

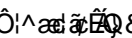
CREATRIX®

Example Group Report

04.30.2010



The **Creatrix** Inventory is a copyrighted assessment developed by Richard Byrd, Ph.D. and Jacqueline Byrd, Ph.D.

Creatrix is a registered trademark of  all rights reserved 2012

The Value of the Scatterplot

The attached report shows a scatter plot of how every individual on your team scored on the Creatrix®. The individual is represented by the small black dots. The green diamond indicates the average for the team.

When working with an intact team it is useful to understand how each individual on the team scored. It gives you a chance to see if this team tends to be more creative or is more willing to take risks — or both. It helps you to understand one another; why some members of the team might have more difficulty with others, how each member could leverage one another for the team and individual's success — sometimes you need more creative ideas and sometimes more risk taking.

The average is very valuable when the individual members' scores on a team are closer together. Be cautious when using the average if the group's scatterplot is spread all over the Creatrix — it doesn't tell you as much. In that case, focus on how the individuals land on the scatterplot in relationship to one another. The average is particularly valuable in understanding when an entire team is clustered together and one person is an outlier. Think about when everyone is alike in a group and one person is a bit different, they can be marginalized and their ideas dismissed. How often have you seen that happen in your work life?

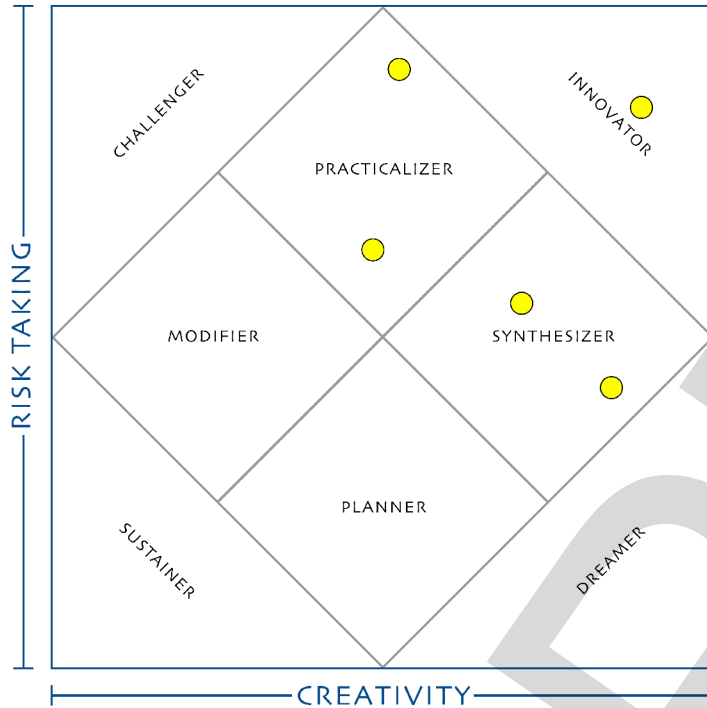
This team profile can also be helpful to groups that are not 'teams.' It helps them think about the group they are a part of and how they contribute to the group's success.

Is there a good or bad group profile?

Definitely not! It all depends on what you are trying to achieve. On the next page there are brief profiles of the characteristics of each Orientation Group Profile.

So what are you trying to achieve?

During the dot.com era and even more recently we saw lots of people willing to be creative and take risks. They profiled more like the scatterplot, below. While this is a great profile for a leadership team trying to get a company off the ground, you have to be careful because a Modifier or Planner can provide a certain amount of caution that is a good balance to the creative ideas and risk taking of the Innovators and Synthesizers. This team, because it has two Practicalizers, was successful. They were willing to take risks but weighed the pros and cons of the kind of idea they were willing to take a risk on — thus the name Practicalizer. Think about this profile also in terms of new product development. We call this team profile the New Generation Product Team. This is who you want to put to work when you are seeking really creative ideas and people who are willing to take the risks to make it happen.



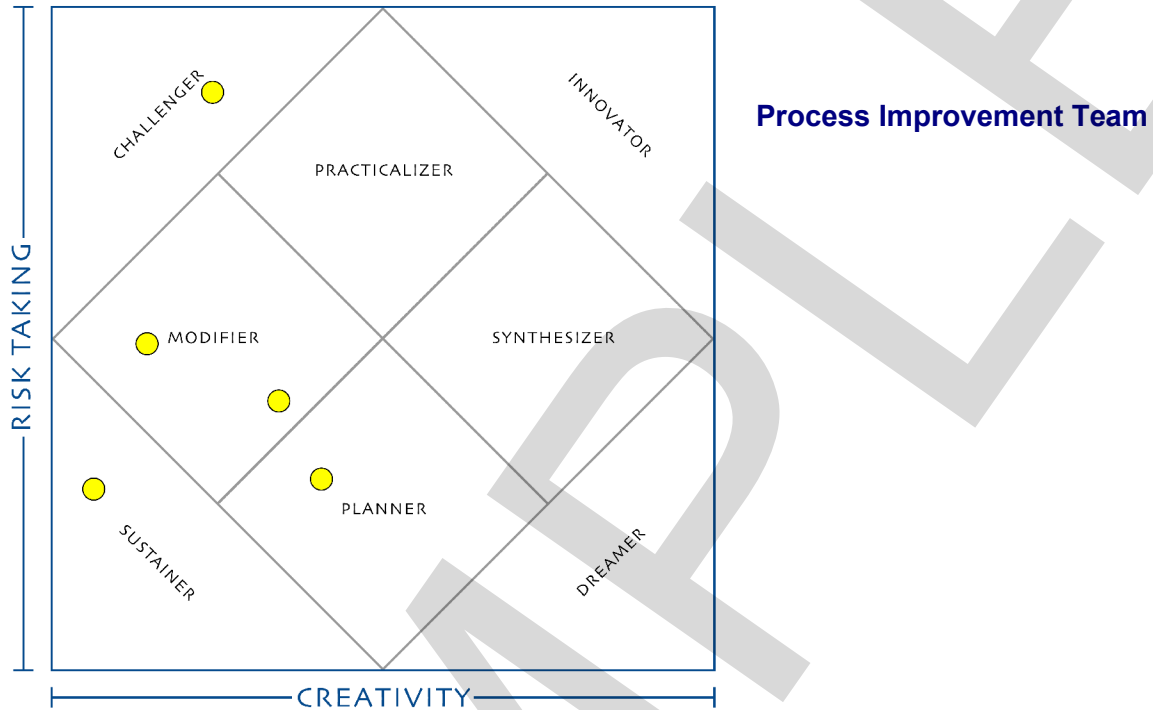
Leadership Team — Start-up
 OR
New Generation Product Team

Let's say, however, that your interest is in making improvements in the way things are done. The profile, below, New Channel Innovation Team, goes a long way toward that end. It would be important in your team conversations to include the Dreamer in the discussion as they will have some pretty unique ideas that could be quite advantageous to the results. They are likely not to speak up, like a Challenger—so you may have to draw them out. Having three Practicalizers surely will result in getting the job done.

New Channel Innovation Team



So, when would this next group, Process Improvement Team, be valuable? Moving things slightly, not rocking the boat but making sure that it stays on course—an improvement in the current process!



Creatrix and the Innovation Model

As you consider your team or the group that you are a part of, always remember that each group or team has something to offer. It depends on what their tasks are — put your bench strength where it needs to be.

Creatrix Orientation Team Composition

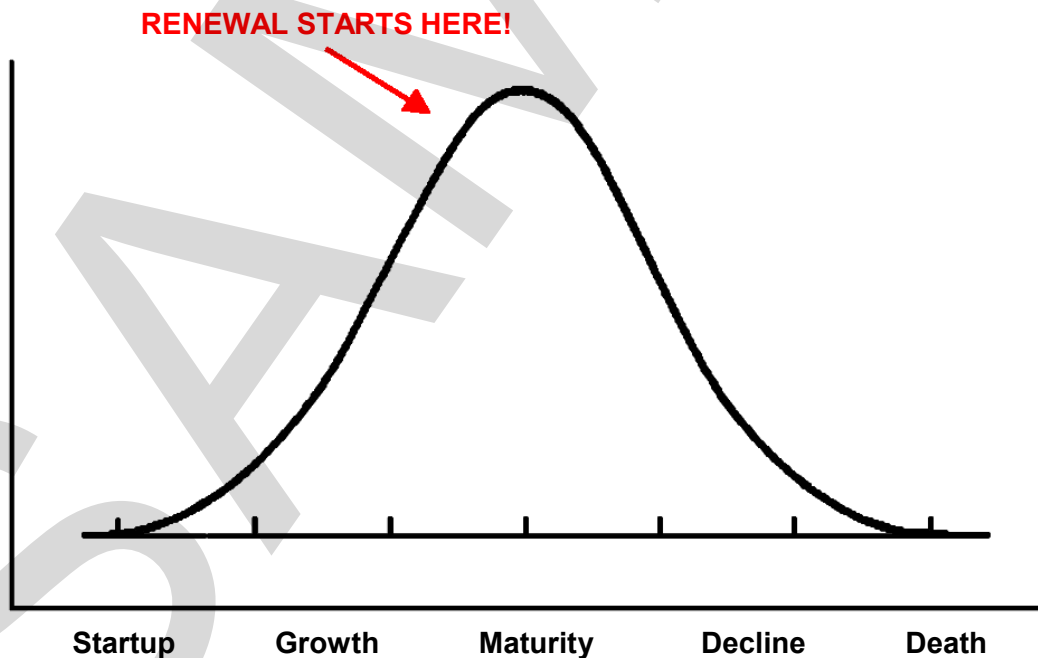
Idea Generation	Idea Incubation & Development	Business Concept Articulated	Management Approval & Buy-in	Analysis, Design & Development	Implement & Control
Dreamer Innovator Practicalizer Synthesizer	Challenger Innovator Synthesizer Practicalizer	Challenger Practicalizer Planner Modifier Synthesizer	Modifier Planner Practicalizer Synthesizer	Sustainer Synthesizer Modifier Planner Challenger	Planner Sustainer Modifier Practicalizer

Creatrix and the Life Cycle of Organizations

Most organizations start off with lots of Innovators, Practicalizers, Dreamers, Synthesizers and even Challengers (Startup). The start of an organization is focused on ideas, growth, and excitement. A Sustainer is rarely found in a new start-up organization. As the company grows, it starts to develop systems, rules and regulations; the more people, the more need for consistency, stability and rules of operation. Innovators frequently leave as this time, Synthesizers are likely to stay, Dreamers don't fit in and more Modifiers, Planners and Sustainers (Growth) are hired to keep the engines of the organization moving. Gradually, almost all Innovators and Synthesizers are moved out or leave an organization (Maturity).

There usually are Practicalizers, Planners, Modifiers and Sustainers left to run the organization. You will frequently find the leadership which is usually Practicalizers and Modifiers asking the question, 'why aren't we creating the same products and ideas that we once did—what happened to our creativity and our willingness to take risks?' — the good old days? Challengers will be hired in the organization and they revve up an organization but they aren't the ones with the creative ideas. This is the time to have the Challengers combined with the Synthesizers or Innovators to renew the organization.

This is when a Creatrix team or organizational profile plays an important role. You know when you need to bring in the creative idea people, when to bring in the systematic people, when you need modifications and when you need breakthroughs — before a turndown occurs. Often the reason organizations go on the downside on the curve is because they fail to recognize that all types of people from those with Innovator Orientations to Sustainer Orientations are needed. Some are needed more than others — but at different times.



Orientation Profiles

Orientation profiles provide a synopsis of each of the eight orientations. Here you can see the differences at a glance and begin to understand a fuller range of creativity and risk taking perspectives.

Challenger Groups

- Have the attitude of “do it” — if we do nothing, we will lose out
- Get excited about new ideas
- May take on too many ideas and can find it difficult to complete all of them

Modifier Groups

- Add value by making incremental improvements
- Like to “test the waters” as a first step
- Don't take risks unless the benefits outweigh the current state of affairs

Sustainer Groups

- Usually prefer stability to change
- Take chances only when necessary
- Appreciate what has worked in the past
- Often feel change is done for its own sake
- Focuses and stays true to its mission

Innovator Groups

- Have a new idea every minute
- Always think they can figure out how they can make things happen
- Can be in chaos because of lack of structure and order
- Can hit the “grand slam”

Dreamer Groups

- Are creative — constantly coming up with new ways to do things
- Strong on ideas, not strong on how to get them accomplished
- Like ideas for the “ideas' sake”

Practicalizer Groups

- Like changes — but not too many all at once
- Are willing to try something new, but look for the practical
- Willing to take on the status quo to drive an idea forward

Synthesizer Groups

- See possibilities in everything
- Create by putting things together — often unusual combinations that work in new ways
- Will drive an idea home but not at all costs — more cautious than an Innovator Group
- Can lose out on the “big payoff”

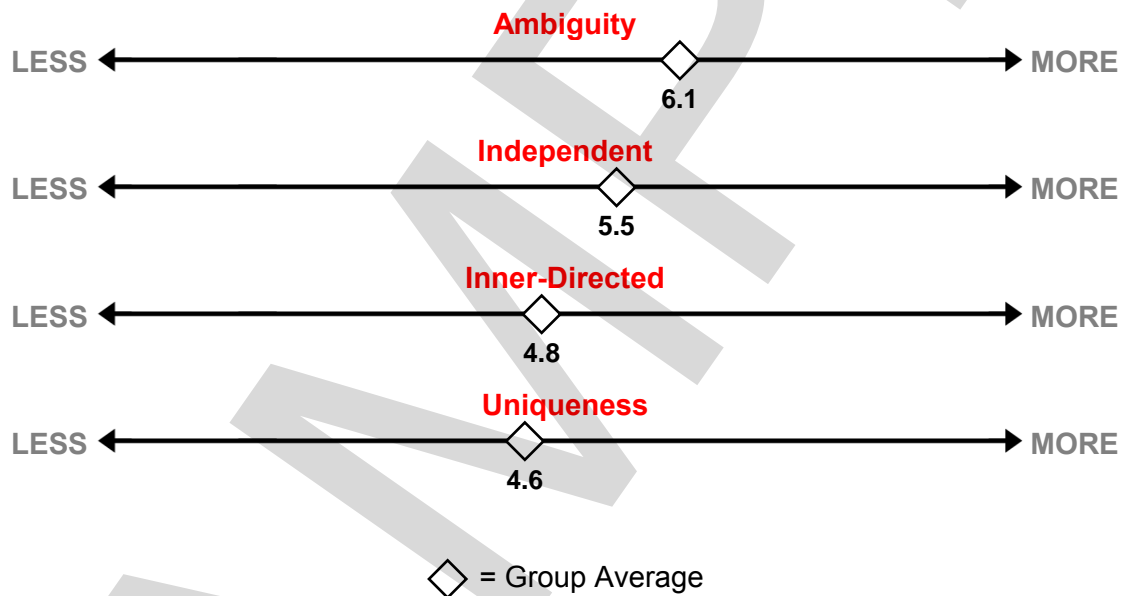
Planner Groups

- Believe that an idea has merit if it fits within “the plan”
- Want information and data before making a decision or taking a risk
- Will come up with creative ideas within known parameters

The Seven Drivers of Creativity and Risk Taking

Creativity Drivers

Ambiguity	Able to operate with uncertainty and vagueness.
Independent	Not subject to the control or influence or determination of another or others.
Inner-Directed	Determine your own expectations and norms.
Uniqueness	Appreciate and value differences.

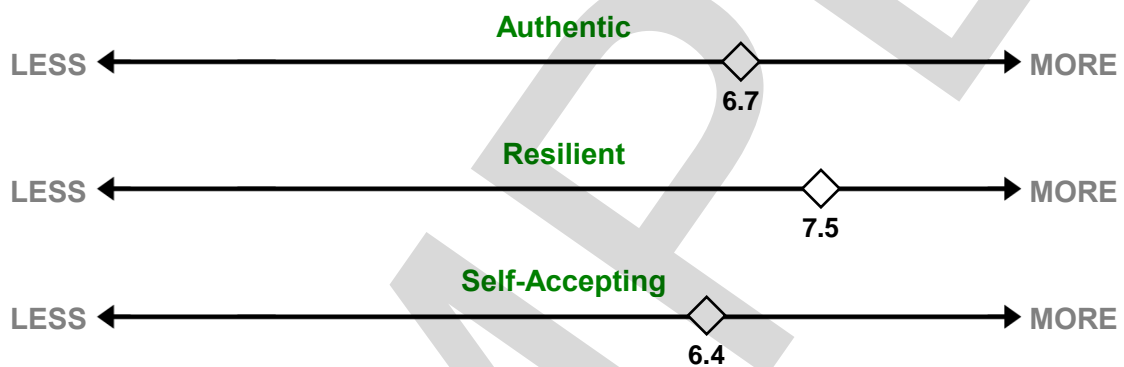


Range of Scores on the Drivers is 1 – 9

The Seven Drivers of Creativity and Risk Taking

Risk Taking Drivers

Authentic	Being what you purport to be — genuine.
Resilient	Have the capacity to spring back, rebound and to successfully adapt and learn.
Self-Accepting	Approve of and are satisfied with your behaviors or actions.



◇ = Group Average

Range of Scores on the Drivers is 1 – 9