



Quintax[®] Innovation^{Plus} Report for

Sample Respondent

Quintax completed28 September 2006.....

About your Quintax Innovation^{Plus} 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**.

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

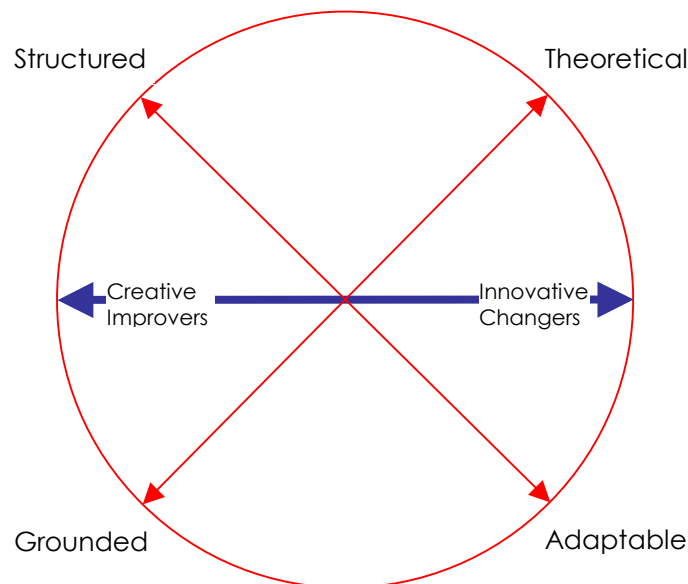
- Creative style is just that – an indication of style. It does not indicate ability or generally give us any ideas about the quality of changes that people propose. It tells us more about what types of change people prefer to involve themselves in and what they enjoy. Hence it is not better or worse 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 later in this 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 work 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.

The Innovation^{Plus} Report: Exploring your Creative Style

This part of the report is intended to do five things. These are:

- To remind you of your Quintax Type and Creative Style taken from your recent completion of the questionnaire. Together, these form the basis of the explorations contained in the remainder of this report, so it is sensible to summarise them here.
- To give you a fuller understanding of how the interpretation of your creative style depends upon the preferences you have shown on the Quintax Thinking Style factors: Organisation (either Adaptable or Structured) and Intellectual Focus (either Grounded or Theoretical).
- To give you an understanding how the interpretation of your creative style depends upon the preferences you have shown on the other Quintax factors: Extraversion (either Introvert or Extravert), Criticality (either Personable or Logical), and Emotional Involvement (either Calm or Volatile).
- To give you some further advice on how to work with people from both creative styles.
- To give you a chance to review the report and consider the feedback for possible development areas and learning goals.

A Reminder of Your Quintax Type and Creative Style

Your Quintax Type, from your Quintax Record Form, and your Creative Style are shown in the boxes below:

IPAT-V and **Innovative Changer**

In the Quintax Type, the first and second factor labels indicate your 'Relationships with Others' preferences:

- 1st label: stands for **I**ntravert or **E**xtravert
- 2nd label: stands for **P**ersonable or **L**ogical

The third and fourth factor labels indicate your 'Thinking Style' preferences

- 3rd label: stands for **A**daptable or **S**tructured
- 4th label: stands for **G**rounded and **T**heoretical

The fifth factor label indicates your 'Emotional Involvement' preference

- 5th label stands for **C**alm or **V**olatile

You should use these to help in your reading of the tables that follow, and in completing the review task at the end of the report. We have included interpretations for all the main combinations of preferences so that you can see the implications both for your own creative style and that of others.

How your Quintax Thinking Style Influences your Creative Style

If you are a Creative Improver...

People with the Creative Improver style generally show one of three combinations of preferences in the Thinking Style factors. These are:

- **Structured with Grounded:** the usual combination for clear preference CIs
- **Structured with Theoretical:** a possibility for slight and some moderate preference CIs
- **Adaptable with Grounded:** a possibility for slight and some moderate preference CIs

The implications of these combinations for the understanding of the Creative Improver style are shown below.

Creative Improvers: typical styles for those with SG preferences	
<p>A Creative Improver, you tend to prefer to work within existing structures to make a creative contribution. You like to use well tested means for advancing a proposal, and for it to fit into an ordered approach to change embraced within the organisation. Being Structured, you like to see things fitting into a clear and well organised temporal framework, and like change to make sense in terms of gradual improvements to systems that work pretty well at the outset. The emphasis here is on building on what has gone before rather than radically overturning or reconstructing current systems, although few CIs would rule out this option if there was a well supported case for making big changes. With a traditional approach you value working in a policy oriented environment, where individual decisions can be seen in the light of the organisational context. While having a Structured approach helps you to operate decisively, your Grounded style also gives you a focus on present priorities. This strengthens the value you place on pragmatic problem solving and implementation.</p>	
<p>Advantages for the CI arising from having SG preferences:</p> <ul style="list-style-type: none"> • Consciousness of deadlines and the desire to stick to them • A practical style, enthusiastic about implementation • A focus on real events and how to deal with them • Willing and keen to decide now! 	
<p>Threats arising from having SG preferences:</p> <ul style="list-style-type: none"> • Lack of flexibility dealing with changing circumstances and demands • Placing too much faith in process • Looking for the 'safe' choice and ruling out risk – complacency • Impatience with people making radical suggestions 	
Creative Improvers: for those with ST and AG preferences	
ST (Structured with Theoretical)	<p>As a CI your structured preference gives you a natural interest in organising and planning out your time. This forms a core of the CI style. You also have a preference for taking the 'big picture' view, so you may well like to apply your organising approach more to your future plans than to the present. You are likely to set the current situation and demands firmly in the context of future deadlines and goals. This brings a strength to the CI style of always looking forward, but it may occasionally cause your focus on the demands of the moment to lapse. It may also help you to empathise with ICs, for whom the future is of key importance.</p>
AG (Adaptable with Grounded)	<p>The AG combination makes up the 'Troubleshooter' preference from the Quintax temperament model. AGs bring to bear the strong focus on the current moment of the classic CI but integrate this with a preference for dealing with things as they arise. Your natural style is less to plan and schedule, than to let things happen, and deal energetically with problems or new situations as they occur. This energy is one of the things that you add to the CI approach, but with it comes the disadvantage that you can occasionally 'lose your place' and interest when dealing with the boring and routine tasks that work brings. Use other CIs to help keep your targets clear, and help them by hitting fresh problems efficiently (even if they weren't planned for!) as they arise.</p>

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If you are an Innovative Changer...

People with the Innovative Changer style generally show one of three combinations of preferences in the Thinking Style factors. These are:

- **Adaptable with Theoretical:** the usual combination for clear preference ICs
- **Structured with Theoretical:** a possibility for slight and some moderate preference ICs
- **Adaptable with Grounded:** a possibility for slight and some moderate preference ICs

The implications of these combinations for the understanding of the Innovative Changer style are shown below.

Innovative Changers: typical styles for those with AT preferences	
<p>As an Innovative Changer you offer a creative contribution by challenging current practice with new ways of thinking about and doing things. While you may be perfectly happy to accept the way things are done in a given case, it will only be after adopting a questioning approach of the sort 'isn't there a better way to do this?', or even 'is it worth doing this at all?' A primary influence in this is the Theoretical preference which gives you an interest in theory, and in proliferating ideas. It also gives the IC a strong desire to take the helicopter or big picture view, looking for meanings and trends underlying sense data. This helps give you a more future oriented view, and a tendency to question things which make less sense going forward. The Adaptable preference of the IC brings with it an interest in novel and unexpected events which provide a distraction from daily routine. It allows you to be open to new and fresh influences which provide additional perspectives on current practice, and suggests new ways of doing things. The Adaptable preference is also helpful in crisis situations where it is important to react energetically to current events.</p>	
<p>Advantages for the IC arising from having AT preferences:</p> <ul style="list-style-type: none"> • Desire to think about things in new and unexpected ways • An ideas-based style suited to generating options/choices • Provides a radical challenge to current methods • Enthusiastic about debate 	
<p>Threats arising from having AT preferences:</p> <ul style="list-style-type: none"> • Less interest in making decisions and closing off debate • Placing too much importance on 'vision' at the expense of practical achievement • Risks attached to radical suggestions • Lack of follow-through on decisions – need to delegate 	
Innovative Changers: for those with ST and AG preferences	
ST (Structured with Theoretical)	<p>Like the classic IC style, you tend to focus on the meaning of events, rather than on what is evident to your senses in the immediate present. This gives you the IC's sense of an overview and can cause you to question the basis of proposals before getting down to implementation. Unlike the classic IC, you have a preference for organising your time which should help in both prioritising and organising events, as well as in making decisions expeditiously even if sometimes you do not have all the information you might like. You can help galvanise other ICs towards this end, by filling in the planning gap in their more open approach to things. You can also help ensure that useful decisions and outputs emerge from their 'blue sky' debates.</p>
AG (Adaptable with Grounded)	<p>Being an AG with a leaning towards the IC style means that you are likely to favour the free flowing style of the IC – preferring novelty above routine, and excited by distractions that can provide unexpected benefits in the work setting. In your case this is combined with a strong focus on the present moment, and this helps you to see important issues that need to be dealt with urgently. This gives you an advantage over other ICs, who may debate and discuss too long before seeking a pragmatic solution. You can help them by reminding them of the practical needs and necessities of the moment so that these do not get lost in more abstract discussion. You need also to expect that their theoretical style may cause them to challenge you occasionally over why a solution you suggest is appropriate, or even necessary!</p>

If you are also a Linker...

In the Creative Style Continuum, those in the middle range of the scale have a special designation as 'Linkers'. This particularly applies to people with a slight preference toward either creative style, but it can apply more broadly as people reflect more fully on their differences and try to practise more flexibility in their behavioural and thinking styles. In such a position on the scale, respondents may feel a degree of affinity with their creative style but probably also show a greater balance in their approach than others.

All respondents in middle ground of CSC

Without a clear preference in the direction of either of the main styles, you can have a valuable role as a 'Linker' when dealing with CIs and ICs working in the same team.

One aspect of getting a mid-range score on the Creative Style Continuum is that it may help you to become a useful interpreter between CIs and ICs. This is because you will be able to 'see both sides of the coin' in the main styles as well as in one if not both Thinking Style factors of organisation and intellectual focus. This gives you the flexibility of view to enable you to bridge the gap between the two creative styles, and to act as a potential 'referee' to the two opposing approaches to change, hence the name 'Linker'.

People who score as CIs or ICs with a clear preference may have

- A strong automatic reaction to situations based on their preferred style
- A difficulty in ensuring and maintaining good communications with people who have clear preferences in the opposite style

You should never assume this as a certainty however, as we all vary in our capacity to see beyond our own point of view based upon the accuracy of our self-perception and our perception of others. These are the areas which we hope people will be able to work on by means of this report.

Your role may be particularly important when one voice is in the minority, as there is a risk here that the contribution of that view will be lost. Both CIs and ICs can act as change agents by disturbing the consensus of the majority with views that are seen as radical. Your involvement and judgement may be vital in these situations, to provide support and explore the value fully of the minority viewpoint.

How the other Quintax Factors affect your Creative Style

The implications of your scores on the other factors are explained in the following tables, so again you need to look back at your 'Reminder of Quintax Type' to see which preferences are evident in your profile. You should read these tables with those preferences in mind.

Extraversion		
	Creative Improvers	Innovative Changers
Introverted	<p>Advantages</p> <ul style="list-style-type: none"> • Happy to focus quietly on detail and implementation • Enjoy reflecting carefully on pros and cons of options • Less concerned by social distractions <p>Threats</p> <ul style="list-style-type: none"> • May not consult sufficiently on important aspects of the task • May be too quick to choose the safe options • May be uncomfortable if time for reflection is short 	<p>Advantages</p> <ul style="list-style-type: none"> • Happy to generate ideas alone for new ways of doing things • Likely to be less impulsive in decision making • Able to sift and censor ideas before discussion in public <p>Threats</p> <ul style="list-style-type: none"> • May get wrapped up in strategy or 'big ideas' without sufficient reality testing • May be uncomfortable defending controversial ideas in vigorous debate • May be averse to suggestions involving challenging new experiences or risk
Extraverted	<p>Advantages</p> <ul style="list-style-type: none"> • Comfortable engaging others in discussion to make key issues explicit • Help to bring new perspectives/resources into group from outside • Bring enthusiasm and liveliness to help motivate the team <p>Threats</p> <ul style="list-style-type: none"> • May find it difficult to maintain interest in detailed work • May make decisions on the fly or too quickly for other CIs • May need or generate too many social distractions 	<p>Advantages</p> <ul style="list-style-type: none"> • Happy to back own judgement by taking occasional risks • Comfortable and confident engaging others in inclusive social debate • Happy to develop ideas and test understanding through discussion <p>Threats</p> <ul style="list-style-type: none"> • May not always show patience with counter arguments • May be unsympathetic with people who are more cautious • May be seen as too quick to act and too slow to think

Criticality		
	Creative Improvers	Innovative Changers
Personable	<p>Advantages</p> <ul style="list-style-type: none"> • Happy to support consensus thinking • Understands the need for decisions affecting people to reflect their needs and interests • Diplomatic and tactful when dealing with contrary opinions <p>Threats</p> <ul style="list-style-type: none"> • May give in too early on a principle in order to secure agreement • May be reluctant to disagree with senior colleagues • May sometimes place people values too high within the organisation 	<p>Advantages</p> <ul style="list-style-type: none"> • Enthusiastic and able to judge the right social moment for an intervention • Wins support in debate by showing an instinctive grasp of the needs of people • Able to maintain a challenge to organisational assumptions while avoiding personalisation of the arguments <p>Threats</p> <ul style="list-style-type: none"> • May be easily deflected or upset by personal remarks or insensitivity in the 'cut and thrust' of debate • May not be dominant enough to press a case for a radical change of direction • May not be seen as dispassionate enough when dealing with business requirements
Logical	<p>Advantages</p> <ul style="list-style-type: none"> • Seen as able to make a business case on rational grounds • Often seen as dispassionate and fair in debate • Unlikely to be swayed by emotional or personal appeals <p>Threats</p> <ul style="list-style-type: none"> • May argue a case for the sake of it, and lose support from others • May be seen as too abrasive by CI colleagues • Rarely gives full support to any proposal – may threaten team spirit 	<p>Advantages</p> <ul style="list-style-type: none"> • Quickly sees and states flaws in current theory and practice • Dominance - likely to command attention and argue strongly for radical option • Takes a fiercely independent view – may be uninfluenced by group opinion <p>Threats</p> <ul style="list-style-type: none"> • May not show enough warmth to be able to persuade others to accept radical change • Sceptical approach may reduce potential for gaining individual support from others • May be seen as a dry analyst rather than as an enthusiastic champion for change

Emotional Involvement		
	Creative Improvers	Innovative Changers
Calm	<p>Advantages</p> <ul style="list-style-type: none"> • Likely to be patient and unstressed by daily routines at work • Happy to deal with the pressure of deadlines and structured work with equanimity • Unlikely to identify too personally with projects at work <p>Threats</p> <ul style="list-style-type: none"> • Calmness may be seen as a lack of motivation or interest by colleagues • May 'assume similarity' and expect equal resilience of others under pressure • May find it hard to understand others' frustrations with focussed practical work 	<p>Advantages</p> <ul style="list-style-type: none"> • Happy to maintain a position independent of the group without becoming unduly stressed • Able to discuss and debate matters fiercely with others without 'taking things personally' • Able to present rational criticisms/objections to current events without being clouded by emotion <p>Threats</p> <ul style="list-style-type: none"> • May not understand or empathise with others' defensiveness when criticised • May underestimate the emotional impact of challenging organisational assumptions at work • May fail to understand the perceived workload and stress impact for others of changes they are proposing – inducing resistance or inflexibility as a result
Volatile	<p>Advantages</p> <ul style="list-style-type: none"> • Not complacent about getting the details right • Increased urgency to deal with problems that have arisen • Motivated to finish things off accurately and successfully <p>Threats</p> <ul style="list-style-type: none"> • May become too obsessive about the detail • Increased pressure over deadlines may create greater stress and reduce morale – or may become too conformist under challenge • May take process failures too personally, become prone to self-doubt 	<p>Advantages</p> <ul style="list-style-type: none"> • Increased energy to challenge unfair or unsound practice • Shows personal commitment to a vision or principle more clearly in own behaviour • Greater vigilance in dealing with people who oppose change <p>Threats</p> <ul style="list-style-type: none"> • May become too argumentative in debate – unable to yield gracefully • May become too abrasive or personalise matters when defending a principle – need to maintain perspective or 'lighten up' • May unwittingly threaten group cohesion by persistent objection

Getting value from those with the alternative Creative Style!

Advice for the Creative Improver working with Innovative Changers

- Be patient with the IC's
 - Tendency to theorise and ask 'what if?' questions
 - Liking for vigorous debate
 - Impatience with the status quo
 - Presentation of things in a challenging way
 - Capacity to ignore or fail to appreciate the positives of the current way of doing things
 - Underestimation of the effort involved in keeping things 'ticking over' effectively
 - Unpredictability
 - Tendency to be 'in your face' (if extraverted) or dryly acidic (if introverted) – and read for yourself the descriptions of how the other factors in Quintax impact on the IC style
 - Proliferation of too many ideas – some may be great, but some will definitely be bad!
 - Weakness in follow-through
 - Lack of attention to detail
 - Tendency to leave things open, without deciding what to DO!
- Notice that the above may be how you see ICs – it is unlikely to be how they see themselves!
- Use them where you want to spark life into a moribund group – by interviewing people, by discussion, presentation, getting them to co-ordinate SWOT analyses of existing practice etc.
- Use them in strategic discussions where big increases in business performance are required to prevent decline
- Use them where some 'out of the box' thinking is needed to refresh stale practices
- Avoid putting them into settings which are closely rule governed – they will get frustrated and/or ignore the rules
- Use them to scope out new work and projects
- Use them where you need someone to present/communicate the vision and values of the organisation to others
- Before you start laying down systems, use them to help question and determine the range of operations those systems will be required for – now and in the future
- Use them to help deal with crises – particularly in the case of the AG ICs who have the Quintax 'Troubleshooter' temperament
- Use them where the CIs are all scratching their heads wondering what to do about a problem
- Reward them for their capacity to refresh the organisational vision or purpose, and for helping to keep it clearly in people's minds
- Use them more where you need to clearly identify the options, and less where you need to make final decisions
- Use them in unstructured situations where they can take control and make sense of things as they go
- When possible give them an open brief – e.g. to help team X measure and raise its performance, or to help team Y determine how it will reach a much reduced product development deadline
- Use them to investigate the competition, and come up with some bright ideas to benefit the organisation
- Value them for their capacity to view things from unexpected angles – keep this in mind when dealing with their shortcomings!

Advice for the Innovative Changer working with Creative Improvers

- Be patient with the CI's
 - Tendency to focus only on detail
 - Lack of interest in ideas and theory
 - Lack of adventure
 - Dislike of risk
 - Desire for systems
 - Constant need to decide
 - Feeling that every discussion needs to have a practical output
 - Inflexibility
 - Desire to schedule and plan their time
 - Dependence on objectives
 - Predictability
 - Lack of interest in experimenting with new ways of doing things
- Notice that the above may be how you see CIs – it is unlikely to be how they see themselves!
- Use them where some reality testing of new ideas is needed to determine what is the most workable option at present
- Use them where you have the germ of an idea that needs to be honed and shaped before it can stand practical use
- Use them to set up systems when the boundaries and purposes of a new production or other process have been determined
- Use them to help generally with
 - Implementation problems
 - Getting the detailed operation of a system or process worked out
 - Suggesting practical methods for reaching revised or changed goals given current constraints
 - Working out the most cost effective way of solving a problem in practice
 - Identifying areas of risk in a process so as to make use of methods for mitigating them
 - Situations where your reputation as an organisation is critically dependent on the outputs being finished off accurately and/or expeditiously
 - Quality controls in new areas of process
- Use them to consider and develop policy regarding new practices
- Use them to suggest methods for measuring performance
- Use them to find ways of linking new processes to the organisation's profitability
- Encourage them to help create a positive environment in which you can both work and value each other's contributions – your own creative style will probably fail if you are working in a hostile setting
- Make sure you do not demean the role of the CI – it is a valid and useful creative style without which most organisations would fail
- Encourage them to tell you when they do not understand what you are talking about
- Value them for their creativity in getting things done to time and budget, even incorporating the many curves that you and other ICs are likely to throw at them

Advice for both Creative Improvers and Innovative Changers

- Work together and value each other. Organisations need well designed and robust processes, and they also need to be made aware regularly of the challenges that face them and the new futures to which they could project themselves. Thus it is vital that both CIs and ICs work productively together to ensure the organisation's progression.
- Listen carefully to people with the other creative style. The iceberg model applies well here – in the communication process we only verbalise and make conscious a small proportion of our views, attitudes, expectations and beliefs about what we and others are doing. It is often the unconscious aspects of our self view and view of others that undermine communication, so try to develop the capacity to listen for the meaning above the message, and do not be put off by the things that would typically disturb you about the other person's point of view. Read the Quintax Listening Skills Guide and other sources to see how your profile can add 'noise' to the communication process.
- The above is particularly true if you are in the majority or in a minority in your organisation. Those with similar views often form a silent and unwitting consensus about what approaches are regarded as acceptable and worthwhile, and this can make it doubly difficult for a person of the opposite style to
 - Make their point of view known, and
 - Have its value understood and recognised in opposition to the consensus viewIn the majority you need to listen even more carefully for these contributions, while in the minority you have to work hard to express your views in a familiar and acceptable way to those around you.
- Notice also that both CIs and ICs can be change agents from a minority position. They may find themselves providing accounts of the way things work which help others to understand the situation for example when external conditions change dramatically, or when the organisation begins to decline in relevance or influence. Whether it be a CI's analysis of a failing production process, or an IC's critique of a failure in strategy, minority views in these cases may be particularly valuable.
- Remember to foster diversity of creative style – give people permission to offer challenging views, or to focus on incremental change, and then try to use these to get a better picture of where your organisation is, can, and should be going. Use those people with mid-range scores to help forge a bridge between these approaches, so that you can get the best out of them for your organisation. Remember that a one-eyed organisation is less likely to survive the challenges of change in the modern world than an organisation with a diversity of opinions and style helping to give it direction and value.

Deciding What to Do Next – A Review Using the Learning Cycle.

Learning Cycle Step	What does the Step involve?	How does that apply to where I am now?	What specific things can I write down that spring from this? (Use more or other paper if needed.)
ACT	Act: engage with your current situation. Do something to deal with the here and now.	Re-read the Innovation ^{plus} report and mark the parts that have particular relevance to you. <ul style="list-style-type: none"> • For example, if you are a CI with SG preferences, highlight the relevant box on page 9 . If you are introverted, personable and calm, highlight the CI boxes for these traits on pages 12,13 & 14. • For pages 15,16 & 17, highlight the specific bits of advice which you think would be most useful for you to follow. 	
REFLECT	Think about the meaning of events that follow from your action. Look at things from different viewpoints.	Make sure you understand what the highlighted sections mean – if need be, check with a colleague, or the person who asked you to complete Quintax. Then ask: <ul style="list-style-type: none"> • Is there anything in your feedback that strikes you as particularly accurate or inaccurate? • Are there any aspects that are significant to your performance at work? How? • Can you see anything in the feedback and suggestions for others (i.e. the non-highlighted parts) that helps you understand their behaviour or their reactions to you. What is it? Are there any of their behaviours that you could try? 	
CONCLUDE	Draw some conclusions from your reflection. Decide what the options are for what you should attempt next.	Then ask: <ul style="list-style-type: none"> • Is there anything in the feedback that suggests a development area that you should consider seriously? • Can you infer from this a small number of development or learning goals (say 2 or 3) that are SMART (Specific, Measurable, Achievable, Realistic, and Time bound)? What are they? 	
PLAN	Turn your ideas into concrete plans for the next action and then implement!	When you've got some learning goals ask: <ul style="list-style-type: none"> • What are the 'manageable first steps' that you could take to realise your goals? • What will you attempt to do practically? 	