

People SIG Insights

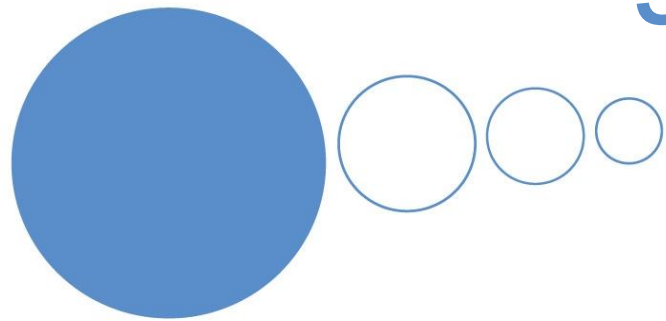
Project Management stifles Creativity

To raise awareness of the People aspects of Project Management

To act as a catalyst on people issues within the PM Community

Paul Girling, new habits ltd

Successful change through:



new habits

~~Gantt charts~~

~~Business cases~~

~~Technology~~

~~Methodologies~~

~~Throwing money at it...~~

People

Innovation - Nations

2002-06

- 1 Japan
- 2 Switzerland
- 3 US
- 4 Sweden
- 5 Finland
- 6 Germany
- 7 Denmark
- 8 Taiwan
- 9 Netherlands
- 10 Israel
- 18 UK**

2007-11

- 1 Japan
- 2 Switzerland
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- 4 Sweden
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- 6 Taiwan
- 7 Finland
- 8 Israel
- 9 Denmark
- 10 Austria
- 16 UK**

Based on patents
per million of
population

(Economist Intelligence Unit)

Is this creativity?



Gaudi - Barcelona

Is this creativity?



Shibboleth - Doris Salcedo, Tate Modern

This is creativity!!



Creativity Vs Innovation

Creativity

The ability to to see relationships where none exist

In other words, ability to come up with **new ideas**

Innovation

Taking ideas to a fruitful conclusion

Both involve:

- **Lateral** thinking
- **Blue sky** thinking
- Thinking **outside** the **box**
- **Unconstrained** thinking

Thomas Disch

Constraints to being creative

- **No creative practice / ology**
- **Beliefs & Attitudes**
- **Listening skills**
- **Organisational / team culture**
- **Rigid application of methodology**
- **Time**
- **Emotional state**
- **Environment**

Creativity in PM context

WHAT? – project delivery

HOW? – way we work

Why is creativity needed in projects?

To **optimise** the **result** of every project:

- Gets **people involved** – motivation & ownership
- **Creates energy** in the team
- **Explores ideas** with team
- Provides **solutions**
- Explores potential **cost savings**
- Identifies and mitigates **risks**
- Identifies and exploits **opportunities**

Why be creative?

*The true creator is necessity, who
is the mother of our invention.*

Plato

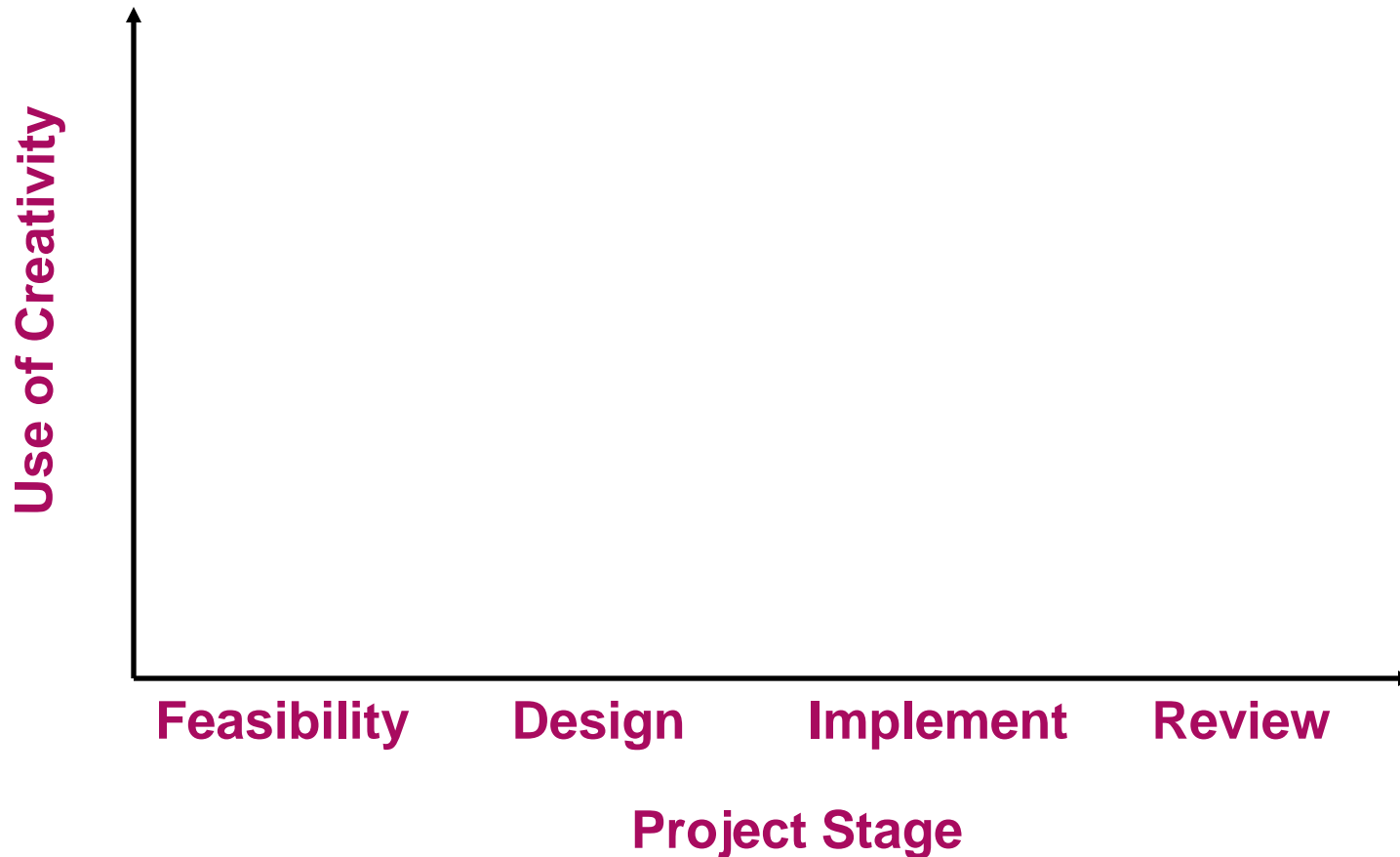
Who should be creative?

Every team member – not just PM

PM should be a **facilitator**

All stakeholders – involve them

When is creativity needed in projects?



How can you be creative?

Techniques:

- Facilitated **workshops**

e.g. risk management - **risks & opportunities**

- Creativity **techniques**,

e.g. 

Kipling's little men – W? W? W? W? W? H?

Break the Rules

- **Incentives** for thoughts / **ideas** / suggestions
- **Follow-up** people's ideas
- **Punish** 'non-creativity' , e.g. the sack

'How' – the PM Role

Lead by example:

- Be **approachable** - a good **listener**
- Generate **energy** – enticing **vision**
- **Empower** and encourage
- Set **creativity** as a **challenge**
- **Recognise** creativity
- Involve **stakeholders**
- Change **locations** – go to pub, buttie at Morrisons
- '**don't lose** ideas' – stuck in traffic jam

Does project management stifle creativity?

YES, if you...

- adhere **rigidly** to methodology, e.g. PRINCE2
- are **scared** of **change** / control freak
- seek **certainty**
- **don't** allow **time** for it
- **don't** believe effort adds value

NO, if you...

- create the environment and culture
- involve stakeholders
- embed and commit to it

But beware...
creativity may stifle PM

A last word.....

‘The intuitive mind is a sacred gift and the rational mind is a faithful servant. We have created a society that honours the servant and has forgotten the gift.’

Albert Einstein