



Creative Solutions: Exercise Description

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Creative Solutions

Background

This exercise has been designed to test innovation and creative thinking to solve problems across a range of supervisory and management work scenarios. Suitable for graduate to middle managers, each participant is presented with a brief that contains 5 scenarios that tests their capacity to quickly define the essential problem, set goals or objectives to solve the problem, and then generate as many creative solutions as possible, rating the effectiveness of each idea.

Participants are assessed primarily on the competency of:

Creativity

Users may substitute their version of this competency from their own existing competency framework as desired.

The exercise can be administered on an individual basis or in groups of any size, although we recommend additional help with administration for any group size over 12. A ten minute briefing is required in which participants are provided with their materials. A short practice example helps participants to understand the task and the administrator reads out possible solutions. The participants then have 50 minutes to complete all five scenarios in the test using the materials provided to record answers.

Exercise Content

The 13-page participant brief is in two sections, the first provides clear instructions for the exercise and sets out the practice scenario. The second section describes five consecutive problem scenarios in diverse settings and industries such as in a pharmaceutical company, a bank's help desk, etc. The instructions to participants outline the requirement for the exercise as follows:

“This is a test of your innovation and creativity at work. Specifically, you will be asked to identify problems, goals and solutions for a range of supervisory and management **scenarios**. Each scenario is briefly described and you are then asked:

- a. to define the essential problem in each scenario
- b. to identify a number of goals or objectives ...
- c. to generate as many possible solutions as you can think of ...
- d. to rate each of your ideas on a 5 point scale for the extent to which you think they represent a satisfactory solution ...

The scenario definitions may not contain all of the information you need. In generating problem definitions, goals and solutions you can make any reasonable assumptions ... that are consistent with the information that is presented.

... there is no one correct solution for any scenario. Instead, you will be assessed in terms of your capacity to identify the problem, define goals, generate alternative solutions, and evaluate those alternatives.”

After each scenario space is provided for the participant to record answers for each element of the task.

Assessor Brief

The Assessor Brief provides background information (i.e. an Overview, Relevant Competencies, Timing and Practical Arrangements, Exercise Materials and Key Issues). For each scenario there is a comprehensive list of potential solutions and the brief also describes some general principles that can be used to guide assessors when scoring. For example:

“For the goal or objective statements:

- Has the respondent identified more than one goal?
- Do the goals tackle key considerations listed for the scenario?
- ...
- ...”

A separate scoring record form follows a step by step framework for awarding points for answers to each element of the task for each scenario that results in an overall creativity score for a participant on a five point scale. A separate full set of Administration Instructions is also provided.

Quantities

The Administration Pack contains the following items:

12 Participant Briefs

2 sets of Admin Instructions

12 Rating Forms

4 Assessor Briefs

After initial purchase of the Admin Pack, a Refill Pack may be purchased which contains the following consumable items:

12 Participant Briefs

12 Rating Forms

Current pricing can be determined by reference to <http://www.sr-associates.com/pricing.html>

If desired, further queries as to the exercise demands and content can be made to:

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