BEHAVIOURAL STYLE QUESTIONNAIRE (D.I.S.C. Model Assessment)

Check each statement that you believe is a fair representation of yourself and total the number at the end of each group.

<table>
<thead>
<tr>
<th>(D) TOTAL: _____________</th>
<th>(I) TOTAL: _____________</th>
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<tr>
<td>Gives priority to achieving results</td>
<td>Gives priority to creating a friendly environment</td>
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<td>Seeks challenges</td>
<td>Likes an informal style</td>
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<td>Approaches tasks and people with clear goals</td>
<td>Approaches people and tasks with energy</td>
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<td>Is willing to confront</td>
<td>Emphasises enjoying oneself</td>
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<td>Makes decisions easily</td>
<td>Rates creativity highly</td>
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<td>Is keen to progress</td>
<td>Prefers broad approach to details</td>
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<td>Feels a sense of urgency</td>
<td>Likes participating in groups</td>
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<td>Acts with authority</td>
<td>Creates a motivational environment</td>
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<tr>
<td>Likes to take the lead</td>
<td>Acts on impulse</td>
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<td>Enjoys solving problems</td>
<td>Willing to express feelings</td>
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<td>Questions the status quo</td>
<td>Enjoys discussing possibilities</td>
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<td>Takes action to bring about change</td>
<td>Keen to promote change</td>
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<tr>
<td>Gives priority to supporting others</td>
<td>Gives priority to detail and organization</td>
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<tr>
<td>Enjoys assisting others</td>
<td>Sets exacting standards</td>
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<td>Approaches people and tasks with quiet and caution</td>
<td>Approaches tasks and people with steadiness</td>
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<tr>
<td>Has difficulty saying no</td>
<td>Enjoys research and analysis</td>
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<tr>
<td>Values co-operation over competition</td>
<td>Prefers operating within guidelines</td>
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<tr>
<td>Eager to get on with others</td>
<td>Completes tasks thoroughly</td>
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<tr>
<td>Willing to show loyalty</td>
<td>Focuses attention on immediate task</td>
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<tr>
<td>Calms excited people</td>
<td>Likes accuracy</td>
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<tr>
<td>Listens well/attentively</td>
<td>Makes decisions on thorough basis</td>
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<tr>
<td>Prefers others to take the lead</td>
<td>Values standard procedures highly</td>
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<tr>
<td>Gives priority to secure relationships and arrangements</td>
<td>Approaches work systematically</td>
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<tr>
<td>Prefers steady not sudden change</td>
<td>Likes to plan for change</td>
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HINTS ON COMMUNICATING WITH D.I.S.C. STYLES

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**Direct**
They come to the point, in short, sharp sentences. They think and respond fast and have an impatient style. Don’t bother with niceties, or tell them long stories.

*Use*: Yes...OK...now...I’ll do this, will that be OK? True... solid effective... bottom line...ball park figure...asap...we’ll get right onto it...deadline...be first...leading...initiate...get cracking...I’ll handle it...can do!

*Don’t Use*: I’ll look into it...We’ll have to discuss it...you must understand...I’ll let you know...this needs a consensus decision...you’ll have to be patient

**Influencing**
Bubbly speakers, friendly, informal, they use creative language. You can talk over them and they’ll join in. Don’t be critical. They’re optimists.

*Use*: positive...bright idea...innovative...fresh...easy...how do you see it? Here are your choices...that’s easy...big picture...the latest...it’ll be fun...enjoy it!

*Don’t Use*: No way! Show me your figures...tried and true...traditional...it’s always been like that...I’m only doing my job.

**Conscientious**
They speak thoughtfully, precisely with pauses for thinking. Don’t interrupt.

*Use*: It’s logical, reasonable, clear, precise, balanced...guarantee...specifically...judgement...critical...exactly...factual...qualified...professional...just...well thought out...planned detailed...quality...discerning

*Don’t Use*: creative...risky...daring...generally...colorful...make it up...chaotic...experimental...fun...innovative...popular

**Stabilizing**
Generally quietly spoken, a little shy but friendly, approachable. Give them space, don’t interrupt.

*Use*: How do you feel about it?...It would be helpful...I need...I’d be grateful if...Would you mind assisting us?...It’s fair to all...safe...gentle...quiet...modest...faithful...considerate...most people.

*Don’t Use*: Do this...Next!...Now!...that’s emotional rubbish...you could be the first person to...
Thomas-Kilmann Conflict Mode Instrument

This instrument is designed to measure a person's behavior in conflict situations. "Conflict situations" are those in which the concerns of two people appear to be incompatible. In such situations, we can describe an individual's behavior along two basic dimensions:

A. **Assertiveness**: the extent to which the person attempts to satisfy his own concerns,
B. **Cooperativeness**: the extent to which the person attempts to satisfy the other person's concerns.

These two basic dimensions of behavior define five different modes for responding to conflict situations:

1. **Competing** is assertive and uncooperative—an individual pursues his own concerns at the other person's expense. This is a power-oriented mode in which you use whatever power seems appropriate to win your own position—your ability to argue, your rank, or economic sanctions.

2. **Accommodating** is unassertive and cooperative—the complete opposite of competing. When accommodating, the individual neglects his own concerns to satisfy the concerns of the other person; there is an element of self-sacrifice in this mode.

3. **Avoiding** is unassertive and uncooperative—the person neither pursues his own concerns nor those of the other individual. Thus he does not deal with the conflict.

4. **Collaborating** is both assertive and cooperative—the complete opposite of avoiding. Collaborating involves an attempt to work with others to find some solution that fully satisfies their concerns. It means digging into an issue to pinpoint the underlying needs and wants of the two individuals.

5. **Compromising** is moderate in both assertiveness and cooperativeness. The objective is to find some expedient, mutually acceptable solution that partially satisfies both parties. It falls intermediate between competing and accommodating. Compromising gives up more than competing but less than accommodating. Likewise, it addresses an issue more directly than avoiding, but does not explore it in as much depth as collaborating. In some situations, compromising might mean splitting the difference between the two positions, exchanging concessions, or seeking a quick middle-ground solution.

Each of us is capable of using all five conflict-handling modes. None of us can be characterized as having a single style of dealing with conflict. Your conflict behavior is a result of both your personal predispositions and the requirements of the situation in which you find yourself.
SELECT THE ANSWER THAT BEST DESCRIBES HOW YOU DEAL WITH CONFLICT. CIRCLE IT HERE AND ON THE CHART BELOW. THEN TOTAL EACH COLUMN OF THE CHART.

1. A. There are times when I let others take responsibility for solving the problem
   B. Rather than negotiate the things on which we disagree, I try to stress those things on which we both agree

2. A. I try to find a compromise solution
   B. I attempt to deal with all of his/her and my concerns

3. A. I am usually firm in pursuing my goals
   B. I might try to soothe the other’s feelings and preserve our relationship

4. A. I try to find a compromise solution
   B. I sometimes sacrifice my own wishes for the wishes of the other person

5. A. I consistently seek the others help in working out a solution
   B. I try to do what is necessary to avoid useless tensions

6. A. I try to avoid creating unpleasantness for myself
   B. I try to win my position

7. A. I try to postpone the issue until I have had some time to think it over
   B. I give up some points in exchange for others

8. A. I am usually firm in pursuing my goals
   B. I attempt to get all concerns and issues immediately out in the open

9. A. I feel that differences are not always worth worrying about
   B. I make some effort to get my way

10. A. I am firm in pursuing my goals
    B. I try to find a compromise solution

11. A. I attempt to get all concerns and issues immediately out in the open
    B. I might try to soothe the other’s feelings and preserve our relationship

12. A. I sometimes avoid taking positions that would create controversy
    B. I will let the other person have some of his/her positions if he/she lets me have some of mine
13. A. I propose a middle ground  
   B. I press to get my points made

14. A. I tell the other person my ideas and ask for his/hers  
   B. I try to show the other person the logic and benefits of my position

15. A. I might try to soothe the other’s feelings and preserve our relationship  
   B. I try to do what is necessary to avoid tension

16. A. I try not to hurt the other’s feelings  
   B. I try to convince the other person of the merits of my positions

17. A. I am usually firm in pursuing my goals  
   B. I try to do what is necessary to avoid useless tensions

18. A. If it makes other people happy, I might let them maintain their views  
   B. I will let the other person have some of his/her positions if he/she lets me have some of mine

19. A. I attempt to get all concerns and issues immediately out in the open  
   B. I try to postpone the issue until I have had some time to think it over

20. A. I attempt to immediately work through our differences  
   B. I try to find a fair combination of gains and losses for both of us

21. A. In approaching negotiations, I try to be considerate of the other person’s wishes  
   B. I always lean toward a direct discussion of the problem

22. A. I try to find a position that is intermediate between his/hers and mine  
   B. I assert my wishes

23. A. I am very often concerned with satisfying all our wishes  
   B. There are times when I let others take responsibility for solving the problem

24. A. If the other’s position seems very important to him/her, I would try to meet his/her wishes  
   B. I try to get the other person to settle for a compromise

25. A. I try to show the other person the logic and benefits of my positions  
   B. In approaching negotiations, I try to be considerate of the other person’s wishes
26. A. I propose a middle ground
   B. I am nearly always concerned with satisfying all of our wishes

27. A. I sometimes avoid taking positions that would create controversy
   B. If it makes other people happy, I might let them maintain their views

28. A. I am usually firm in pursuing my goals
   B. I usually seek the other’s help in working out a solution

29. A. I propose a middle ground
   B. I feel that differences are not always worth worrying about

30. A. I try not to hurt the other’s feelings
   B. I always share the problem with the other person so that we can work it out
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**TOTALS**

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<th>Competing</th>
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How to Use the Five Thomas-Kilmann Conflict Styles


AVOIDING

Benefits of Avoiding:

- Reducing Stress: This mode allows you to avoid exacting or displeasing people and topics.
- Saving Time: Allows you to not waste time and energy on low-priority items.
- Steering Clear of Danger: Allows you to avoid inciting trouble.
- Setting Up More Favorable Conditions: Provides you with time to be more prepared and less distracted so that you may deal with the matter at hand (Thomas 13).

Costs of Avoiding:

- Declining Working Relationships: Using this mode creates the possibility that work may not be accomplished as people avoid each other. This mode allows for hostile stereotypes to develop and putrefy.
- Resentment: Using this mode can lead to resentment from others whose concerns are being neglected, seeing your actions as shifty.
- Delays: Unaddressed issues cause delays and may keep recurring. This takes up more time and causes more aggravation than if these problems were addressed earlier.
- Degrading Communication and Decision Making: Using this mode may cause people to walk on eggshells as opposed to speak honestly and learn from one another (Thomas 14).

When to Avoid:

- Temporarily and strategically postpone an issue.
- Provide time for emotions to calm and reason to return.
- Create space for everyone to get clear on their concerns, interests and needs.

How to Avoid Effectively:

- Take a break for an agreed-upon period of time.
- Take the time to find an appropriate third party or neutral party to join you when you re-start the conversation.
  - An objective and supportive colleague not only ensures you return to the conflict, but also can be tasked with keeping everyone focused on the issues.
COMPETING

Benefits of Competing:

- Asserting Your Position: Allows you to stand up for your ideas and interests while making sure that they are taken seriously.
- Possibility of Quick Victory: Allows you to make a quick recommendation and possibly press for a quick decision if you have enough power to be victorious.
- Self-Defense: Allows you to protect your interests and standpoints from attack.
- Testing Assumptions: Allows you to expose and test your own and others’ assumptions and views (Thomas 13).

Costs of Competing:

- Strained Work Relationships: The loser of the conflict may feel resentful or exploited.
- Suboptimal Decisions: Rapid resolution can lead to possible win-win solutions being overlooked. Also, information is not exchanged freely in the Competing mode.
- Decreased Initiative and Motivation: When decisions are imposed, other individuals are less committed to them and show less initiative and motivation.
- Possible Escalation and Deadlock: It is possible there might be a temptation to use more extreme and provocative tactics if initial tactics fail. Can lead to negotiation deadlock (Thomas 14).

When to Compete:

- The issue is critical to the organization’s (or individual’s) welfare.
- A situation requires you to make an unpopular action, in which case you may need to use firmness to impose the decision.
- In emergency situations, quick and decisive decisions need to be made and so having an individual with expertise or authority take control may be the best course of action.

How to Compete effectively:

- Explain your intentions
  - By clearly explaining your intentions, working to appeal to shared concerns, and focusing on being specific and credible during your communication can lead to a much improved outcome while minimizing negative backlash.
- Be respectful
  - Avoid letting an unwillingness to wait lead to the inclusion of toxic and degrading behavior. You can also work on softening up your language, especially if you have a tendency to utilize demeaning language.
- Switch from threats to warnings
  - A warning illustrates what you will have to do if an individual does not do what you advise. Warnings feel more judicious and less capricious. Also they provide an explanation of why your actions would be necessary.
COLLABORATING

Benefits of Collaborating:

- High-Quality Decisions: Leads to seeking inventive solutions that are better than each person’s initial positions.
- Learning and Communication: Aids communication and discovery through open exchange of information.
- Resolution and Commitment: Leads to both people working toward meeting all concerns, translating into both parties being committed to the decision.
- Strengthening Relationships: Builds trust and respect by resolving problems in a relationship (Thomas 13).

Costs of Collaborating:

- Time and Energy Required: Requires full concentration and creativity. It also requires more time for digging through issues than the other modes.
- Psychological Demands: Can be psychologically demanding as both parties have to be open to new viewpoints, ideas, and challenges.
- Possibility of Offending: This mode may require working through some sensitive issues. You risk worsening the situation and potentially hurting another’s feelings if unsuccessful.
- Vulnerability Risk: It is possible that others may try to exploit your flexibility and openness (Thomas 14).

When to Collaborate:

- Reserve collaborating for important issues.
- Complex situations in which you need to learn information from other stakeholders through their expertise.
- Negotiating with long-standing partners; multi-year contracts, multiple contact points, etc.

How to Collaborate effectively:

- Engage others
  - Before beginning an attempt at collaborating, ask the other participants if it is a good time to do it. Utilize “we” language to help create a collaborative environment once timing is figured out as it helps avoid putting blame on the other person.
- Identify underlying interests, goals, concerns and issues
  - By clarifying and sharing your underlying concerns and then helping to clarify the other person’s underlying concerns it can lead to a much better mutual understanding of each other’s situations. This, in turn, is much more likely to lead to a collaborative resolution.
- Frame the situation as a mutual problem to be solved together
  - Collaboration only functions if everyone is engaged and actively participating; you may have to broaden the scope of issues involved in order to ensure that everyone’s concerns and interests are represented in the work you are doing.
COMPROMISING

Benefits of Compromising:

- Pragmatism: Often leads to a deal that is good enough without the necessary effort of trying to get both parties everything they wanted.
- Speed and Expediency: Allows you to settle on a conclusion quickly.
- Fairness: Creates resolutions that aim for equal gains and losses for both parties.
- Maintaining Relationships: Allows both parties to meet halfway and reduces strain on the relationship (Thomas 13).

Costs of Compromising:

- Partially Sacrificed Concerns: Since both individuals' concerns are compromised, it leaves some residual frustration. The issue isn’t fully resolved and may flare up again.
- Suboptimal Solutions: Settling for compromising decisions is of lower quality than successful collaborative decisions.
- Superficial Understanding: Agreements often gloss over differences with fuzzy statements that don’t accurately mirror the beliefs of the individuals who disagree. (Thomas 14).

When to Compromise:

- Issues that are of intermediate importance to you; important enough to matter, yet not critical.
- A temporary solution to a more complex issue is required.
- Two individuals with equal power are faced with a win-lose issue where collaboration is not working and the competing mode is unlikely to be effective.

How to Compromise Effectively:

- Focus on fairness during the concession-making process.
  - One of the best ways to do this is to insist on a criterion of fairness at the beginning of negotiations to avoid surprises.
- Remain objective and neutral when collecting information.
  - Remember, the heart of compromising is taking turns providing concessions; you’re not gathering information to use against someone later – you’re learning where there’s room for movement.
ACCOMMODATING

Benefits of Accommodating:

- Helping Someone Out: Assisting others in meeting their needs by supporting them.
- Restoring Harmony: Can smooth feathers and settle troubled waters.
- Building Relationships: Can be used to build social capital by doing favors. Can also be used as a way of apologizing when necessary.
- Choosing a Quick Ending: This mode can be used to cut your losses as a way to minimize future losses in a hopeless situation (Thomas 13).

Costs of Accommodating:

- Sacrificed Concerns: This mode entails conceding something you care about and so inevitably your views or interests are sacrificed.
- Loss Of Respect: This mode can build goodwill, but a perception of low assertiveness can lead to you losing respect from your peers. A pattern of accommodating can encourage others to exploit you.
- Loss Of Motivation: Using the Accommodating mode leads to less satisfaction. It can lead to you agreeing to things for which you have little excitement (Thomas 14).

When to Accommodate:

- You realize you were wrong.
- The other person presents a position that is better, more advantageous or stronger than yours.
- The relationship is the most important component of the situation – more important than any goal, task or other objective.

How to Accommodate Effectively:

- Concede gracefully.
  o Don’t complain; take the high road.
- Explain the rationale for your actions.
  o This ensures that your concession won’t be misinterpreted as either a lack of interest or investment in the issues/situation or as an irrational negotiating strategy.
30 Questions That Help Uncover Interests & Needs

1. How has this situation affected you?
2. What matters most to you?
3. How did you feel when…?
4. How do you feel about what the other party just said?
5. If you could go back in time and handle this situation differently, what would you have done?
6. What is it about X that is important to you?
7. What is it that concerns you about this?
8. Tell me more about why that is important to you.
9. What leads you to say that?
10. Can you say more about how you see things regarding this?
11. What information might you have that would help us understand your concerns?
12. Are there any past experiences that influence how you’re thinking about this?
13. Tell me what would help you feel better about this issue?
14. What would it mean to you if X happened?
15. How does your view about the other party’s intentions make you feel?
16. What motivated you to take action X?
17. What is one thing that you would like the other party to understand about you?
18. Is there something you feel the other person needs to know about you?
19. Can you give me an example?
20. What do you think the other person’s goals/needs are?
21. What are the issues to be negotiated from your point of view?
22. What are the issues to be negotiated from the other person’s point of view?
23. What common ground is there between you?
24. What do you need to know in order to understand the other person’s point of view?
25. What does the other person need to know in order to understand your point of view?
26. Can you help me understand why this is important to you?
27. What was the impact of that on you?
28. What do you gain by getting X? What do you lose by not getting X?
29. Please explain to me how you reached X conclusion.
30. What is the most important issue for you to get resolved here today?
Constructive Problem Solving Process Steps:

I. Share Perspectives
   i. Interest Based Listening: Open ended questions, positions into needs
   ii. Express concerns, ideas, logistics from each participant’s point of view and experience

II. Define the Issues
   i. Create one list that includes all the concerns and “to do’s” from each person’s perspective
   ii. Use neutral language – “the project timeline”, not “Kyle’s workload”

III. Identify the Interests
   i. What interests and needs are underlying the issues listed for the group?
   ii. Frame as shared interests and common goals

IV. Generate Options
   i. Brainstorming – go past the first 8 ideas into the wild and crazy
   ii. Get rid of common limitations – “What if money were no object?” “What if we didn’t have to play by the process rules?”
   iii. Brainwriting: Everyone takes out a sheet of paper, writes down 2-3 ideas, then PASSES their paper to the left – and writes down 1-2 MORE ideas on the new sheet in front of them. Repeat until everyone has contributed to every sheet.

V. Determine Criteria
   i. What criteria will you measure your proposed solutions against?
   ii. Sample criteria include: budget, legality, mission-fit, alignment with growth strategies

VI. Evaluate Options, Reach Agreement
   i. Use the Consensus Grid to evaluate how well each proposed solution or idea matches with the chosen criteria
   ii. Get creative! Maybe one part of one solution combines with two parts from a different solution to meet all your criteria better than either solution alone!
Decision Making Diamond

Adapted from Sam Kaner, Facilitator's Guide to Participatory Decision-making
10 Creative Exercises That Are Better Than Brainstorming

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We're all familiar with traditional brainstorming as a method for producing new ideas, but there are many alternative exercises for tackling problems and developing new ideas, both individually and in a group setting.

Ranging from structured to silly, here's a selection of ten simple techniques and exercises to help you get your problem solving juices flowing:

**10 Alternative Creative Exercises**

1) Storyboarding

If you're trying to design a process, storyboarding can help you see where your collective understanding of a problem supports or conflicts with a proposed solution, and where more thought/research is needed. By developing a visual story to explore the problem at hand as a narrative, your team will be able to see how ideas interact and connect to form a solution.

Sticky notes are your friend. Take a few minutes to have everyone on the team write out their ideas as individual notes. These don't have to be complete thoughts -- physically pinning up quotes, pictures, user info, and the like can help you see new relationships between different components.

Once you have a group of sticky notes to work from, start arranging them on the board as a progression: first this, then that. Organizing your ideas as a continuous series will help you see new connections and eliminate extraneous material that doesn't support your end goal.

2) Forced Connections

This exercise involves bringing together ideas that serve very different needs or interests to form a new concept. You see this sort of thinking all the time in products like the Apple watch, the Swiss Army knife, smartphones, or even sofa beds.

To put this method into practice, bring a bag of random items to your next meeting, or draw up two lists of unrelated items on the board. Ask team members to pick two or more items and explore different ways they can be connected. This technique can
produce some silly results, but it’s ultimately a helpful way of getting your team out of a creative rut.

3) Brain-Writing

In this exercise, participants simply write down a few rough ideas for solving a particular problem on a piece of paper. Each piece of paper is then passed on to someone else, who reads it silently and adds their own ideas to the page. This process is repeated until everyone has had a chance to add to each original piece of paper. The notes can then be gathered, ready for discussion.

The big advantage of brain-writing is that it makes sure everybody is given the opportunity to have their thoughts and ideas thoroughly considered by the group. This avoids the loudest or most extroverted people unintentionally dominating the sessions.

4) Zero Draft

The Zero Draft is an ideation technique for individuals often used by writers and is essentially a form of focused free-writing. For marketers and agency professionals, it can help focus the first stages of a new project by establishing what you currently know and getting your initial ideas out of your brain and onto paper.

Taking your central theme or topic:

1. Write down everything you currently know about the subject.
2. Write down what you need or want to know about the subject, but don’t currently know.
3. Reflect on why the subject is important.
4. Add anything else that takes your fancy -- this is a chance to get whatever’s floating around in your head out into the world.

The Zero Draft method is all about getting everything you can think of relating to your topic down on paper, so don’t be concerned if it looks messy and unfocused. The goal is just to get past the initial block that often plagues creative professionals in the early stages of a new project.
5) S.C.A.M.P.E.R.

S.C.A.M.P.E.R. is essentially a process for expanding and improving upon ideas by testing and questioning them from different angles. For each letter of the mnemonic, ask yourself a related question about your project or the problem at hand:

- **Substitute**, e.g.: What would happen to the project if we swapped X for Y?
- **Combine**, e.g.: What would happen to the project if we combined X and Y?
- **Adapt**, e.g.: What changes would need to be made to adapt this project to a different context?
- **Modify**, e.g.: What could we modify to create more value on this project?
- **Put to another use**, e.g.: What other uses or applications might this project have?
- **Eliminate**, e.g.: What could we remove from the project to simplify it?
- **Reverse**, e.g.: How could we reorganize this project to make it more effective?

This method forces you to approach your project or problem in unexpected ways. Each question asks you to dig a little deeper into the issue and consider new possibilities.

6) Questioning Assumptions

We all carry assumptions with us -- assumptions about what is and isn't possible, about what people want, what will work, and what won't. This exercise forces us to challenge these and put everything on the table.

Draw up a list of all the assumptions you can think of about your currently project -- true or not -- and discuss the list as a group, questioning each one. Doing this at various stages in your campaign development can spark fresh ideas, as well as identify knowledge gaps.

7) Wishing

This technique encourages your team to let imaginations run wild. Ask participants to dream up the most unattainable, extreme and impractical solutions they can think of to a given problem. Create a list of a few dozen wishes pertaining to the task at hand.

Focusing on a selection of wishes, consider and discuss the ideas in detail, with the aim of triggering new but more realistic concepts to pursue. What makes them so impossible? How can that idea be scaled down? Which features of that wish could we
integrate into this other approach? You might be surprised to discover applicable, real-world solutions among your team’s wildest wishes.

8) Alter-Egos / Heroes

This is a fun exercise where small groups imagine how they would go about solving a given problem if their team were led by a famous character, fictional or real. How would Cat Woman go about positioning your brand as a thought leader in virtual reality? What would Steve Jobs do to improve your latest communications package? How would Don Draper get your core messages across to millennials?

You can either chose someone you think embodies the right qualities for the job to help develop your vision, or someone at the opposite end of that scale, to explore less conventional ideas.

9) Group Sketching

You don’t have to be an artist or a designer to benefit from sketching. Visual thinking can help to trigger and develop ideas that discussion and writing might otherwise leave unturned. Similar to brain-writing, group sketching involves participants building on each other’s ideas.

Each member of your team will sketch an image related in a central way to a concept, idea or topic you want to explore further. Each sketch is then passed to someone else, who sketches another related image on the same piece of paper. This is repeated multiple times around the group. The final images are then reviewed and discussed with the aim of discovering connections that individuals hadn’t spotted on their own.

10) Six Thinking Hats

There’s a whole host of problem solving exercises and tools that help participants to put themselves into the shoes of another. This particular tool was invented by Edward de Bono, a psychologist, author, and consultant who pioneered the technique in his 1985 book Six Thinking Hats. The method involves breaking down ideas into six areas of thought:
When approaching a new problem or project, have each member of your team put on one of these different “hats” for the discussion. Each “hat” represents a unique set of priorities and perspectives that will help focus your discussion and consider the project from a wide variety of angles.

For example, if you’re wearing the “Devil’s Advocate” hat, it’s your job to consider the project’s limitations and challenges. It may feel uncomfortable at first to temporarily adopt a very narrow form of thinking, but the extremes can help teams fully explore a project or idea.

This is a modified excerpt from Creative Ideation for Digital Marketers: Theory to Practice by Dani Mansfield

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Constructive Problem Solving Goal Statement:

______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________

Constructive Problem Solving Decision Grid:

<table>
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<tr>
<th>How well does each proposed solution/idea meet our criteria?</th>
<th>Criterion 1 is:</th>
<th>Criterion 2 is:</th>
<th>Criterion 3 is:</th>
<th>Criterion 4 is:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposal A is:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proposal B is:</td>
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<td></td>
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<tr>
<td>Proposal C is:</td>
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