



Presentation Handout



Driving INNOVATION

Using the Structure of the
Generative Creative Process



Presented by

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What is Motivation?

After all these years, all those self-help books, and all those motivational seminars, we still don't seem to know what motivation really is. It's still largely a mystery.

And the question remains, how do we do it? How do we authentically motivate ourselves?

If you feel like laying on the couch on a Saturday afternoon, and someone asks you to do something you don't want to do, you might tell them, *"I just don't feel like it."* You might also say, *"I'm just not motivated."*

If you no longer feel like doing something you used to do regularly, what might you say when asked about it?
"I've lost my motivation."

It seems like sometimes we have it, and sometimes we don't. But that's not good enough, is it? Authentic motivation is way too important to leave to chance.

"People who are unable to motivate themselves must be content with mediocrity, no matter how impressive their other talents."

Andrew Carnegie

Let's think about it



When you think about someone who is "really motivated," what do you mean? Quickly describe, as best you can, **the characteristics of an authentically motivated person...**

The word, "Motivation," is a noun. It comes from a verb, "To Motivate," which means "to provide with an incentive, to move to action."

Some experts and coaches preach "will power" as the key to motivation, as if "will power" is something we can just turn on like flipping a switch. One shoe company has made this idea part of their business brand. And a popular comedian has made this idea part of his show.

"... Just do it!"
NIKE advertising campaign

"... Git ' er done!"
Larry the Cable Guy

How do you currently do it?

How do you motivate yourself?

- I just do it. (I like that NIKE commercial.)
- I've just always been a hard worker.
- I solve problems as they occur.
- I make to-do lists, and work them.
- When I get behind, I get angry, and that motivates me.
- I think about feeding my family.
- I'm not sure.

The problem is, will power just doesn't work as a consistent and dependable motivational strategy. **It's not sustainable**, and it often produces high levels of stress.

Some studies indicate that **95% of the people who sign up for a gym membership, stop going after three visits.**

Think about this



Write down what you think that means...

**Guess What?
It's not about
motivation**

We've misled ourselves for a very long time by thinking about motivation as "a thing in and of itself." Authentic motivation, the kind we really want, is actually a by-product of something else. It's a by-product of the human **creative process**.

**It's about the
generative
creative process**

When we use the term "creative process" we're not talking about being more creative with what we're already doing. What we're talking about is being "generatively creative," which means **bringing into being results we care about that don't currently exist**.

It's about creating results that matter to us.

The question is not, "How do I get myself excited?" Or, "How do I get myself energized?" Or, "How can I become more disciplined?" Or even, "How do I find more passion in my life and in my work?"

The question is always... What is it that you truly want to create?

Much of the time, in our personal and professional lives, we are reacting and responding to circumstances. We do so much of this we become conditioned to think of circumstances as the dominant controlling force in our lives and in our work.

When we join an organization it is much the same. We quickly find that everyone seems to agree that circumstances dictate what direction we take, what we do, how we work, and how we interact with others.

**Shifting to a
creative
orientation**

When we begin to use the **principles and structure of the creative process** we shift away from the reactive/responsive orientation to a **creative orientation**. As you will see, an honest awareness of our current circumstances is very much a part of the creative process; but our thinking and our actions are not driven or limited by circumstances.

In this training you will learn to organize your thinking and your actions purely out of a desire to create results you really care about.

And don't worry, **there's a structure to this...** that really works. And will drive innovation, if innovation is necessary for creating the desired results you've chosen.

The Structure of the CREATIVE PROCESS

There is a 4-part structure to the Creative Process, and indeed, creating is structural in nature. If we understand the structural principles involved, and we use the simple but dynamic structure of the creative process, we can greatly increase our ability to create results we truly want.

1. Desired Result

Formally choosing & describing what you want to create.

Masterful creators operate from a creative orientation, and are in the habit of focusing in on what they truly want to create, without initially having to know how they are going to create it. Choose and describe what you want to create.

2. Current Reality

Seeing & describing current reality honestly and clearly.

Current Reality is the second reference point that creates the structure of the creative process. Once we choose and define our Desired Result, we then get really clear on our Current Reality relative to the end result we've chosen.

The difference, or discrepancy, between these two points of reference generates a form of energy that serves to drive strategic thinking and fuel strategic action to create the result we have chosen.

3. Structural Tension

Developing & using the energy and leverage to create.

Structural tension is the most powerful dynamic of the creative process. The word tension, used in this way, does not refer to stress or anxiety. It is an energy dynamic that immediately seeks to resolve itself, by providing you with ideas, insights, innovation and sustainable energy to change your current reality to become or include your desired result. When we develop and use structural tension it is easier to do what we need to do, and it is easier to follow through to completion.

4. Creative Choice

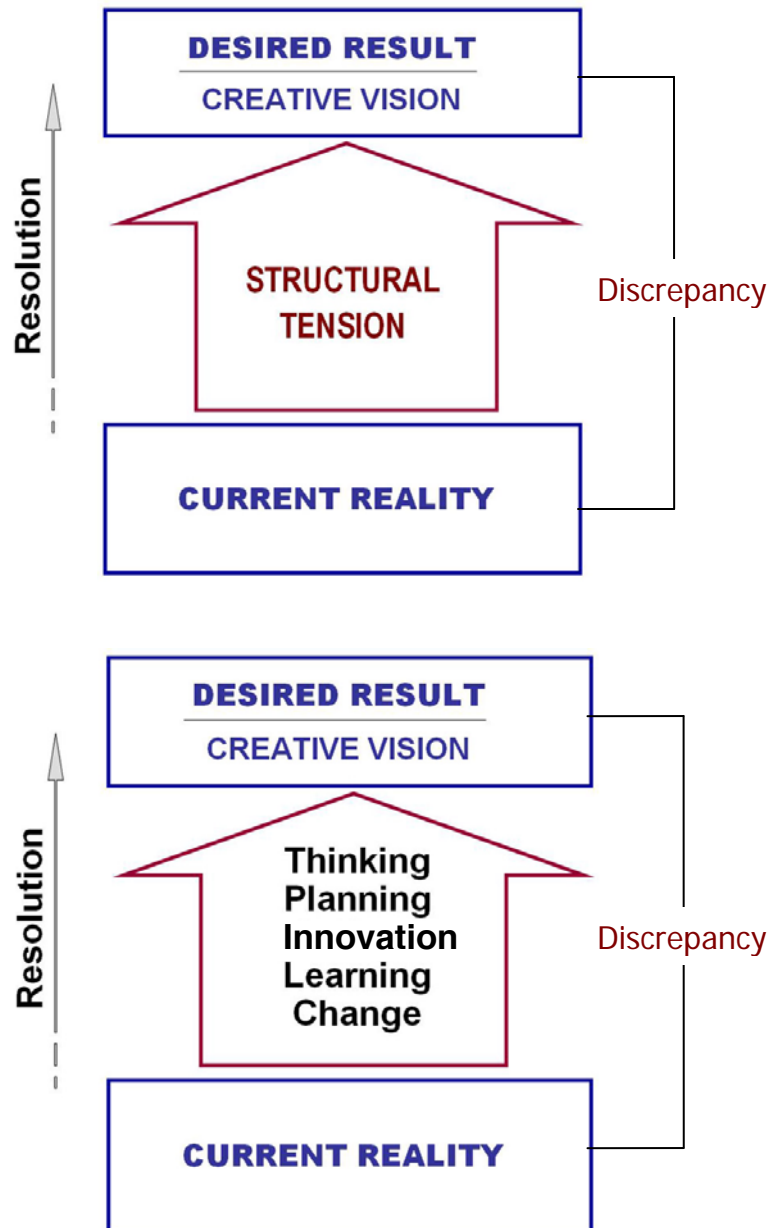
Making Primary & Secondary Choices.

In the creative process when we choose to create our desired result it becomes our *primary choice*, and the power of that choice directs the structure tension energy to begin resolving itself in the direction of our chosen result. We then make *secondary action choices* which translate structural tension into effective action. This is very powerful.

Developing discrepancy and using Structural Tension

Developing the “discrepancy” between your Desired Result and your Current Reality is the stock-in-trade of masterful creators. It is this consciously created discrepancy that generates the energy of structural tension. And it is structural tension that then drives innovation... and fuels the creative process, eliminating the need to manipulate ourselves into action.

Tension seeks resolution



The creative process can be used to create any result you care about, big or small, long-term or short-term. Begin to think about what you want to create in different situations in your life. When you go to work, instead of just "putting out fires," reacting and responding to circumstances, marking off tasks on a to-do list, allow yourself to also think about what you would truly like to create.

An excellent way to lead into thinking about what you want to create is to consider what you value, to consider what you really care about.

Let's do that now...

What do you personally value?



**Q: What do you really care about?
What matters to you in your work?**
Quickly write down what comes to mind...

What matters to you in your life?
Quickly write down what comes to mind...



Building a Structural Tension Chart

Use the attached "structural tension chart form," or a large writing pad, to build your first "structural tension chart."

Building a structural tension chart is the basic tool of the creative process.

Here's an **8-step sequence for building a chart**, and using the creative process to create results you care about...

- 1.** Think about something you truly want to create and experience; a result that really matters to you. To begin with, to start the learning process, think of something you could create in a matter of weeks. Make certain it is something you truly want. Don't be concerned if you're not completely sure how you will go about creating it.
- 2.** Write a brief but clear description of your **DESIRED RESULT** in the box at the top of the **CHART FORM**. Allow yourself to enjoy writing this.
- 3.** Then think about your current condition, your **CURRENT REALITY**, relative to what you've chosen. Write a clear description of this in the box at the bottom of the **CHART FORM**. Be very honest with yourself.
- 4.** Now, read your **DESIRED RESULT** description to yourself, and decide if you want to move forward to create it. If you do, say so to yourself. Just say, "I now choose to create this result in my life."
- 5.** That defined **DESIRED RESULT** has now become a **PRIMARY CHOICE**, and you have developed a structural tension dynamic. That structural tension energy will begin working to resolve itself in the direction of your goal.
- 6.** One of the first ways structural tension will resolve is to stimulate your thinking about what actions you can take to create your end result. These are your **SECONDARY CHOICES**.

On your **CHART FORM**, right below your **DESIRED REALITY** box, write out the **ACTION STEPS** you can take to move forward in creating your result. Write down whatever **ACTION STEPS** come to mind. Number the steps from "easiest" to "most demanding."
- 7.** Do the **EASIEST ACTION STEPS** first. This will build momentum, and get the structural tension energy moving toward the completion of your outcome.

It will begin to be easier to take action, than not to take action, to create this result. And don't be surprised to find yourself coming up with good ideas for moving forward effectively. Happy coincidences will also begin to occur. These are not magical or metaphysical. They are the result of structural tension resolving itself in the direction of your goal.
- 8.** As you work to create this result, if more action steps come to mind, write them on your **CHART**, and **TAKE ACTION** to accomplish each step, one step at a time. You'll be surprised at the energy and momentum you will develop.

Expand your chart if necessary with your additional action steps. Put everything in a file folder. Take the folder out every Sunday afternoon or Monday morning. Add to it if additional actions come to mind. Block your action steps on your calendar.

Stay focused on seeing your current reality very clearly, while also maintaining a vision of your desired result in your mind.

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Desired Result

ACTION ITEMS

Current Reality



**“It’s not what the vision is...
... it’s what the vision does.”**

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