

**“Opportunities do not get lost, someone else takes them.”**

**- CPS-B Staff**

## We couldn't resist...

We are excited to share a number of opportunities we felt were important enough to warrant a special edition of the Communiqué.

The first opportunity is a two-day colloquium entitled "Innovation: How it Impacts Organizations" taking place in Belgium. This special event is co-hosted by the *Center for Innovation and Creativity - Europe* and *The Creative Problem Solving Group - Buffalo*. It is designed to bring high quality practitioners interested in creativity and innovation together.

The event will highlight current thinking and research on innovation as well as specific examples of impact associated with unleashing creative talent in organizations.

The second event is a four-day conference called *The Sixth European Conference on Creativity and Innovation* and is sponsored by the European Association for Creativity and Innovation (EACI). The event will take place in the Netherlands and is designed to help people become "fit for the future."

The event will highlight different approaches to understanding and releasing creativity and innovation in organizations. It will also include an academic thread and master classes for skill building for those of you with specific interests in these areas.

In this issue you can find the first of a two-part review (by Glenn V. Wilson) of the newly published *Encyclopedia of Creativity* by Mark Runco and Steve Pritzker. Also provided is an article (by Keith Kaminski) that provides an in-depth look at tips for using a pair of CPS tools.

We hope you will be able to join us in attending these networking events. CPS-B has committed to bringing four members of the CPS-B

team to each event. See you there!



*Hermes, Greek Messenger God*

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# CPS Tools in Action

By Keith Kaminski

As I continue to learn and deepen my understanding of Creative Problem Solving (CPS), I am impressed with what people are able to accomplish while using this method. Through observation, and my facilitation training, I often hear people say they could not have gone as far as they did without using CPS.

This article highlights two of the most basic CPS tools in action, Brainstorming and Selecting Hits. These examples come from my portfolio of experience with facilitating groups. My hope is that you, the reader, are able to take some of these insights and use them to make a difference with CPS.

## Brainstorming

A small church was facing a financial crisis. To help overcome this challenge, the rector requested that a dinner be held for all congregation members to make their pledge for the coming year. The hope was to receive member's pledges on time for a new budget to be prepared. The planning committee also decided to use the dinner as a way to dedicate and celebrate the completion of the new church kitchen. (Resources for this kitchen were donated from the will of a recently deceased church member.)

A dedicated planning committee of three, with facilitation support, came together to develop an action plan to help ensure the dinner would be a success. Brainstorming was used to generate the action steps needed to host a successful dinner. In addition, a follow-up plan was developed to visit congregation members who were not able to attend the dinner.

If you had walked into this room during the meeting, you might expect to see the walls covered with flip chart paper filled with post-it® notes. Actually, this team used Brainstorming as it was used before Post-it® notes. They had a conversation! The facilitator recorded the possible action steps, reinforced the guidelines for generating

options, and made sure only one person spoke at a time.

When it came time to focus, the members of the group were more interested in deciding who would do what, rather than figuring out when “what” needed to be done by. The group members went through all the actions that they had generated and volunteered for the actions that they would be responsible to complete. Within 45 minutes, a plan of action, at an appropriate level of detail for the group’s needs, was in place.

Having the actions listed, the committee went to work to follow through on what they planned and the dinner was a huge success. The congregation pledged more than was expected. This dinner also helped to bring the church community closer. With the implementation of some additional programs, the Church’s finances are now stable.

## Key Insights from the experience:

- Don't automatically default to Post-its®. Many times, they can enable a more productive application of Brainstorming. However, it's very important to always take into consideration the needs of the client(s), the people involved, and situational factors such as time available and climate when using tools. Each CPS application is unique in its own way. Remember, what has worked in one situation may not work in another.
- Don't let any one person dominate the meeting. In this planning committee, one individual always had something to say. To keep on track, it was important to intervene by capturing the action being generated and then directing questions to the quieter group members to gain their input. As a facilitator, it's important to let the people involved know that you may need to intervene in this way. To make this easier to accomplish, it's important to clarify roles up front.

## Selecting Hits

The Brand Development Manager of a pub-

lishing company was running out of new product concepts. All of the promising ideas the division had were already in the development pipeline. The client brought together a cross-functional resource group of nine to come up with new product concepts. In just over two hours, over 500 new concepts had been generated. This group had no previous experience using CPS. To focus and select from the most promising ideas, the Selecting Hits tool was used.

After being briefed on the guidelines for focusing options, the client and resource group members each received ten red “dots” to identify which options were on target. The group narrowed down 500 ideas to roughly 100 new product concepts. All of the “Hit” options were separated from the other options and placed together on a large board.

Another round of Hits began, only this time each person received six blue “dots”. The group focused down from 100 options to the top 20 new product concepts.

In the final round, each person received one orange “dot” to select the best from the top 20. At the end of this meeting, the client had six promising new product concepts for further exploration.

Using multiple rounds of Hits during this particular meeting helped to make focusing more productive. The group members had enough dots in each round to see the guidelines for focusing options as sensible.

After the meeting, the facilitator worked with the client to develop the six most promising concepts (using the ALUo). As a result, one of these concepts is now under development. The others have been included in a reader survey to gauge interest.

### **Key Insight from the experience:**

- There’s no one-for-all solution or formula for deciding how many Hits to distribute to a group. Through some observation and my own experience where people have too many Hits (i.e. 35 Hits for each person with a menu of 500 options), they

tend to squander their Hits, in that they don’t spend the time to really think about what they are selecting. If focusing stops here, there’s often too many options left to think about and as a result, very little happens. In the opposite situation where people do not have enough Hits (i.e. three Hits for each person with a menu of 500 options), they tend to get frustrated at the large amount of time they have to spend carefully reviewing each option. This also has implications for the amount of time scheduled for the meeting. Again, it all comes down to considering the needs, the people, and the situation to be in the position to take the most appropriate approach.

- Have different options available for people to Select Hits. This may come in the form of different color stickers or “dots”. In this particular session, there was enough colored dots for each round of Hits. If you run out of different colors, you can always use a marker to place a character (square, diamond, star, etc...) on the “dots”. This helps differentiate which options were selected in each round.
- Have a plan in place to consider novelty. To reinforce this focusing guideline beyond just words, use something unique. If you are using colored “dots” (red, blue, green, etc...) to Select Hits, give members of the group a few gold or silver star stickers to place on the options they feel are truly novel and promising. I have found that this technique helps to reinforce this guideline.

### **Summary**

In addition to the experience of actually getting my “hands dirty”, I have found the *Toolbox for Creative Problem Solving: Basic Tools and Resources* a handy reference. Before I facilitate, I run through the booklets for all the generating and focusing tools. (You never know where the client(s) may take you.) I find that reviewing the textbook version of how to use tools puts me in a better position to modify the tools based on what the client(s) needs. You can order the Toolbox for Creative Problem Solving from Amazon.com.

*Keith Kaminski is the Programs Manager for the Creative Problem Solving Group - Buffalo. He is pursuing certification as a CPS Facilitator.*

# Networking into the Future

By Brian Dorval

As director of programs at CPS-B, I would like to share with you two unique opportunities to find new thoughts and meet people who will push your current thinking. CPS-B will be involved in the last two major creativity events of the millennium.

The first event is a two-day colloquium designed to examine innovation and how creativity impacts organizations. An international group of speakers and participants are being brought together to talk about current thinking and research on innovation. Personal stories about the unleashing of creative talent in organizations will be shared.

The second event is the *Sixth European Conference on Creativity and Innovation*. Hosted by the European Association for Creativity and Innovation, this year's event is expected to attract an international group of 200 professionals interested in creativity, innovation, and change. This conference will involve short presentations, experiential workshops, and master classes.

I hope you can participate in either or both of these events. More detailed information is provided below. I look forward to seeing you at these important gatherings.

## *Innovation: How it Impacts Organizations*

*December 9-10, 1999  
Hotel President World Trade Center  
Brussels, Belgium*

### What is the Colloquium About?

One of an organization's greatest advantages in the marketplace of ideas is the creative talent of those they employ. However, creative talent that goes untapped does not add value to the individual or the organization. This international colloquium is presented to help people interested in

organizational innovation understand how creative talent can be unleashed and the real difference it makes when it is.

The colloquium is being hosted by the Center for Innovation and Creativity - Europe and The Creative Problem Solving Group - Buffalo. These organizations together have over 40 years experience in releasing the creative talent of people in organizations. A variety of international speakers will provide large-group lectures on current thinking and research on innovation, as well as small-group sessions focused on stories of impact when using creativity in organizations. There will also be plenty of opportunities for networking.

### Why Attend?

There are a number of reasons why you might want to attend the colloquium.

- Update your understanding of innovation by hearing current thinking about innovation and its implications for releasing creativity in organizations.
- Improve your organization's ability to conduct effective creativity training by hearing insights from seven years of research and practice on developing creativity skills.
- Hear stories to help you position the need for creativity in your organization by listening to others who found ways to successfully unleash creativity and the impact it had when they did.
- Hear about what others are doing in organizations by networking with professionals interested in organizational innovation.

### What will take Place?

The following is an agenda for the event. Also included are the invited speakers and the topics on which they will present.

## Thursday, December 9, 19.00 - 22.30

Dinner Causerie. The event will begin (7:00 PM) with cocktails and networking. Dinner will be served, followed by a keynote presentation:

### ***Innovation: What it is and what it takes!***

*By Dr. Scott G. Isaksen*

*President, Creative Problem Solving Group - Buffalo and Senior Fellow of its Creativity Research Unit*

Scott will share current thinking about innovation and examine the essential tension found in organizations struggling with the challenge of making it happen.

## Friday, December 10, 9.00 - 16.00

08.00 - 09.00	Registration and Networking
09.00 - 10.00	Parallel Workshops
10.00 - 11.00	Networking Time
11.00 - 12.00	Parallel Workshops
12.15 - 13.30	Lunch Buffet
13.30 - 14.15	Luncheon Speaker: Luc De Schryver. <i>Impact of Creativity Training: Some Cross-Cultural Issues</i>
14.30 - 16.00	Closing Keynote: Doran Cohan, PricewaterhouseCoopers. <i>Results of an Innovation Survey</i>
16.00 - 16.30	Closing Drink

### **Who will be speaking?**

#### **Creativity and the Customer.**

Samantha Stead, Editorial Director for Family Information, USA for International Masters Publishers (UK/USA) will share results from using creativity to develop new products and services, enhance customer satisfaction and retention, and develop marketing and organizational strategies.

#### **Making Creativity Stick.**

Paul Wright, Marketing Manager for Bull Information Systems, Britain & Ireland (United Kingdom) will be talking about the ups and downs of implementing and sustaining a 'creativity initiative'. He will provide a wealth of guidance and practical tips on: scope of the initiative; sponsorship; getting people involved; measurement of success; ... and what to do when things go wrong!

#### **Creativity in Manufacturing.**

Mary Wallgren, Innovation Methodologies Specialist for The Procter & Gamble Company (USA) will provide information on creativity and share stories about the results that can come from its use.

#### **Creativity and the Police.**

Paul Neefs, Majoor in the Rijkswacht (Belgian National Police - Belgium) will share information about the impact creativity is having in the change initiative of the South African Police.

#### **Unplanned Benefits from Planned Creativity.**

Piet Vandenbroucke, Agfa Gevaert (Belgium) will share stories about how creativity gets tangible results, both planned and unplanned.

#### **A Marriage Between Creativity and Quality.**

Jan Claes, Innovactor, CKZ Limburg (Centre for Total Quality Management, Belgium) will share information about the links between creativity and quality and the impact when they are used together.

#### **Impact of Creativity Training: Some Cross-Cultural Issues.**

Luc De Schryver, Director of the Center for Innovation and Creativity - Europe, (Belgium), will share insights from seven years of research and practice in developing creative talents within organizations on both sides of the Atlantic.

#### **Results of an International Innovation Survey.**

Doran Cohen, Partner at PricewaterhouseCoopers – Brussels (Belgium) will provide results and insights from a recent global survey on innovation conducted by PwC.

## Colloquium Fees

The cost for attending the colloquium will vary depending upon which parts of the event you want to attend.

Thursday Dinner causerie (19.00 - 22.30)  
8,500 BF (212 Euro, \$225 US)

Friday Colloquium (9.00 - 16.00):  
23,500 BF (588 Euro, \$620 US)

Both Events:  
28,500 BF (712 Euro, \$750 US)

## The Site

The colloquium will be taking place at the following address:

**Hotel President World Trade Center**  
Bd. E. Jacqmain 180, 1000 Brussels, Belgium  
Phone: 32 22 03 2020 Fax: 32 22 03 2440

Lodging is available at the site or local hotels. To confirm a hotel reservation at the site, please mention "Innovation Colloquium". The hotel offers special rates for participants (50% reduction) ranging from 3,900 BF (97 Euro, \$104 US) - 4,900 BF (122 Euro, \$130 US).

# COLLOQUIUM REGISTRATION FORM

To register for the colloquium, please complete and return the registration form below.

To register from the North, Central,  
South Americas:

Send to: CPS-B, 1325 North Forest Road, F-340,  
Williamsville, NY USA, or Fax to: 716-689-6441

If you prefer to register by e-mail, please let us  
know at: cpsb@cpsb.com

Questions? phone us at: 716-689-2176

Please  form- Registration confirmed upon  
receipt of payment:

Check Enclosed. Amount: \_\_\_\_\_. Make check  
payable (in US funds, drawn on US Bank) to **CPS-B** and  
send to: Marves Isaksen at CPS-B.

Please send an invoice to the attention of:  
\_\_\_\_\_ at the following address:  
\_\_\_\_\_  
\_\_\_\_\_.

To register from Europe, Africa, Asia,  
Australia:

Send to: CIC - Europe, Steenweg 286, B-3570  
Alken, Belgium, or Fax to: (32) 11 59 2162

If you prefer to register by e-mail, please let us  
know at: luc.deschryver@ping.be

Questions? phone us at: (32) 11 59 2162

Please  form- Registration confirmed upon  
receipt of payment:

Check Enclosed. Amount: \_\_\_\_\_. Make check  
payable (in Belgian Francs, drawn on a Belgium Bank) to  
**CIC-Europe** and send to: Luc DeSchryver at CIC.

Please send an invoice to the attention of:  
\_\_\_\_\_ at the following address:  
\_\_\_\_\_  
\_\_\_\_\_.

Participant's Name: \_\_\_\_\_ Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State/Province: \_\_\_\_\_ Zip: \_\_\_\_\_ Country: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ e-mail: \_\_\_\_\_

**Registration Fee:** Registration fee for dinner causerie and the Friday program must be received **two weeks prior to colloquium date**. Dinner causeria fee includes dinner and materials. Friday program fee includes continental breakfast, breaks, lunch, and materials. Participants are responsible for all other expenses including lodging and travel.

**Cancellation policy:** Cancellation fees are: 10% - if notified up to thirty business days prior to event; 30% - if notified between ten and thirty business days prior and 100% if notified within 10 days of the colloquium.

*The Sixth European Conference on  
Creativity and Innovation  
December 12-15, 1999  
Hotellerie Holtweijde,  
Lattrop, The Netherlands*

Imagine up to 200 professionals interested in creativity and innovation all in the same place at the same time, talking about what interests them. This is exactly what the *Sixth European Conference on Creativity and Innovation* is designed to accomplish. The theme for this year's conference, hosted by the European Association for Creativity and Innovation, is "Fit for the Future".

## Why Attend?

The event will provide you opportunities to:

- Strengthen your network by meeting colleagues who are managers, trainers, consultants, researchers, or academics and work in the field of creativity and innovation.
- Get feedback on your current thinking about creativity and innovation by presenting your insights to a select group of highly curious people in a focused session.
- Learn about different approaches to understanding and using creativity and innovation by attending sessions and hearing about the interests of your peers.
- Learn current tools and strategies for creatively solving problems as they are applied on real business challenges and opportunities.
- Prepare for moving to the next millennium by exchanging ideas, developing plans, and taking action to be "fit for the future".

## Presentations

A major part of the conference consists of sessions by practitioners. In conjunction with the confer-

ence organization, you can present your experiences and research from the field. The sessions come in three formats.

- *The 19 99*: A large number of 19 minute sessions, summarized in 99 words.
- *The 1-Hour Interactive*: Designed for activities such as using creative problem solving or experiencing new methods or tools.
- *The 3-Hour Ultimate Experience*: For challenging subjects that require the full experience.

**Academic Program:** There will also be a parallel track focusing on academic issues designed for academics and researchers to present their current work. A call for papers has also been issued.

**Master Classes:** A short series of special "master classes" will be delivered by Scott Isaksen. These focus on developing a productive understanding of creativity and innovation and learning tools and strategies for unleashing creative talent in your organization.

## What are the facts?

**Dates:** Sunday December 12 through Wednesday, December 15.

**Participants:** Up to 200 people in the fields of creativity and innovation.

**Price:** 1250.00 Fl ; 555 Euro; \$615.00 US (VAT not included).

**Where to Stay:** Various possibilities, you will receive more information and a hotel booking form after registration.

**Location:** 'Hotellerie Holtweijde, Lattrop, The Netherlands. About 2-hour drive from Amsterdam airport, near Enschede at the German border (Osnabrück airport).

**Venue:** Peaceful, pleasant, comfortable with all modern conference facilities.

## How do I register?

To register for the conference, visit the website at [www.eaci.net](http://www.eaci.net); or e-mail at: [info@vdmvt.nl](mailto:info@vdmvt.nl), or contact: EACI, c/o Van der Meer & Van Tilburg, P.O. Box 247, 7500 AE Enschede, The Netherlands. Tel: +31 53 4326100 Fax: +31 53 4338465

## Special Book Review

By Glenn Wilson

Runco, M. A., & Pritzker, S. R. (Eds). (1999). *Encyclopedia of creativity* (Vol. I). New York: Academic Press. ISBN#: 0-12-227076-2 / 835 pages / \$300.00 for 2 Volume set.

I remember receiving an advanced publication flyer for the Encyclopedia of Creativity (EC) by Mark Runco and Steve Pritzker. A few weeks later, Ken Lauer, Director of Research at CPS-B asked if I would be interested in reviewing the books. Of course I jumped on the idea. Little did I know of the task I accepted. This review is restricted to Volume 1 with a review of Volume 2 and a conclusion of the two volumes to follow in the next Communiqué.

The EC is a monumental work written as a source book for those interested in creativity. The first volume consists of 100 articles (835 pages that read like 2,500 pages) ranging in alphabetical order from “Acting” to “Humor,” each one purporting to provide an interdisciplinary view of how “creativity” and a “specific domain” (selected by each of the authors) interrelate in theory, behavior, and/or actions. The editors of the EC state that this source book is the first of its kind (probably because of its interdisciplinary focus), is comprehensive (I will respond to this one after reading Volume II), and is written for a wide audience (which it is). Each article includes a glossary of terms for each domain, an abstract of the article, cross references (in text) to other articles, and a bibliography.

Responding to the format of the articles, the glossary of terms was an excellent inclusion to the articles and brings increased understanding to the reader. What would also have been useful to the reader is the author's personal definition of creativity. Since these writings are presented as interdisciplinary in nature, the reader is left without a basis for one half of the domain interaction, leaving each reader to struggle with the breadth and depth of multiple authors' “creative” definitions of the term “creativity” to refer to. Another point that I found disappointing was the editors' decision to only list “secondary” sources in the bibliography section of each article with only review and research articles providing some (but not all) primary sources. If the audience of this book includes researchers and professionals in the field of creativity, primary sources are the gold for which we search. If we as a group of “creativity” professionals and practitioners value one thing, it is our ability to search and find what has already been written to provide others with this knowledge or conduct inquiry to fill the voids.

It seems from the writings I have reviewed so far, that the authors of the articles are beginning to reach agreement around the acceptance of a few basic concepts of creativity. In general, it was apparent from the writings that they seemed to support the concepts of: big C and little c creativity; intrinsic and extrinsic motivation; and the value of both divergent and convergent thinking. It should be noted that the majority of the authors (at least in my opinion), provided their view of creativity, views at times that supported outdated theories, unproductive assumptions, and generation resources (stories, theories, etc. told from person to person without reference). However, one will get what they ask for!

With that in mind, I thought it might be helpful to rate each of the writings based on a Likert type scale ranging from 1-5. I also found the need to add another rating (NA) for articles that I felt should not be included in the EC. The rating scale was as follows:

- 5 Provides new material (interdisciplinary) while explaining complex, domain specific concepts using common language. The consummate article for novice and professional alike! Absolutely excellent!
- 4 A very good article that was professionally written. Authors seem knowledgeable of current writings, research, and theories in the field of creativity and provides interdisciplinary relationships between domains.
- 3 Average article found in most books and journals dedicated to field of creativity.
- 2 A typical creativity article found in most books and non-creativity, domain specific journals and magazines. Does not accurately represent the field.
- 1 Articles providing a low relationship to creativity, written without rigor or based on and supportive of unproductive myths in the field.
- NA Articles that I feel should not have been included in the encyclopedia due to the author's lack of providing any relationship to creativity - EC's purpose.

### So how did they rate?

One article received a five rating; 20 articles rated a four; 34 articles rated a three; 26 articles rated a two; four articles were rated a one; and fifteen articles rated NA and were not assessed due to this author's opinion that they should not have been included in the encyclopedia in the first place.

During my reading, I also categorized all the articles into the systematic approach of creativity known as the 4 P's (i.e., Person, Process, Product, Press). The articles categorized as follows: 43 classified within Person; 31 classified within Process; four classified in Product; six classified in Press; with one classified as Definitions. Again, the remaining 15 were excluded from the set. From my previous readings, this seems to accurately represent other writings within the domain of creativity.

So, what do I think of Volume I? Well, it's a tremendous amount of reading and it is refreshing to see interdisciplinary writings (beyond the commercial business writings) relating to creativity. It should also be noted that I chose to deliberately study the field of creativity so that these reviews are biased by my current knowledge of the field and also my bias towards creativity needing to be a major subject in each of the articles (it is called EC). Although it has some shortcomings, it does seem to generally represent current writings in the field. However, anytime any article can excite its reader enough to look up even one reference it contains, then it was all worth it. Only you will be able to make that decision. As for Volume I, it is certainly worth it!

# Creative Problem Solving Breaks Through the Language Barrier

## Kristin Isaksen

When doing business internationally, the lack of a common language has always been a barrier to completely integrating and understanding concepts, ideas, and innovations.

With the help of our colleagues, CPS-B is taking steps toward removing the language barrier associated with CPS.

Creative Problem Solving which are being used in courses at the Mexico University of Technology. She is currently working on the translation of other CPS-B materials. On a side note, Lilian is also working with Michael J. Kirton on the translation of the Kirton Adaption-Innovation Inventory (KAI).

**CPS-B is taking steps toward removing the language barrier associated with CPS.**

Many of the books and tools used by CPS-B have been, or are in the process of, being translated into several different languages as the first step in breaking down the language barrier.

With the help of Luc DeSchryver, *Creative Approaches to Problem Solving (CAPS)* has been translated into Dutch and is also in the process of being translated into French.

Our *Situational Outlook Questionnaire (SOQ)* has been translated into Spanish with the assistance of Lilian Dabdoub Alvaredo from Mexico; French and French-Canadian with the help of many individuals; Portuguese with the assistance of Helena Gil da Costa; Japanese with the help of Andy Wilkins in the UK; and German with the help of Andy Wilkins and Alex Britz in Germany.

Also in progress for the SOQ is a translation into Italian being conducted by Roberta and Guido Prato Previde in Italy.

Lilian Dabdoub Alvaredo has also published a student manual and a professor manual for

Helena Gil da Costa has written a book, in Portuguese, which contains translated components of CPS.

The translation of the CPS Toolbox into Swedish is also in progress, with the assistance of Michael Figéus. Parts of this book have also been translated into French by Jacques Philippaerts and his colleagues in Belgium and South Africa.

Indiana State University (ISU) is investigating the possibility of making CPS materials available to the visually and hearing impaired persons through a variety of techniques.

This is simply a brief look at the beginning of what promises to be a very fruitful project to help overcome some of the language barriers to understanding and applying creativity and CPS on an international scale.

As you know, translating materials is a time consuming process. CPS-B would be interested in working with individuals interested in translating CPS-B's materials. If you have such an interest, please contact Brian Dorval at CPS-B.

## Submission Request

*Have you had an exciting or beneficial experience in creativity that you would like to share? Do you know of an upcoming event which could be of interest to fellow Communiqué readers? Do you have some key insights, or tips into some aspect of creativity, leadership, facilitation, or innovation that could be of help to your fellow readers?*

*If you answered yes to any of the above questions, I am looking for you! If you would like to submit an article or short write up; information on an upcoming event; or share a couple of tips, please contact Kristin Isaksen by Email at [cpsb@cpsb.com](mailto:cpsb@cpsb.com), by fax at 716-689-6441, or by phone at 716-689-2176 to request a copy of the Communiqué submission guidelines. I look forward to hearing from you.*

*Kristin Isaksen  
Editor-In-Chief*

### **SAVE THE TREES – Receive future issues via Email!**

*Dear Readers-*

*We would like to be able to e-mail the Communiqué to our readers. Toward this end, we are asking that anyone interested in receiving the Communiqué electronically, please provide us with an e-mail address to which you would like the newsletter sent.*

*You can simply e-mail us ([cpsb@cpsb.com](mailto:cpsb@cpsb.com)) and you will be added to the list of 500 people who are already helping the environment.*

***Thanks for your help!***

## About the Communiqué

The Communiqué is an informal newsletter published by CPS-B. It is designed to highlight and share key information about our current developments, research, and program activities.

If anyone is interested in submitting a short article, headline, or calendar item, please contact Kristin Isaksen at:

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