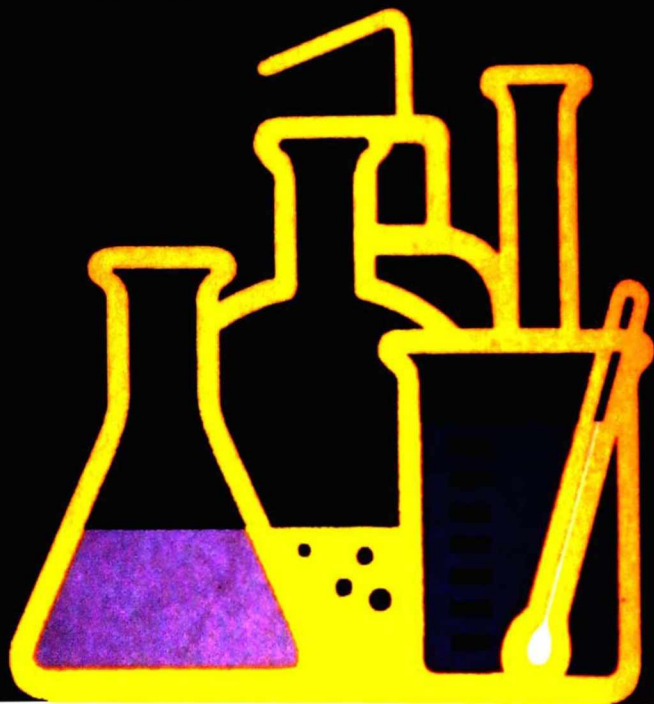


# Innovative Teams



Unlock creative energy  
Generate new ideas  
Brainstorm effectively

# **Innovative Teams**

## 20 MINUTE MANAGER SERIES

Get up to speed fast on essential business skills. Whether you're looking for a crash course or a brief refresher, you'll find just what you need in HBR's 20-Minute Manager series—foundational reading for ambitious professionals and aspiring executives. Each book is a concise, practical primer, so you'll have time to brush up on a variety of key management topics.

Advice you can quickly read and apply, from the most trusted source in business.

Titles include:

*Creating Business Plans*

*Delegating Work*

*Finance Basics*

*Getting Work Done*

*Giving Effective Feedback*

*Innovative Teams*

*Managing Projects*

*Managing Time*

*Managing Up*

*Performance Reviews*

*Presentations*

*Running Meetings*

**20 MINUTE MANAGER SERIES**

# **Innovative Teams**

Unlock creative energy  
Generate new ideas  
Brainstorm effectively

**HARVARD BUSINESS REVIEW PRESS**

*Boston, Massachusetts*

## HBR Press Quantity Sales Discounts

Harvard Business Review Press titles are available at significant quantity discounts when purchased in bulk for client gifts, sales promotions, and premiums. Special editions, including books with corporate logos, customized covers, and letters from the company or CEO printed in the front matter, as well as excerpts of existing books, can also be created in large quantities for special needs.

For details and discount information for both print and ebook formats, contact [booksales@harvardbusiness.org](mailto:booksales@harvardbusiness.org), tel. 800-988-0886, or [www.hbr.org/bulksales](http://www.hbr.org/bulksales).

Copyright 2015 Harvard Business School Publishing Corporation

All rights reserved

Printed in the United States of America

10 9 8 7 6 5 4 3 2 1

Portions of this work, including core concepts, are derived from the book *When Sparks Fly: Igniting Creativity in Groups* by Dorothy Leonard and Walter Swap (Harvard Business School Publishing, 1999).

No part of this publication may be reproduced, stored in or introduced into a retrieval system, or transmitted, in any form, or by any means (electronic, mechanical, photocopying, recording, or otherwise), without the prior permission of the publisher. Requests for permission should be directed to [permissions@hbsp.harvard.edu](mailto:permissions@hbsp.harvard.edu), or mailed to Permissions, Harvard Business School Publishing, 60 Harvard Way, Boston, Massachusetts 02163.

The web addresses referenced in this book were live and correct at the time of the book's publication but may be subject to change.

Library of Congress Cataloging-in-Publishing Data

Innovative teams : unlock creative energy, generate new ideas, brainstorm effectively.

pages cm.—(20 minute manager series)

Includes index.

ISBN 978-1-63369-004-2

1. Creative ability in business. 2. Creative thinking. 3. New products. 4. Teams in the workplace—Management. I. Harvard Business Review Press.

HD53.I5645 2015

658.4'022—dc23

2014044998

ISBN: 9781633690042

eISBN: 9781633690059

# Preview

You have a problem: Perhaps your company needs a new service to offer its customers or an internal process is taking too long. Your usual solutions aren't working, so you need something different, something creative. Innovative thinking can help you and your team meet urgent needs or make small but important improvements. This book walks you through each step of the creative process. You'll learn to:

- Build the diversity of your team to maximize creative potential
- Establish the right time and setting for idea generation
- Set ground rules for team interactions

## **Preview**

- Draw on a variety of approaches to crafting ideas
- Narrow down your options to a useful solution
- Instill a culture of creativity within your organization

# Contents

Enhancing Your Team's Creativity	1
<i>What is creativity?</i>	4
<i>Situations that call for creativity</i>	5
<i>Benefits of the creative process</i>	8
<i>What this book will do</i>	9
Building Your Team	11
<i>The characteristics of innovative teams</i>	14
<i>Assess your team</i>	18
<i>Seek new members</i>	21
<i>Enhance creative potential on an existing team</i>	28
Setting the Stage for Creative Thinking	31
<i>Find the right time</i>	34
<i>Set the scene</i>	36
<i>Do your homework</i>	41
<i>Establish rules of conduct</i>	42



## Contents

Generating Ideas	47
<i>Brainstorming</i>	50
<i>Mind mapping</i>	57
<i>Catchball</i>	58
<i>Individual idea generation</i>	62
Choosing the Right Option	65
<i>Evaluate useful ideas</i>	67
<i>Narrow down your list</i>	69
<i>Identify next steps</i>	77
Promoting a Creative Culture	83
<i>Enrich the physical environment</i>	86
<i>Encourage risk and learning</i>	88
<i>Establish a reward system</i>	90
 <i>Learn More</i>	 95
<i>Sources</i>	99
<i>Index</i>	105

# **Innovative Teams**