Lateral Thinking Skills

Powerful Problem-solving Techniques to Ignite Your Team's Potential

PAUL SLOANE



London and Sterling, VA

Contents

	Acknowledgements	vi
	Introduction	1
1.	The need for innovation The challenge of change 4; Change, creativity and innovation 7; Lateral thinking 8; Lateral thinking puzzles 9	4
2.	Characteristics of the lateral leader	11
3.	The innovation test	15
4.	Laying the foundations for change Recognizing the need for change 19; Painting the vision 20; Communicating 24; Tips for setting and communicating the vision 26	19
5.	Making the vision real Empowering 28; Overcoming fear 30; Staying focused 30; Planning and preparation 31; Managing the environment 32; Using innovation techniques 33; Tips for making the vision a reality 34	28

Contents

6.	Challenge your assumptions Tips for challenging assumptions 42	36
7.	Ask searching questions Imagination and knowledge 49; Creating a questioning organization 50; Tips for asking questions 51	46
8.	Take a different view Visual links 59; Tips for adopting a different point of view 61	55
9.	Combine the unusual Silly combinations are sometimes the strongest 65; Tips for forcing combinations 66	63
10.	Adapt, adopt, improve Tips for finding ideas you can adopt and adapt 71	68
11.	Change the rules Look at the rules in your business 78; Tips for breaking the rules 80	73
12.	Increase the yield Harvest the field 83; Tips for increasing the yield 84	81
13.	Implement and evaluate Prototyping 86; Implementation priorities 87; Evaluation: the gating process 89	85
14.	Welcome failure Accidents will happen – so make the most of them 94; Tips for welcoming failure 97	93
15.	Use the team Training 103; Tips for using the team 103; When to go outside – using the external team 104; Tips for using external sources of ideas 106	99

16.	Organizing for innovation The challenge for smaller enterprises 107; How the larger enterprise should prepare 109; Measuring creativity 113; Tips for organizing for innovation 115	107
17.	Common mistakes: 12 great ways to crush creativity Criticism 118; Neglecting brainstorms 118; Problem hoarding 119; Efficiency over innovation 119; Overworking 120; It isn't in the plan 120; Laying the blame 120; Wrong rewards 121; Outsourcing change 12 Promotion from within 122; Giving innovation projects to production units 122; No training 123	117 1;
18.	Summary The magic sentence 126; Checklist 127; Lateral leadership in action 130	124
19.	The lateral leadership course The participants 132; Phase I: Icebreakers and energizers to start 133; Phase II: Brainstorming to start the flow 134; Phase III: The vision and its components 135; Phase IV: Creative exercises 140; Phase V: Strategy, goals and objectives 140; Phase VI: Questioning exercises 143; Phase VII: Communications plan 144; Phase VIII: Staff issues and empowerment 145; Phase IX: Competitive and product workshop 146; Phase X: Innovation process and gating plan 146; Phase XI: Summary and action list 147; Phase XII: Follow-up session 148	131
	Appendix 1 Exercises	150
	Appendix 2 Answers to lateral thinking puzzles	172
	References and recommended reading	177
	Further reading	181
	Index	183