

# Seven Ways To Be More Cre8ive, Today!

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*"We can no longer wait for ideas to occur by chance or through the slow process of evolutionary pressure. There is a need to focus directly on the generation, design, and development of new ideas."*

...Edward de Bono

One key ingredient to success today is innovation and this means we need to be more creative in the generation, development and implementation of new ideas. Possibly even more importantly these ideas must address the issues faced by companies and individuals today, and that requires a commitment to deliberate creativity.

Deliberate Cre8ive Thinking™ is a disciplined approach to the exploration and development of perceptions, possibilities, alternatives and new ideas. It focuses creative effort, provides tools to develop and enlist the creative skills of people at all levels to facilitate creativity on demand. What's more, Deliberate Cre8ive Thinking™ methods can be learned and used by anyone.

Thinking tools such as those discussed in this series of short articles have been integrated into the daily workings of many successful companies, with significant positive impact. Creative thinking tools are used by people at the coal-face (literally), on the shop floor, in call centres, by accountants, sales and marketing people, engineers and in the Boardroom. Now more than ever, there is a need at all levels, in all areas for simple effective thinking tools that promote creativity - and the tools are available!

If you want to be more creative today, give these methods a try - deliberately. We think you will be surprised at just how creative you can be, when you want to be! That is a great skill to have.

## Seven Ways to be More Cre8ive, Today!

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*"Learning how to learn is life's most important skill." - Tony Buzan*

# Seven Ways to be More Creative, Today!

## 1. Do something different, notice what happens, and then try to see some new opportunities.

In our presentations and workshops we often ask participants if they agree or disagree with the statement *'We would be more creative if we were more like children.'* - to which the majority always agrees. And of course they are correct, if they mean that creativity is linked to a child's openness to new ideas, their constant questioning of the world around them, and their inhibition at trying new things - no matter how silly it may look to 'oldies'. It is in children that we see solid evidence of the power of this first way to be more creative.

Most people accept that a closed mind cannot see new opportunities, but even an open mind cannot see opportunity unless it is actively and deliberately sought out. Creativity and innovation, like most things, cannot simply be left to chance. You must apply mental and creative energy to find the many opportunities around you. Here is a way to get started:

- ☞ Do something different everyday. This may involve taking a different way to work, reading a magazine you would never dream of looking at, playing a game with the kids, talking to someone you don't know, talking to a friend about something unusual. You could go into an art gallery, browse through a punk-rock music store, or even work on a brain-teaser puzzle. The aim is to do something out of the ordinary, but just doing something different isn't enough.
- ☞ When you are trying something different, notice what happens. What is unusual about what you see, why is it the way it is, what might have caused it to be so? Question everything. If people are involved, wonder about who they are and what motivates them. If you are looking at an object, question its purpose, how it is used, and how it might have been conceived. If you are looking at new information, look at it from different perspectives, wonder about the writer's motivation, background, and purpose. Look at things with wonder in your eyes and an open mind.
- ☞ Then ask yourself if anything you are seeing, often for the first time, might have any application or influence on something you are currently working on. Try not to think literally, instead look at the concepts behind what you perceive around you and test those concepts to see if they might help you solve a problem. Very often what appears to have no real bearing on your challenges, can provide unexpected links that lead to very interesting revelations and ideas.

For example, imagine a situation similar to one that a client of ours had not too long ago. The manager was looking for a solution to a problem within her management team, where she just could not get some members involved in team activities. One day she picked up a magazine on tattoos (which she would not normally do) and read an article about why some people get outrageous tattoos. The article explored the extent to which people will go to get attention from others. She learnt that everyone has something that personally impacts their lives and that these 'hot buttons' can be very different. As a result, she spent time learning more about her team's individual and collective 'hot buttons', and was subsequently able to get everyone more involved. While this may not seem like an incredibly innovative revelation to some people, the impact on team effectiveness and productivity was ultimately very significant.

Try using this technique yourself. Look around you right now and notice things. Is there anything there that might help you solve a problem you are working one? Is there a picture on the wall that suggests any new concepts you might like to explore? What activities do you see around you that could suggest what you might do with the kids this weekend. Look around, take your time, use your imagination - the opportunities are there, you just need to see with new eyes.

Quote: *"All of us are watchers - of television, of time clocks, of traffic on the freeway but few are observers. Everyone is looking, not many are seeing."*

...Peter M. Leschak

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## 2. Challenge the assumptions on things you now take for granted.

When consulting or facilitating with clients to achieve any sort of improvement, we regularly use challenge to draw out useful and often innovative solutions to what are sometimes seen as insurmountable problems. To do this we start by asking the five most important questions change agents can ask:

- ? WHY1? Why is the process/design necessary? What is its goal or purpose?
- ? WHY2? Why is it done or designed this way? What assumptions are being made about that might impact the process or design?
- ? WHY3? Why can't the process/design be changed? What would happen if it was changed?
- ? WHY4? Why isn't the process/product perfect? What would need to happen for it to be perfect, in every sense of the word?
- ? WHY5? Why don't we get some people together who know the process/product, and try to improve it? Who and what would benefit by improving it?

Answering these five simple questions - Why, Why, Why, Why and Why - in that order, will reveal an enormous amount of new information about your product, service or process, and very often will lead to some remarkably simple ways to significantly improve them. John Bertram, skipper of Australia II in its historic winning of the America's Cup, indicated that the revolutionary boat design came from challenging every part of the boat, one piece at a time, and then looking for new designs and materials.

However, challenge is not always as easy as it sounds! People often critically challenge things in a way that causes others to become defensive. This brings us to some important rules for challenge, being:

- ✓ Challenge must never be critical or destructive. You cannot design a better way by simply destroying what is now in place.
- ✓ Challenge must always focus on 'what is'. Look at the actual situation or design as it is right now, not what was or might be.
- ✓ Challenge can be used on any product, service or process, not just problem areas. By challenging things that are working fine, you may discover innovative new approaches.

Of course you need to do more than just challenge the status quo if you want to be more innovative. The aim is to generate, explore and design creative new ideas to improve something. Challenge allows you to explore a range of perceptions, concepts and assumptions around your area of focus and that exploration often presents insights into what might be possible. Then, if your mind is open to new opportunities and Deliberate **Cre8ive** Thinking™ methods are applied, creative ideas will begin to flow.

A client we worked with provides a great example of the value of challenge. Faced with intense pressure to constantly reduce costs this Information Services (IS) department of a major international company, had successfully reduced costs over several years using continuous improvement methods. However, they were now being asked to reduce costs by a further 30% within 12 months. As far as the management team was concerned, this was clearly impossible. As more than one person said "there is no more blood in this stone". However something needed to be done, and we facilitated a team workshop to challenge everything being done within the area, then how it was done and so on. In the eleven hours the team worked together they challenged their own thinking on how they did business, and tested a variety of assumptions about what was possible. Almost a hundred ideas were generated, explored, and strengthened until they agreed that they had to redefine the business they were in and change how customers perceived them. Six months later, they are well on their way to becoming a value adding business with a 30% reduced budget.

Quote: *"The eye sees only what the mind is prepared to comprehend."* ...Henri L. Bergson

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### 3. Imagine what things would be like if everything was perfect, and then think about what needs to happen to make it so.

Visualisation is one of the most natural skills people have, but far too often it has been undervalued and stifled. Parents tell their children to stop 'day dreaming', while at school the ability to see different worlds and fantastic scenarios is systematically wiped out, to be replaced with logic and rational thinking. Only in so-called areas of art, are we allowed to let our imagination roam - although not too far (remember the pressure to colour inside the lines). As a result, the people we consider to be truly creative, are those that have the wonderful ability to visualise their dreams, and share them with us. Musicians, performers, writers, sculptors and artists of all types draw our admiration and envy because of their creative ability. Yet, visualisation is something anyone can do. Everyone can develop the skill to use imagination to be more creative in area of endeavour. Try this simple activity:

Imagine yourself in a meeting. You may not know all the people and the meeting has just begun. Now introduce yourself - not in the traditional way, but instead describe yourself as some sort of automobile. What type of automobile are you, what model, what year? What is the condition of the bodywork, what colour, are there any special performance features? This is an activity we use at the start of many workshops, and we have had Red Ferraris, a 1956 Hearst, Chitty-Chitty-Bang-Bang, and Mack Trucks. In this simple warm-up activity people demonstrate their natural ability to visualise - to use their imagination to 'see' themselves differently. But of course the method has many other uses.

Imagineering is a term that has been around for many years, and describes the visualisation of the perfect situation and the process needed to move closer to this perfect state. Athletes of all sorts use it to see themselves making the perfect shot, jump or swim. Just one way we use it with companies is to help them 'see' their processes working perfectly. They can look at any aspect of the business including strategic planning, developing sales leads, manufacturing, service, and beyond. Then by comparing the perfect process to what is actually happening, we work together to engineer improvements. In our experience the bolder the vision, the more outstanding the improvements.

If you want to be more creative today, boldly visualise what your particular situation or issue would be like if everything was perfect. Don't worry about how unrealistic that vision may at first appear, simply see it as it might be. Examine it in some detail, exploring all its intricacies, then compare this to how it behaves now. What is the difference? Go beyond the obvious to compare components, look at assumptions in each situation, and ask yourself what might be done to reach the perfect state. Move from one idea to the next, making each stronger, bolder and more complete. You will need to let go of any preconceived limitations and challenge your thinking. Visualise the new ideas in action, see what they might do to the process or situation and work them through until they become doable, or are proved to be impossible.

A client we worked with some time ago provides a good example of this process in action. The team was looking at an order delivery process that saw products taking several days to reach customers. In the perfect process they visualised the customer would receive instantaneous delivery at the exact time the products were required, which was deemed impossible in their business. However, the team persisted and challenged each point of difference between the current situation and their 'perfect' scenario. Over about 3 months the team made more than a dozen changes to the process, both with their order taking procedure and within the customers' process. As a result they offered customers a guaranteed same day delivery if orders were placed before 2:00 PM. This gave them a real competitive advantage, which their competition was unable to match for almost six months.

Quote: *"Ordinary people believe only in the possible. Extraordinary people visualise not what is possible or probable, but rather what is impossible. And by visualising the impossible, they begin to see it as possible."* ...Cherie Carter-Scott

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## 4. Plan your next project, meeting, or activity using BrainFriendly Mind Maps®.

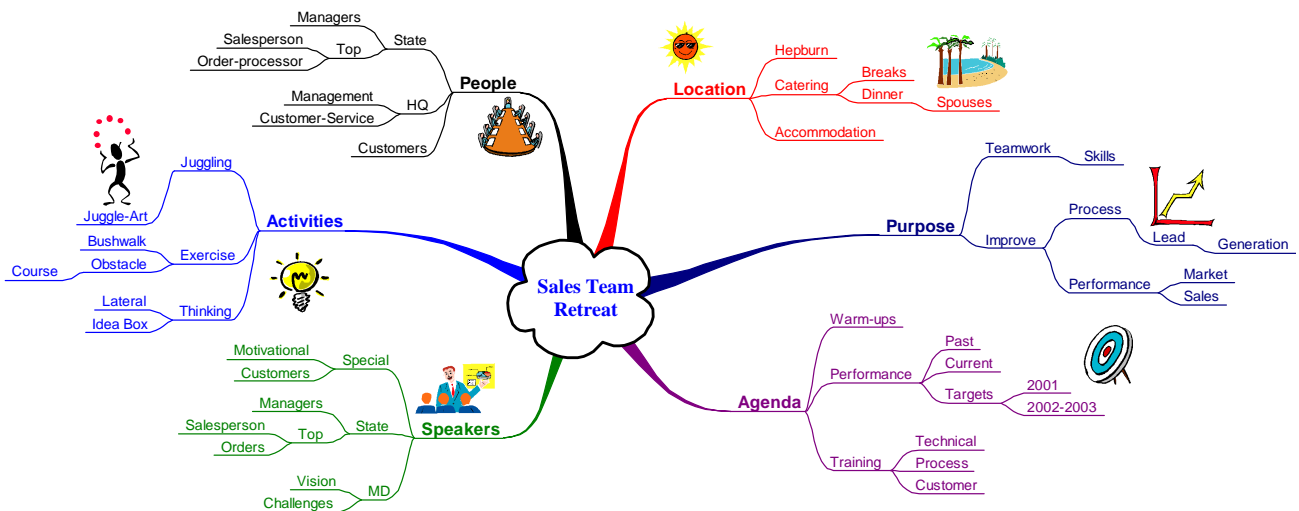
Developed by Tony Buzan the Mind Map® is the most effective tools to do Radiant Thinking. Radiant thinking works much the way the brain works, that is in a creative associative, non-linear fashion. This means you can work faster and more holistically than is possible using traditional planning tools. Mind Maps® have a great many uses, but really come into their own when used to generate, develop, and organise ideas. As the organising of ideas is always the first step in planning a project, meeting or other activity it makes sense to use a technique that works with your brain rather than against it.

So, instead of using a traditional step by step approach to plan your next project or meeting, try using a Mind Map. Horizontally position a blank piece of paper and in the centre of the page draw an image that represents your focus. For example, if you want to plan your next sales team retreat you might draw a group of people having fun and thinking (maybe have some thought bubbles full of \$\$\$ above their heads). Then ask yourself what key issues need to be considered for the retreat to be a success. This might include, the retreat's main purpose, who will attend, where it will be held, major agenda items, team activities and any special speakers. Capture these major ideas by writing single key words on lines drawn from anywhere off the central focus. As you write these key words, other ideas connected with them will come to your mind. As they do, draw lines from the key word lines and capture these new ideas as they come to you. Continually look over your Mind Map and as ideas develop, capture them in single words and connect them onto your Mind Map anywhere they seem to fit. Within a few minutes your Mind Map will start to take on a messy look, with lines and words radiating out from the central focus in all directions. This is okay as it indicated that your Mind Map is starting to take shape.

As your Mind Map develops you may start to notice that you are identifying more issues or generating more ideas than you would have done using traditional planning methods. This is radiant thinking at work. Continue to push yourself to come up with more issues or ideas by following first one line of thought then another. Consider the retreat from all angles and don't ignore any thoughts that come to your mind. Just capture them, without trying to understand or justify them. That will come later.

Many people believe that when their first Mind Map burst is complete, so is the Mind Mapping activity. This is not always the case. After your initial 'messy' Mind Map is complete, you may want to do a reconstruction on a new sheet of paper. Maybe allow ideas to incubate for a period of time, and as you reconstruct your Mind Map new ideas will develop, key issues will become clearer and the overall plan for the retreat will take on a completeness that will astound you. Use different colours to indicate various themes within the Mind Map, and images and symbols to add depth in meaning. Give it a try – your Brain will thank you.

Below is a simple Mind Map® developed using MindManager® software.



Quote: "Mind Maps are the greatest tool since the invention of writing utensils."  
...Kim Cordes

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## 5. Do some Green Hat Thinking before making a major decision.

How many decisions do you make every day? Lots we can hear you say. How many of them are major decisions, things that if you don't get them right the ramifications could be significant? A few we would guess. When you make these decisions do you ever wish you had more innovative alternatives from which to choose. In our experience far too many major decisions are delayed because people lack real alternatives to select from. When this is the situation, the time is right to put on your thinking hats.

Six Thinking Hats® is a parallel thinking tool developed Dr Edward de Bono that can greatly speed decision making, while allowing time to generate creative ideas to address the challenge faced. The Six Thinking Hats are:

- **Blue Hat** - Manages the thinking, summaries, makes decisions, and sets out action steps
- **White Hat** - Looks at facts and data, known or needed.
- **Yellow Hat** - Explores positive aspects, benefits and opportunities
- **Black Hat** - Considers the risks, negative aspects or weaknesses and why it won't work
- **Green Hat** - Searches for alternatives, new ideas and creative possibilities
- **Red Hat** - Allows expression of feelings, emotions and intuition

In making a major decision we suggest you first put on your Blue Hat to define your situation in a variety of ways, until you have one which best captures the focus for your thinking. Then put on the White Hat to list down all the facts, data and information you know about your challenge, and note any information you lack. Once you have all the information you need, the Yellow Hat is used to examine what is currently working well, what benefits and opportunities exist in the area you are considering. Once done, switch to the Black Hat and look at the negative aspects - what isn't working, where are the weaknesses, flaws, faults and drawbacks of the situation. Spend a few minutes on each hat and capture your thoughts quickly without analysing them too much. Wear one hat at a time forcing yourself to complete your thinking on each hat before moving to the next. You will now have a great deal of knowledge about your predicament, which means it is time to put on your Green Hat.

The Green Hat is the creativity hat that allows time for the generation of ideas. When wearing the Green Hat, you need to suspend judgement of ideas and simply let the possibilities (no matter how far-fetched) flow. As you generate ideas, let them build on each other, make them bolder, more challenging and let them come from every angle. If you run out of ideas, suggest something absurd and see where it leads you. With each idea resist the temptation to assess and reject them, instead ask how the idea might be changed to be more valuable.

When doing Green Hat thinking recall the issues revealed with the Yellow and Black Hats. What ideas do you have that would make your strengths even stronger, how can you increase the benefits even more? What ideas do you have to overcome any of the Black Hat weaknesses, flaws or drawbacks? In considering these questions you are likely to generate a variety of very specific ideas. Now try to combine these, build on them, or reverse them to make them bolder. Let your creativity run. When you are done you may be surprised at the number of innovative ideas you now have to choose from.

Of course generating ideas is a lot of fun, but now you must come back to the purpose of your thinking. You may need to do more investigation or you may be ready to make a decision. To do this put on your Red Hat, and based on the excellent thinking you've done make an intuitive decision. This decision will of course now be a much better than one you might have made without having done this thinking.

How long will all this take, we hear you ask? Well in our experience it can take as little as 20 minutes, and as long as an hour depending on the issue. Which isn't much of a constraint when you consider that you are making a major decision. Try it, we think you will find it useful.

Quote: *"The focused thinking process described by Six Thinking Hats has reduced meeting time (by up to 70%) and significantly increased the efficiency and effectiveness of meetings at DuPont."* ...Charlie Prather, Manager of DuPont Center for Creativity

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## 6. Set up a provocation using Lateral Thinking™ to generate some creative ideas.

The term Lateral Thinking™ was created by Dr Edward de Bono to describe a method of thinking that helps break the patterns we all develop in our thinking. This does not imply that patterned thinking is wrong or weak - indeed it is one of the brain's great powers. The brain is a self-patterning system that allows us to 'learn' very effectively - for more information about this we recommend you read de Bono's *Mechanism of the Mind*, and Buzan's *The Mind Map Book*. However, sometimes we find ourselves locked into a pattern that we cannot break out of. Have you every found yourself simply unable to find a solution to a puzzle, or real situation, until someone comes along with a different view and spots the answer instantly. Admit it, we all have - and isn't it frustrating.

This situation is sometimes described as being unable to think outside the square, and when you are in this situation the most effective tools for 'thinking outside the square' are de Bono's Lateral Thinking. Lateral Thinking is both a process and a toolkit for serious creativity, and within this toolkit are two methods that are particularly good at breaking patterns in our thinking - Random Entry and Provocation.

Random Entry is a fast and fun way to generate ideas, and is very powerful when you are stuck for an answer and your head is spinning with the same old ideas. To use Random Entry write down what you want to think about, for example - ways to make meetings more effective. Then select a noun at random - open a dictionary to any page, close your eyes and run your finger down the page, then select the noun closest to your fingertip. For example you might happen on the word Camel - which of course doesn't have anything to do with meetings, but don't worry about that. Now picture a Camel in your mind, what it looks like, how it smells, where it lives, what it does - and as these images cross your mind let ideas, no matter how strange, about your meetings develop. For example, when you think of camel you might think of its odd shape and the old joke about a camel being a horse designed by a committee. From this you might recall a volunteer committee you once served on that introduced Parallel Thinking to make itself more effective, and so one idea for your meetings might to try the same thing. Of course many other ideas will also be generated - why not try to think of some more right now, who knows you might think of some ways to make your meetings more effective, today!

Provocation is a little tougher technique to use, but is very good at generating ideas outside the square. The process involves two steps - Provocation and Movement, and there are several ways to do both steps. We'll look at a simple example.

Again, the tool is best used when you are stuck for new ideas, and you know you need to find a completely new way to look at things. We start by setting up the provocation and for this we use the new word PO. PO was invented by de Bono and can be thought of as meaning Provocative Operation. Essentially it is a signal that what follows is a provocation, and is not meant to be taken literally. For example, if you wanted to generate some ideas on how to be a better public speaker you might use the provocation '*PO Great public speakers do not speak*'. The PO signals to us that the statement is not to be taken literally, so instead of rejecting it as silly, you use Movement to see what ideas develop. As you envision a speaker coming to the stage, standing in front of the audience, not uttering a word, you might imagine the speaker using a musical instrument to get her message across, miming something, or even using sign language. The silent speaker in your mind may spring into song, or dance or some form of magic. As these ideas develop consider how you might enhance your speaking presence. Perhaps you could add a magic trick to help make a key point, or add in an animated demonstration to model an important technique. You might consider that some of your audience may be hard of hearing and so you decide to always have a reliable sound system with you when giving talks. Again many more ideas can flow from such a PO. Successful use of the tool requires that you put judgement aside and instead use movement to generate new ideas from your provocation.

Quote: *"If at first the idea is not absurd, then there is no hope for it."* ...Albert Einstein

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## 7. Take Action - Do some Deliberate Creative Thinking™, Today!

Nothing happens without some action being taken, so the place to start is with yourself and the time to start is now. Creativity requires deliberate purposeful thought - reactive and passive thinking is no longer enough. Deliberate thinking means:

- Focussing on your purpose and the outcome sought
- Defining the thinking needed to achieve the outcome
- Choosing the best thinking tools to do the thinking needed
- Applying these tools - deliberately

**Deliberate Creative Thinking™** picks up on this and concerns itself with the generation, exploration and development of new ideas. To have creativity on demand requires that thinking tools are applied as they were designed to be used, and like any tool the more proficient you become the more creative your ideas will be.

In our work with clients we use a wide variety of thinking methods and tools such as:

- Visualisation - Creative Imaging, Catch-Cry
- Radiant Thinking - Mind Mapping™ (Buzan), Brainstorming
- Parallel Thinking - Six Thinking Hats® (de Bono), Problem Walk-Around, Z-Model
- Pattern Breaking Thinking - Lateral Thinking™ (de Bono), Idea Box and others
- Direct Attention Thinking - DATT™ (de Bono), SWOT Analysis

In addition we often apply these various techniques in conjunction with other methods such as Force-Field Diagrams, Affinity Charts, Matrix Charts and other tools of Continuous Improvement. The aim is to bring the right tools into play, at the right time, and in the right way to achieve the outcome we are seeking. But how do you get skilled at using the tools.

To do anything obviously means learning the tools of the trade - in this case the various **Deliberate Creative Thinking™** tools. Then for most of us, developing proficiency means lots of practice - very few people are 'naturals', and those that are know that the only way to really hone their ability is to practice. Tiger Woods, the golfer, is a great example of this.

To get our skills to a level that we could competently use the techniques with clients and later train people in their application, we sought out every opportunity to try them. To prompt us we created a Daily To Do List that included doing a Six Thinking Hats exploration, a Mind Map to plan something, a Brain Teaser to sharpen our perception skills, and various Lateral Thinking tools to break the patterns in our thinking. When we plan activities we start with a Mind Map to dump our ideas down, then we might use Direct Attention Thinking or Six Thinking Hats to explore what we know about the issue and assess options. When we're stuck for new ideas on anything from attracting people to our programs to finding a gift for one of the kids, we try a Lateral Thinking tool like Random Entry or Provocation to see what comes up.

It isn't always easy; the urge to do things the traditional way is sometimes irresistible, but we push on, and as we do our skills develop it becomes easier. In some cases, such as with mind mapping, habits have been reformed and use of the new methods seems natural. It has taken time and effort, but the benefits have been significant, as many of our clients and other innovative companies and individuals can attest.

It is our hope that this series of Seven Ways to be More Creative Today, has given you some insights into how to develop your ability to be creative on demand. And if **Mindwerx** can be of any help, please don't hesitate to contact us. Happy creative thinking.

Quote: *"Thinking is the hardest work there is, which is probably why so few engage in it"*  
...Henry Ford

Quote: *"Make it so."* ...Captain Jean Luc Picard - Starfleet

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## Acknowledgments and Recommended Reading

The authors would like to acknowledge the originators of the methods and quotes mentioned in this series, and have tried to do so wherever possible. We recommend readers seek out original material on the various thinking tools in order to understand them thoroughly. This series was not designed as a comprehensive examination of technique, but rather to provide a glimpse into the exciting thinking techniques available, and how they might be used. For further information we recommend the following books, and our websites have many other references which you may care to follow-up.

[www.mindwerx.com](http://www.mindwerx.com)

[www.buzan.com.au](http://www.buzan.com.au)

### Books

- **The Power of Creative Intelligence** by Tony Buzan
- **The Mind Map Book** by Tony Buzan and Barry Buzan
- **How to think like Leonardo da Vinci** by Michael Gelb
- **Six Thinking Hats** by Dr Edward de Bono
- **Thinkertoys - A handbook of Business creativity for the '90's** by Michael Michalko
- **Wack on the side of the head** by Roger Von Oech
- **Imagin-i-zation** by Gareth Morgan
- **Corporate Creativity : How Innovation and Improvement Actually Happen** by Alan G. Robinson and Sam Stern
- **Innovation : Breakthrough Thinking at 3M, DuPont, GE, Pfizer, and Rubbermaid** (Businessmasters Series) - Rosbeth Moss Kanter(Editor), et al

### Authors' Profiles

**Mindwerx International** is a pioneer in **Deliberate Creative Thinking™**, following and widening the path created by deliberate thinking explorers such as Edward de Bono, Tony Buzan, Ned Herrmann, Maxwell Maltz, Napoleon Hill and others. **Mindwerx** was created to help individuals and organisations find innovative solutions to the challenges of the 21<sup>st</sup> Century so they can achieve outstanding success. We do this by providing education, professional development, and change facilitation services in Mental Literacy, Deliberate Creative Thinking and Applied Innovation. In 2001 **Mindwerx** established the **Buzan Centre: Australia**, and is proud to be presenting Tony Buzan's official programs and licensing Buzan Instructors in Australia and beyond. The shared Mindwerx and Buzan Centre:Australia mission is to:

***Help Advance Mental Literacy and Create Thinking Organisations!***

**Bill Jarrard** is the founder of Mindwerx International and Co-Director of the Buzan Centre:Australia. He is known as the Chief Imagineer, mainly because of his unique ability to help companies imagine what they might become and to then assist them in achieving their vision. For 15 years Bill has consulted to all types of organisations in Strategic Thinking, Continuous Improvement, Creativity and Innovation. His first book 'Hidden Gold', was described as a definitive work on continuous improvement, and is now licensed in the USA. One of only a handful of people in Australia accredited by the de Bono Institute to present all three de Bono programs - Lateral Thinking™, Six Thinking Hats®, and (DATT®) Direct Attention Thinking Tools, Bill uses Deliberate Creative Thinking to help organisations achieve their goals. In addition, Bill is a Licensed Buzan Mind Mapping Instructor, as well as a qualified administrator of the Myers-Briggs Type Indicator (MBTI)®.

**Jennifer Goddard** is Director of the Buzan Centre: Australia and co-founder of Mindwerx International. Over the last 10 years Jennifer has consulted to a wide variety of organisations in Australia, the UK and Asia. One of only four Master Trainers in Buzan's Mind Mapping® technique, she manages a network of more than 70 trainers and has a personal passion for mental literacy, whole brain thinking, holanthropy (the study of interrelated functions of the brain and body), and multiple intelligences. Jennifer is a Buzan Licensed Instructor in Advanced Learning Techniques, including Speed Reading and Memory, and has personally worked with Tony Buzan around the world. She is also an accredited trainer in de Bono's Lateral Thinking™ techniques and a qualified administrator of the Herrmann Brain Dominance Instrument (HBDI)®.

In addition, Jennifer is the convenor of the Australian Memory Championships, and was Chief Adjudicator at the 2003 World Championships in Malaysia.