


# MEASURING YOUR CREATIVE CLIMATE

## THE 'DOLPHIN INDEX'


**MARK BROWN**



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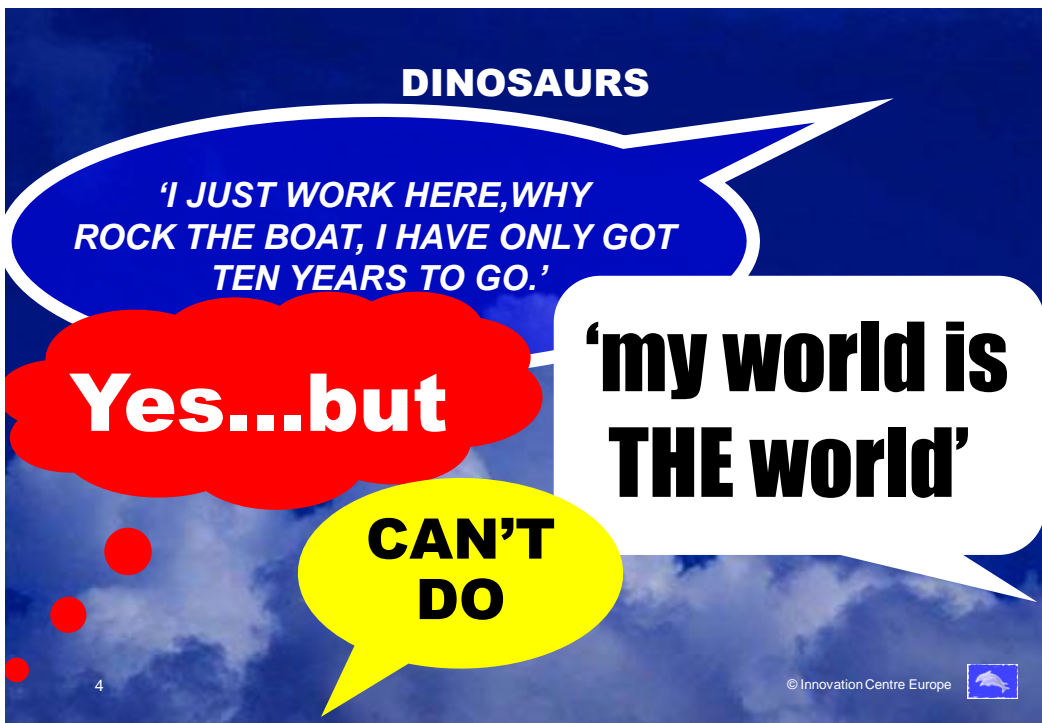
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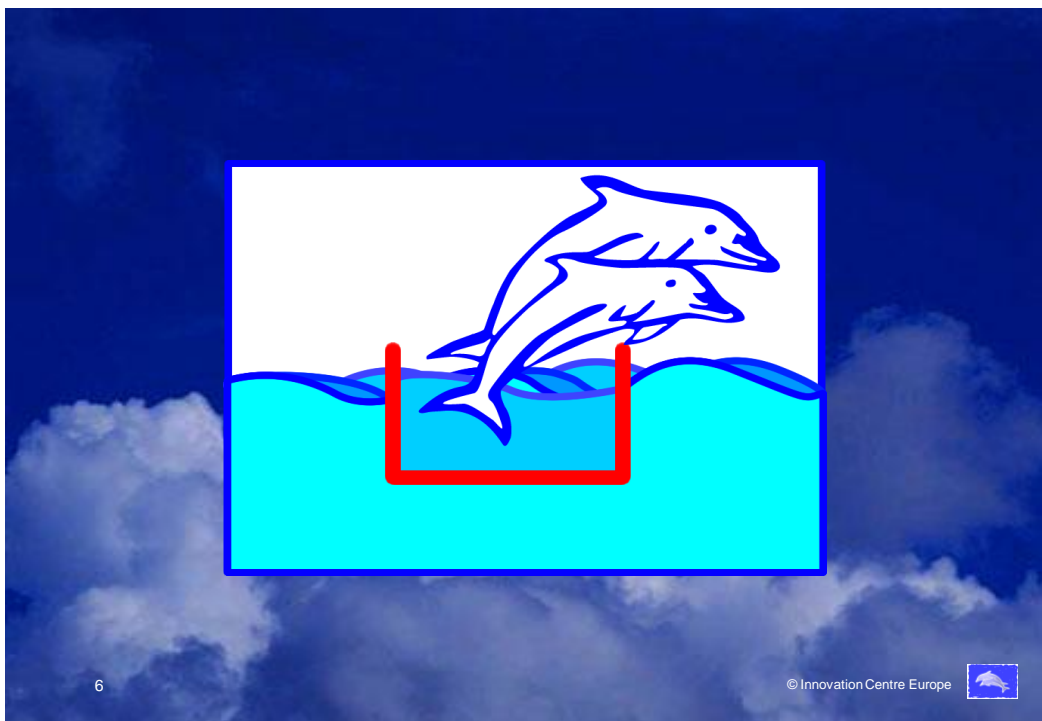


Creativity Research	Innovation Centre Europe	Writing
Henley Management College  PriceWaterhouseCoopers  Why are some more successful, creative and innovative?	Dolphin Index  Conferences  Programmes	Books  Videos

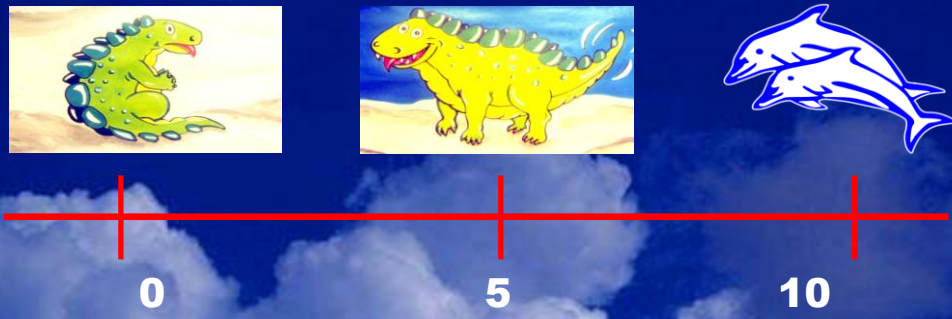
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### DINOSAURS AND DOLPHINS



A horizontal red number line is shown against a blue sky with white clouds. The line has three vertical tick marks labeled '0', '5', and '10' in white text below the line. Above the '0' tick mark is a small illustration of a green dinosaur with blue spots and a red tongue. Above the '5' tick mark is a small illustration of a yellow dinosaur with blue spots and a red tongue. Above the '10' tick mark is a small illustration of a blue dolphin jumping out of the water.

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### FOREVER AT PRIME!

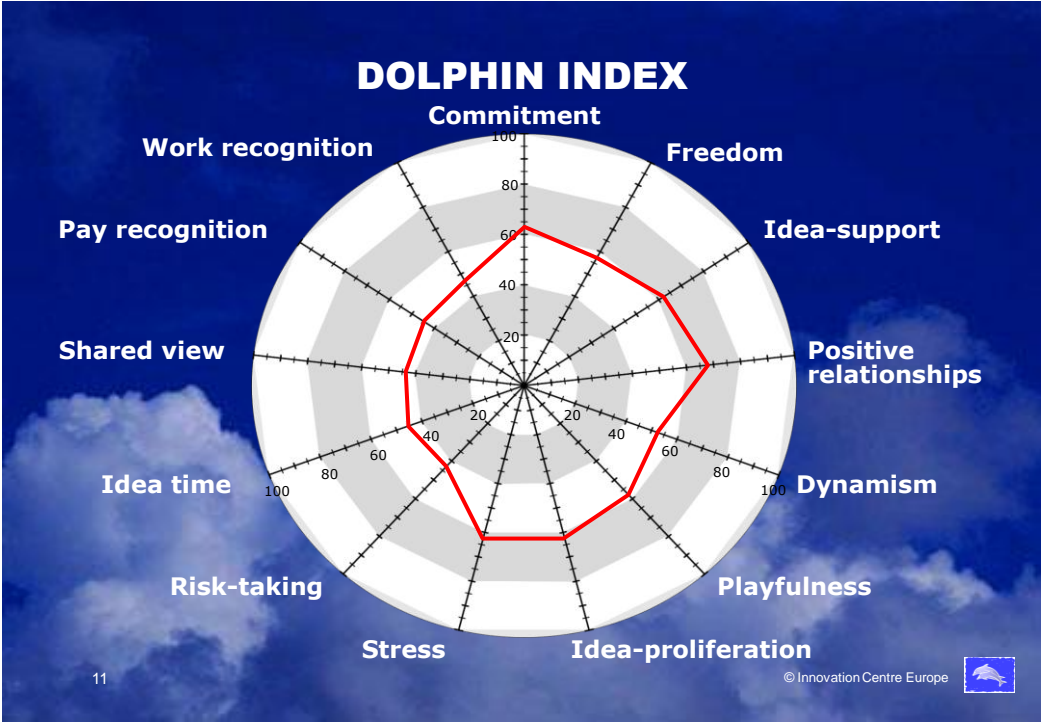


A colorful path of circles and stars is shown against a blue sky with white clouds. The path starts at the bottom left and moves upwards and to the right, curving and zig-zagging. It consists of a series of small white circles connected by a line that is colored with segments of red, green, and blue. There are also several small yellow starburst shapes along the path.

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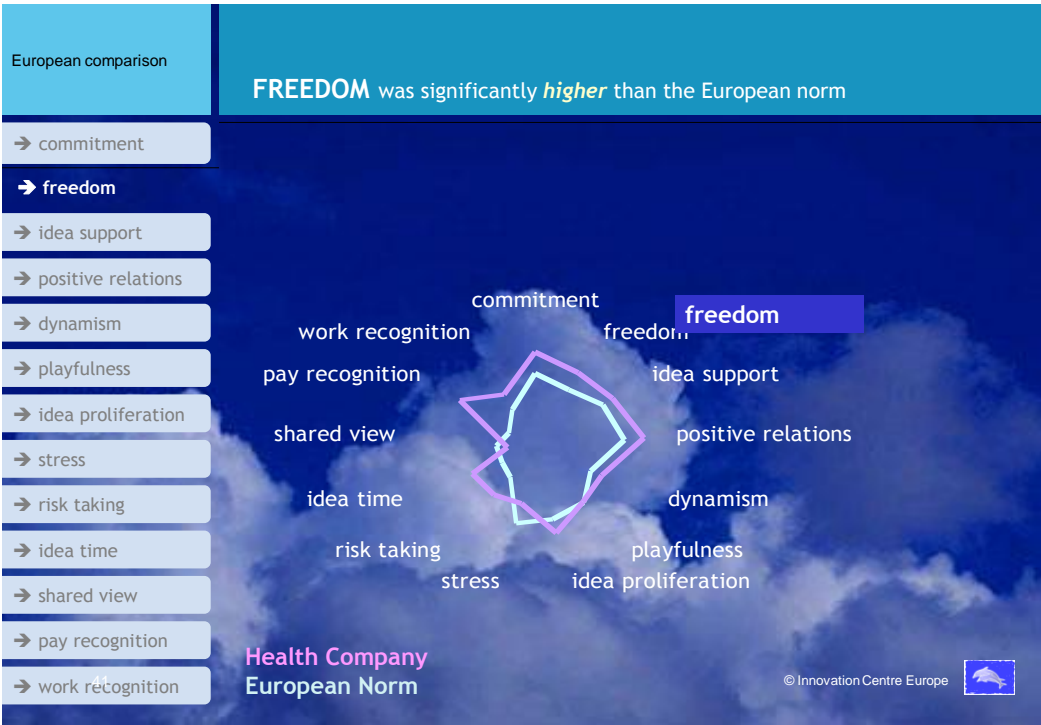
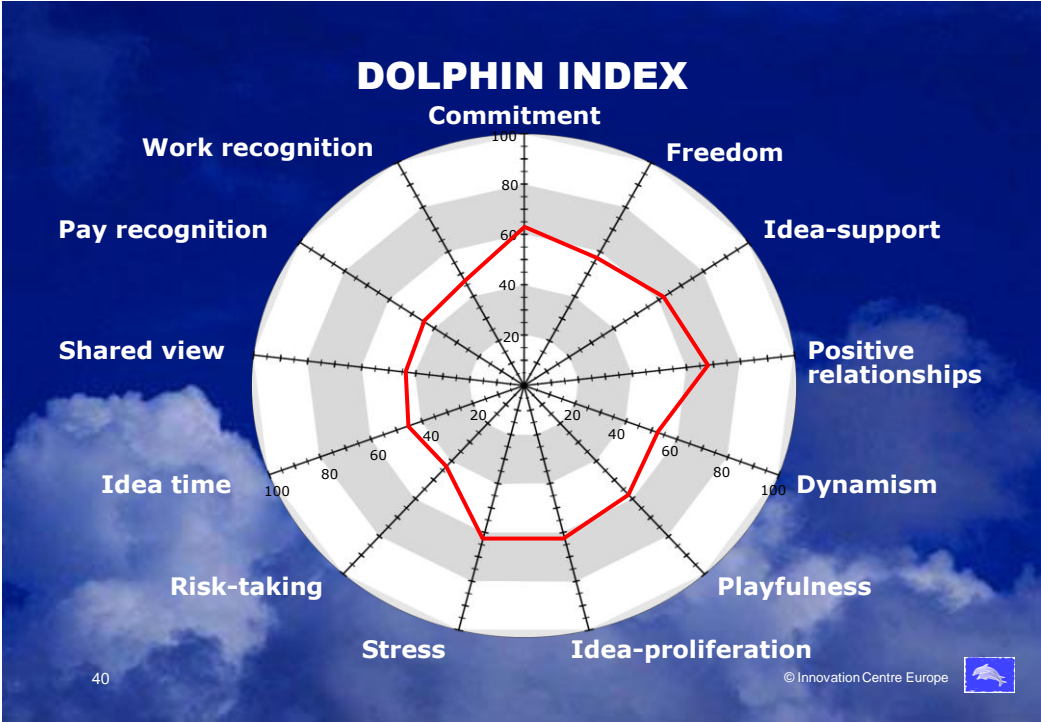




**The Dolphin Index**  
*Development, reliability & Validity*

**Dr Paul Redford**  
*Research Director*

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## CLOSING THE GAPS ON THE 13 DIMENSIONS: **COMMITMENT**

*The extent to which people are committed to the organization and work is viewed as stimulating and engaging*

- ✓ Encourage autonomy, mastery and purpose
- ✓ Push decision making down as far as possible, therefore you need to maximally develop your people
  - ✓ Train for 'can-do'
- ✓ Drive as much as possible into the last 2 empowerment boxes
  - ✓ Maximise purpose beyond profitability

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## CLOSING THE GAPS ON THE 13 DIMENSIONS: **FREEDOM**

*High freedom work environments are those in which people are empowered to make their own decisions, for example about prioritising their work. In low freedom environments there is close and conspicuous supervision*

- ✓ Empower people within the four box model – drive as much as possible into the 'Go, Let Know' and 'Go' boxes

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## CLOSING THE GAPS ON THE 13 DIMENSIONS: **IDEA SUPPORT**

*Organizational support and encouragement for the development of new ideas and suggestions for improvements*

- ✓ Creating a 'yes ... and' culture (rather than 'yes...but')
- ✓ Focus on 'what's good about the idea' and build on the idea
  - ✓ Educate in a 'blue', 'red', 'green' process
    - ✓ Recognise and applaud ideas
    - ✓ Create a Eurekanet

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## CLOSING THE GAPS ON THE 13 DIMENSIONS: **POSITIVE RELATIONSHIPS**

*The extent to which there are positive, trusting, friendly, interpersonal relationships between people, rather than negative (e.g. hostile, conflicting) ones*

- ✓ 'Catch people doing things right'
- ✓ Encourage all to meet and know all

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## CLOSING THE GAPS ON THE 13 DIMENSIONS: **DYNAMISM**

*Refers to whether work is exciting and dynamic, or static and boring*

- ✓ Stretch without stress
- ✓ Add job variety/enrichment

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## CLOSING THE GAPS ON THE 13 DIMENSIONS: **PLAYFULNESS**

*Refers to levels of light-heartedness and fun in the work place. Work environments low on playfulness may be seen as dour and humourless*

- ✓ Train for creativity – ‘blue’ tools promote playfulness
- ✓ Encourage positive humour

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## CLOSING THE GAPS ON THE 13 DIMENSIONS: **IDEA PROLIFERATION**

*The extent to which other people in the work environment are perceived as having innovative ideas about, and varied perspectives towards, their work*

- ✓ The need for diversity therefore select for requisite variety
  - ✓ Encourage new learning – work related and otherwise
    - ✓ Train in ‘blue’ tools
    - ✓ Select for 2D and 3D thinkers
    - ✓ Select for some zigzag CV’s !
      - ✓ Rotate employees
- ✓ Expose everyone to new learning and new worlds

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## CLOSING THE GAPS ON THE 13 DIMENSIONS: **IDEA PROLIFERATION**

*The extent to which other people in the work environment are perceived as having innovative ideas about, and varied perspectives towards, their work*

- ✓ Build in incubation time – self on complex tasks – and pre-brief others where ideas will be needed
  - ✓ Collect ‘shower ideas’
  - ✓ Access to computer – input an idea – otherwise doesn’t
- ✓ Distinguish between information sharing parts of meetings and parts where creativity is required or better still separate them
  - ✓ Stimulating work environment – art, pool table etc.
- ✓ Quite spaces for reflection, hard focused thinking areas, social areas

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## CLOSING THE GAPS ON THE 13 DIMENSIONS: **IDEA TIME**

*The extent to which employees perceive that there is time for producing and developing new ideas*

- ✓ Make clear time for 'blue' thinking – 10%+ of time for 'blue'
- ✓ Provide resources to think through and test out new ideas
  - ✓ Eurekanet
  - ✓ 'Blue' spaces
  - ✓ 'Time out is not time off'

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## CLOSING THE GAPS ON THE 13 DIMENSIONS: **STRESS**

*High stress work environments are defined as those in which other individuals are observed to be highly stressed and encountering heavy workloads*

- ✓ Fitness, diet, balance
- ✓ Achieve 'flow' not clenched teeth
  - ✓ Allow 'blue' time

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## CLOSING THE GAPS ON THE 13 DIMENSIONS: **RISK TAKING**

*High risk taking environments are thought to promote the speed at which new ideas are implemented.  
Low risk taking environments are likely to be characterized by excessive use of formal rules and procedures*

- ✓ Distinguish between glorious and catastrophic mistakes/failures
  - ✓ Celebrate glorious failure and use 4 boxes of empowerment
    - ✓ Train for 'can-do'
- ✓ 3D failures are inevitable – and YOU MUST MAKE THEM OTHERWISE YOU'RE BEING IDLE
- ✓ Train people in 'red' tools to make best decisions wherever possible to help avoid unnecessary stupid mistakes

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## CLOSING THE GAPS ON THE 13 DIMENSIONS: **SHARED VIEW**

*The extent to which there are open and adequate communications between more and less senior employees. Work environments where there is an 'us' culture rather than an 'us and them' culture*

- ✓ Open styles, full disclosure, full briefings, no/minimal symbols of rank, have clear creativity goals for all, flat organisational structure

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## CLOSING THE GAPS ON THE 13 DIMENSIONS: **PAY RECOGNITION**

*Pay recognition refers to satisfaction with pay and conditions. Do people feel fairly remunerated for their work - or at worst, feel exploited?*

- ✓ Make creativity and innovation a core value and a 'must have' skill for all
- ✓ Pay above the average – then focus on intrinsic motivation

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## CLOSING THE GAPS ON THE 13 DIMENSIONS: **WORK RECOGNITION**

*Do people feel that they receive credit and praise for their achievements?  
Or do they feel undervalued?*

- ✓ Praise, praise and praise the good and even more so the creative – successful or not
- ✓ Regular creativity/innovation recognition

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## FURTHER INFORMATION

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