a **REAL** challenge or opportunity. This will require a substantive amount of fieldwork:

- Interviews with first hand sources
- Data finding
- Assessing the culture and competencies of the individuals and organization involved
- Diagnosing the endemic challenges (as opposed to the symptoms)
- Recognizing anomalies and incongruities
- Making sense of complexity and focusing on few key issues at the heart of the challenge

Groups should use the *Innovation Genome* and other models from the course to frame the situation. The case should succinctly examine factors that will enable and constrain their ability to effectively address this challenge with an innovative solution.

In other words, the aim here is to genuinely understand the challenge and situation. This is important because a common problem among innovation teams is that they solve the wrong problem. Remember you cannot include everything in this case. Consider all the facts and carefully develop your point of view.

Using questions and tradeoffs is typically a useful technique to work your way to the heart of a challenge: Why do they do it that way? What if they did this other thing instead? Remember, if you assume the situation is caused by carelessness or stupidity, it's probably more a reflection of your understanding than the situation itself. Take a higher point of view.

Domain expertise is usually the best way to quickly gain insight into a challenge. You should check with people who are experts in the field. Your universities should have some resources and network that you can utilize to find these experts.

The case should be concluded with three essential and pointed questions that a key observer or stakeholder might ask to determine if a creative solution was going to succeed in achieving their desired purposes. For example, one question might be, "How can this challenge be solved without the aid of government funding?"

This paper should be succinct (no more than 10 pages, not including appendices and charts). 12-point font please!

TEAM FINAL PROJECT

Design and develop a solution to the challenge/opportunity you identified in your case study. The aim here is to create novel solutions using what is available to the organization, **NOT** to invent new technologies or products.

This is a creative design style pitch. The criteria for the solution are as follows:

- Demonstrates real knowledge of the situation
- Provides a real solution to the challenges and opportunities
- Is feasible (Works within the constraints of the organization's time, resources, and capabilities)
- Is WOW! (A highly creative solution)

Please turn in any work product (e.g., prototypes, mock-ups, slides, or other materials) that feed into your pitch at the time of your final presentation.

WEEKLY SCHEDULE

CLASS	READINGS	VIDEOS/METHODS	ACTIVITIES	DELIVERABLES
Pre-work	Innovation Code Chapters 1-11	The Creative Mindset – Introduction	Take Online Quizzes	Innovation Code Quiz Result Creativity Quiz Result

Week 1	Creative Mindset Chapters 1-2	Clarify – Problem Finding	Form Teams	Team Charter
Week 2	Creative Mindset Chapter 3 Mastery Chapter 1	Replicate – Field Trip	Team 1 Roundtable Discussion	Revised Team Charter
Week 3	Mastery Chapter 2 Collaborating with Creative Peers	Replicate – Make New Friends	Team 2 Roundtable Discussion	Life Map V 1.0 w/ Story Due
Week 4	Mastery Chapter 3 Design Thinking Why Design Thinking Works	Replicate – Copy Nature	Team 3 Roundtable Discussion	
Week 5	Creative Mindset Chapter 4 Mastery Chapter 4	Elaborate – Random Words	Team 4 Roundtable Discussion	
Week 6	Mastery Chapter 5 7 Extraordinary Feats Your Brain Can Perform	Elaborate – SCAMPER	Team 5 Roundtable Discussion	
Week 7	Mastery Chapter 6 Better Brainstorming	Elaborate – Thinking Hats	Team 6 Roundtable Discussion	CASE STUDY DUE
Week 8	Creative Mindset Chapter 5 Deep Smarts Ideas as Art	Associate – Adaptive Reasoning	Team 1 Roundtable Discussion	
Week 9	Creativity and the Role of the Leader When to Use the Crowd as an Innovation Partner	Associate – Imaginary Friends	Team 2 Roundtable Discussion	
Week 10	Innovation as a Learning Process Weird Rules of Creativity	Associate – Synectics	Team 3 Roundtable Discussion	
Week 11	Creative Mindset Chapter 6 Storytelling That Moves People	Translate – Storyboarding	Team 4 Roundtable Discussion	

	The Four Truths of the Storyteller			
Week 12	How Pixar Fosters Collective Creativity Innovating Through Design	Translate – Morphologies	Team 5 Roundtable Discussion	Life Map V 2.0 w/ Plan Due
Week 13	Is it Real? Bring Your Breakthrough Ideas to Life Disruptive Innovation for Social Change	Translate – Scenario Making	Team 6 Roundtable Discussion	
Week 14	Creative Mindset Chapters 7 – 8 The Power of Small Wins The Why What and How of Management Innovation	Evaluate – Solution Finding	Practice Presentations	
Week 15			Final Presentations	FINAL PRESENTATION DUE