



Quintax[®] Innovation Report for
Sample Person

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About your Quintax Innovation Report

This report gives information about your creative style at work: how you go about solving problems, making decisions, and generally making a creative contribution in the work setting. It provides insights into your methods of problem solving but also attempts to look at how you define problems and what you prioritise in trying to solve them. It is based upon the 'Thinking Styles' you employ, as indicated by your Quintax personality profile. Because of this it is best to read it after, or in conjunction with reading your **Quintax Record Form and Type Descriptor Leaflet**.

If, having read this report, you would like more information about how your Quintax Type influences your creative style, you can get this from the Quintax Innovation^{Plus} report. The longer report also gives more extended advice for dealing with others' creative styles. You should ask the person who asked you to complete Quintax whether you can be provided with a copy of the more detailed report.

The Creative Style Continuum

Psychologists and others have been interested in the subject of creativity at work for many years, and have contributed an impressive range of research studies to its investigation. Among the major contributors, Michael Kirton has been influential in enabling us to distinguish between different problem solving styles. We have drawn on the work of Kirton and others – particularly in relation to the research around the 'Big Five' model of personality – to develop a Quintax model of **Creative Style**.

Using your Quintax Thinking Style scores – from the Organisation and Intellectual Focus factors of Quintax – we have been able to place you on a Creative Style Continuum (CSC) which runs from a 'Creative Improver' or CI style through to an 'Innovative Changer' or IC style. Briefly, these can be distinguished as follows:

Creative Improvers take an incrementalist or bit-by-bit approach to change and development. Based on existing structures and working within established rules they give novel and improving solutions to problems that exist in the here and now.

Innovative Changers take a radical and sweeping approach to change and development. Based on a willingness to start outside of existing structures and to question established rules, their creativity is applied to defining new frameworks and perspectives within which existing problems can be seen.

Things to Notice about Creative Style

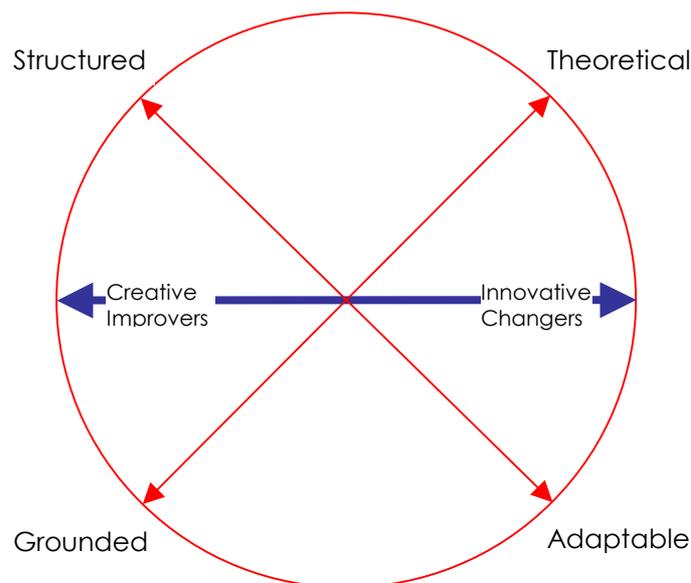
- Creative style is just that – an indication of style. It does not indicate ability or generally give us any ideas about the quality of changes that people propose. It tells us more about what types of change people prefer to involve themselves in and what they enjoy. Hence it is not better or worse to be a CI or an IC – it is a matter of preference.
- Irrespective of this, each style has its advantages and disadvantages when considered in relation to specific work related problems. Our contributions at work can be enhanced if we recognise these, both in ourselves and others, and act accordingly to use each person's potential to the full.

- We do not use any one style unvaryingly – we all have the flexibility to change our style if the circumstance demands it, but as a natural preference area our personal creative style is what we return to when we can freely choose, or when we are under stress or pressure.
- CIs and ICs do not always get on! Understanding the Creative Style Continuum can therefore be helpful in avoiding and resolving some of our conflicts at work, and getting the very best out of our diversity.

How does Quintax link to Creative Style?

The following diagram illustrates the connection between the poles of the two Thinking Style factors (Organisation and Intellectual Focus) and the Creative Style Continuum. As may be seen both the Structured and Grounded preferences tend to be linked to the style of Creative Improver, while both the Adaptable and Theoretical preferences tend to be linked to the Innovative Changer style.

In each case the strength of your preferences will have an impact on your creative style. The clearer a preference you have for Structured and Grounded ways of thinking, the more likely it is that you will show the Creative Improver style. Similarly the clearer a preference you have for Adaptable and Theoretical ways of thinking, the more likely it is that you will show the Innovative Changer style.



The Quintax Creative Style Continuum

If your preferences in these areas are slight or moderate, or if your Quintax Type shows other combinations of preferences (such as Structured with Theoretical, or Adaptable with Grounded) then you are more likely to fall in the middle areas of the Creative Style Continuum. You can see what your thinking style preferences are by looking at the third and fourth letters in your Quintax Type. This is presented on the third page of the Record Form in your **Quintax Record Form and Type Descriptor Leaflet** or at the top of the Type Descriptor Leaflet attached to the Record Form itself. The nature of your creative contribution at work is also influenced by your other Quintax preferences in relation to Extraversion, Criticality, and Emotional Involvement. These details are described and discussed in the Quintax Innovation^{Plus} report, but you can also discuss them with the person who asked you to complete Quintax.

How do Creative Improvers and Innovative Changers differ?

Creative Improvers like to ...	Innovative Changers like to ...
.. start from and accept the problem as it has been stated	.. redefine or challenge the way the problem has been defined
.. work in an organised and planned way to achieve pragmatic solutions methodically, according to plan and within deadlines.	.. work in an independent way, adopting unconventional and original methods to achieve new solutions to problems.
.. solve the problems assigned, rather seek out others that complicate matters unnecessarily	.. think about why a problem exists, developing new perspectives and discovering new problems as they go
.. finish things	.. start things
.. make things to work better	.. make things work differently
.. adopt tried and tested approaches	.. maintain scepticism about traditional approaches
.. use gradual improvement to achieve stability and continuity	.. use radical change to future-proof solutions

In addition:

Creative Improvers ...	Innovative Changers ...
.. have first interest in the 'how?' of problem solving	.. have first interest in the 'why?' of problem solving
.. are most comfortable in authority positions when they understand the structures, roles and requirements involved	.. are happy to take control in unstructured situations and make sense of these 'as they go'
.. enjoy dealing with detail accurately, if it contributes to a good solution	.. get bored with detail in the short term and need to delegate
.. sometimes loses sight of the outcome when interested in the implementation process and means of its achievement	.. sometimes loses sight of the process when interested in the desired outcome
.. can become compliant or conformist under challenge	.. retains certainty when challenged – less so when placed at heart of system

Why are Creative Style differences important?

These differences are important for a variety of reasons. For example in terms of communication:

- CIs often see high scoring ICs as undisciplined, impractical, hiding in abstractions and 'waffle', and as poor decision makers, whereas
- ICs often see CIs as conformist, inflexible, too focussed on detail, and poor at seeing the 'big picture' issues.

As a consequence some CIs and ICs may not understand or value each other's contributions. This can create difficulties for the team – for example:

- When a CI and an IC find themselves disputing the value of a suggestion they may see the proposal in personal terms rather than in terms of a difference in cognitive or thinking style.
- When a team lacks *diversity* on the Creative Style Continuum
 - A team largely composed of CIs may reject the challenging and questioning style of a person with a clear IC style, and neglect to think broadly enough in a strategic and self-critical way.
 - A team largely composed of ICs may reject the more practical objections of a person with a clear CI style in favour of vigorous debate about principles, neglecting to deal thoroughly with implementation issues.
- At its worst, differences in creative style may cause a breakdown in communication and trust. Unfortunately, such differences can come to be seen incorrectly as differences in capability, motivation, or willingness to act as a 'team player'. This can cause valuable contributions to be rejected and lost unnecessarily.

Understanding your score on the Creative Style Continuum

Your raw score, and its position on the Creative Style Continuum is shown below:

Raw Score	Sten ¹ ('standard ten') equivalent score	Verbal Description – what the Sten score means!	Your Style
117	9	A high score on the scale – a clear preference towards the Innovative Changer style compared with the Quintax Composite Norm Group.	Innovative Changer

To place your score in context, the following tables show firstly the average raw scores obtained on the CSC by other groups, and secondly the range of scores people typically obtain on the CSC.

How do different groups score on average on the CSC?

Group	Mean or average score
Composite Norm as a whole	91.7
Managers and Professionals	91.9
Non-Managerial and professional respondents	86.7
Students (General)	94.9
Students (Open University)	95.5
International Managers (IT Outsourcing)	95.5

¹ Sten scores vary from 1 to 10 with the average between 5 and 6 (5.5). 68% of people score from 4 - 7 inclusive on this scale.

What range of scores do people get on the CSC?

Creative Style Continuum					
Description	Creative Improver – clear leaning or preference	Moderate leaning towards CI style	Average area or 'linker' position Sten 5 = slight CI preference Sten 6 = slight IC preference	Moderate leaning towards IC style	Innovative Changer – clear leaning or preference
Raw Scores	Below 80	80 – 85	86 – 97	98 - 104	Above 104
Stens	1 to 3	4	5 and 6	7	8 to 10
Approx %age in population	16%	15%	38%	15%	16%

Two points to notice about the CSC scores are:

- The scores range from low to high (55 is the lowest score observed in the Composite Norm Group, and 133 is the highest) with Creative Improver at the lower end of the scale and Innovative Changer at the higher end. The choice of which style was positioned at the high scoring end was purely arbitrary – it does not imply that one style is in any way better or more creative than the other. Thus the scale is free of any value loading.
- We have described people who turn out to have a slight preference toward one of the creative styles as 'linkers'. Linkers tend to have a very useful role, both personally and for the team as they help the communication process to work better. More is said about them below (if your score falls in this area) and in the fuller Innovation^{Plus} report.

Implications and some suggestions based on your score

Your score indicates that you have a clear preference in the direction of the Innovative Changer creative style. If you agree that this is a reasonable description, you might like to consider the observations and development tips below for people with your style.

- A clear preference suggests that the IC style comes as second nature to you – you may not reflect upon it very much as it is such an immediate part of your way of doing things. It may also be more difficult for you to understand and work productively with a clear preference CI as there is a gulf between you in terms of thinking style. By working hard to understand the standpoint of the CI, you will be able to strengthen your approach and that of your team by reducing unnecessary misunderstanding.
- The IC style is a valuable one for the production of new ideas and insights, and for the questioning of old assumptions. It helps people to produce new perspectives from unusual angles, and these can provide new ways forward for your team or organisation. You should value and preserve these characteristics while bearing in mind the suggestions below.

- Your suggestions for change may often be seen by others as high risk – think about how you present your proposals so that people can see that they are achievable and realistic. Being able to see a path between the present state and some future goal reduces the anxiety and uncertainty that change proposals can create.
- Your evaluation of things as they stand may appear to others to be more negative or challenging than you intend – it may also appear to lack recognition for the work of others. If people take your criticisms personally they are unlikely to co-operate. Equally, telling people *not* to take things personally tends to entrench the opposition. Consider rewarding people anyway for the smooth running of the current operation before you begin to enumerate all your possible improvements! Alternatively, you may sometimes be able to piece out your observations in discussion so that others can suggest the improvements.
- Think about how to follow through! Others may become impatient with your reactions to detail and implementation, so you need to find some device (even if it is by collaborating with a linker or a co-operative CI!) to help you finish more of the things you start.
- Some ICs get into difficulty because they produce a large number of ideas quickly – too many for their colleagues to assimilate or evaluate in a short space of time. If you are in this position, think about generating ideas with a small number of like minded colleagues before you take them to the wider group. This will give you a quality control opportunity which your other colleagues will appreciate.
- ICs are known for their tendency to like abstraction, and this can make them into poor communicators. Try to recognise the signs that imply your message has not got across, and practise using terms that the CI particularly will understand. Specific implications about when and how an idea could be implemented would help to engage the CI in an area of strength. Finishing your contribution with a conceptual model may leave some of your colleagues 'at sea' or cause them to lose interest.
- Finally, if you want more advice on how to deal with CIs and others, or more information about how the other aspects of your Quintax Type impact on your creative style, you can read the Quintax Innovation^{Plus} Report which deals with these issues in more detail.