

## ENHANCING THE CREATIVE INTELLIGENCE

### WITH VALUE METHODOLOGY

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Mr. Maramaldo is the best known Value Specialist in Brazil, and with his team has developed close to 1,000 successful VE/VA projects. He has published the first book on this subject in the Portuguese language, among other books on Competitive Management and has developed several new ideas on how to implement VE/VA programs in organizations. He is preparing a new book in English "Organizational Human Engineering".

In 1988 Mr. Maramaldo was awarded the Value Engineering Merit Award by the SAVE, and is one of the founders of ABEAV - Associação Brasileira de Engenharia e Análise do Valor (The Brazilian Society for VE/VA). He is Director of SAVE for Latin America for three consecutive terms.

#### ABSTRACT

Creativity is generally treated as a "when needed activity", with the application of the creativity methods, like brainstorming, lateral thinking, synectics, or other, specially in problem solving and part of the VE Job Plan. In this paper, the author intends to demonstrate the gains which can be achieved with a different approach to creativity: to enhance the creative power, with the development of the creative intelligence, or the ability *to be creative all the time*.

The use of the VALUE methodology is a very useful tool to develop the concept of the *inquisitive mind*, and the results obtained in individual and group activities, are dramatic and decisive in the improvement of company's competitiveness, and peoples'

motivation. Real case examples and an effective plan for improved creative intelligence will be demonstrated.

#### **1. WHAT BLOCKS AND WHAT INCENTIVATES THE CREATIVE INTELLIGENCE**

##### **1.1. Emotional Intelligence, The Blocking Effect**

Right after cognition, our mind reacts to the internal and external inputs, which are observed through the internal maps (our memories, values, perceptions), with the pure emotions, in both, the conscious and unconscious levels, as demonstrated in figure 1, the ORJI (Observation, Reaction, Judgement and Intervention).

**THE "ORJI" SEQUENCE**

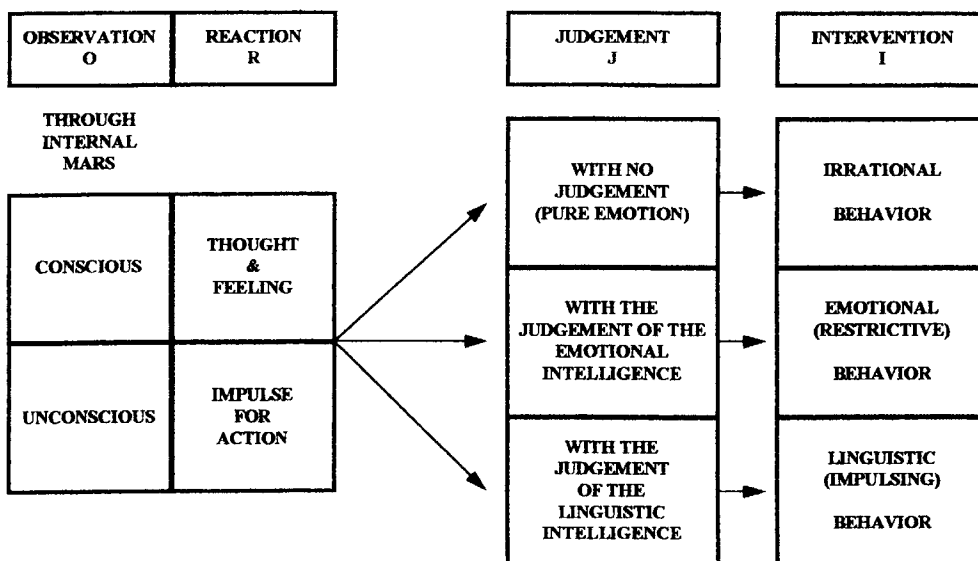


figure 1

Pure emotions, may result in a direct intervention, or an irrational decision and behavior, only if the person has brain damages or illness, because it is not an intelligent intervention. Human intelligence mechanism is so developed that it is impossible for a sane person to act directly from the pure emotion, or with no intelligent judgement.

Judgement is then, the result of the intelligent process, and it starts by the action of the emotional intelligence which tends to generate the emotional decisions or behaviors. The linguistic (or rational) intelligence will *manage* the emotional intelligence, generating more rational decisions or behaviors.

The pure emotion stored in the unconscious level, is responsible for our impulse for action, and the greater is the differential between the impact of the pure emotion between the unconscious and conscious favoring the former, the greater will be this impulse for action.

The emotional and linguistic intelligences are the *basic intelligences*, because they may evolve in different specializations of our mind, into the *restrictive* or the *impulsive intelligences*, as shown on figure 2.

**THE MULTIPLE INTELLIGENCES**

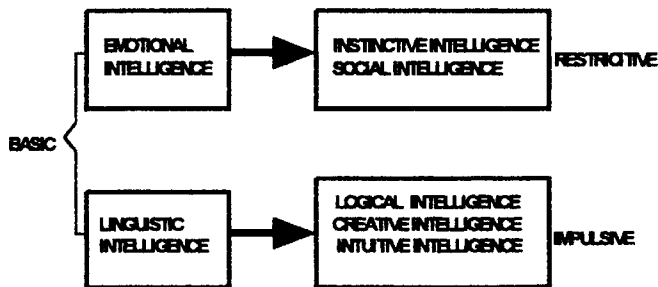


figure 2

When our judgement is made with higher emotional intelligence participation, there is less impulse for action in our mental process, due to the lower emotional differential between the unconscious and the conscious levels. And the judgement in this case, is through the restrictive intelligences, which are always commanding us to *non risk taking* decisions. This is what causes resistance to changes, or blocking to the use of our linguistic (impulsive) intelligences.

**2.1.- Linguistic Intelligences, the Impulsing Effect**

It is through the efforts we can make, to use our linguistic intelligences, that we may revert the blocking to the impulsive intelligences. These efforts may be directed to each different impulsive intelligence, depending on what are our linguistic objectives:

- Socratic questioning, to unblock our logical intelligence
- Inquisitive challenge, to unblock our creative intelligence
- Future expectations reinforcement, to unblock the intuitive intelligence.

Experience has shown that, the future expectations have direct effect on the socratic questioning and inquisitive challenging efforts, turning these efforts in a natural mental attitude, what makes the *future values* concept more important in the process of unblocking the linguistic intelligences.

Therefore, we must understand how to use the future values expectations reinforcement, combined with the inquisitive challenge, to provide for the attitude of being more creative *all the time*.

**2.- THE FOUR INFLUENCING FACTORS TO THE USE OF THE CREATIVE INTELLIGENCE**

To better understand what was previously described, it is important to know about the four influencing factors which affects our mental process, and as a consequence, the use of the creative intelligence. These factors are shown on figure 3.

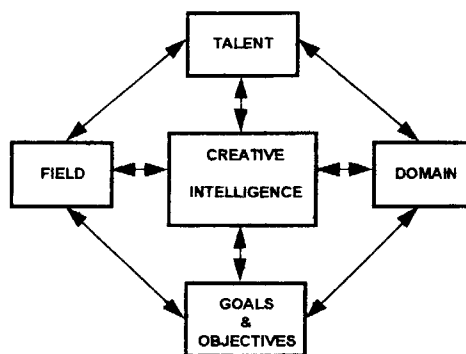


figure 3

The *talent* is our own ability to be creative, and although it varies from one to another, it may be developed and trained, what is done linguistically. *Field* is the external generation of inputs to our mental process, and in the business environment, there are the four operating fields to be considered:

- market field
- economic field
- technological field
- human field and
- social-political field

*Domain* refers to area of knowledge that we are working while trying to be creative, or the influence of the knowledge we have on the subject on our creativity. *Goals & Objectives* is the collection of future expectations we have in relation to the subject, and to the impact that the results of this process will have in our own expectations.

**3. HOW TO BE MORE CREATIVE WITH THE METHOD OF THE INFLUENCING FACTORS**

**STEP 1: LIST CURRENT VALUES IN THE DOMAIN FACTOR**  
 DEFINE CURRENT PARADIGM

Using simple brainstorming method, make the most complete list you can of the current offered values. Bring about as much knowledge as you are able to, similar to the information step of the VE job plan, but described in the form VALUE = BENEFIT / EFFORT.

**STEP 2: INVESTIGATE FIELD NEEDED VALUES**  
**DEFINE WHAT TO CHANGE ?**

Inspire the creative intelligence by defining what can or must be changed, through the following linguistic questions to yourself:

1. For how long this is not changed ? Is it possible that it is or it is becoming obsolete ?
2. How often is this been changed ? Is it in a continuous updating process ?
3. How important is this to the overall result ? How important is it to improve this result ?
4. Should continuous change process be considered ?

**STEP 3: DEFINE FUTURE VALUES**

Based on the answering analysis of the above questioning, define **future values**, based on the paradigm obsolescence method (Intuition Method), as presented by the author on the \_\_ SAVE CONFERENCE

**STEP 4: TRAIN YOUR TALENT, AND BE MORE CREATIVE**  
**REVIEW ALL OTHER INFLUENCING FACTORS**

With a good list of **future values** go through the other influencing factors, domain, field and goals & objectives, to determine which of these values have a good chance of becoming real in the future, by using the combined creative and intuitive abilities of your mind. Analyse trends and expectations, add your feels and wishes, and select the probable future values.

**STEP 5: DEVELOP INQUISITIVE MIND**  
**RETURN TO STEP 1**

Ask yourself, looking at every probable future value: *Why not?* Learning to constantly make use of this question, to every future value, is the best way

to develop the inquisitive mind. Remember that it is not through **questioning everything** that you develop the inquisitive mind, what only will make people feel inconvenience, but through questioning constantly, why not to implement probable future values, about what you have developed good and sound analysis.

Once this is done with sufficient effort, having succeeded or not in the implementation of the probable future values, go after other current values, returning to step 1. If you are able to cycle constantly this method, you will develop with time, the needed **positive inquisitive mind**, and will certainly be a better professional.

**4. CONCLUSION**

Competitiveness is a result of three powers: Excellence, anticipation and innovation. A company that exerts these three powers in the market, is certainly very difficult to be defeated. Excellence is a result of the Total Quality concept and its continuous improvement programs, but as for anticipation and innovation, the routes are yet to be defined.

The creativity-intuition system of having every professional in the organization, using their creative and intuitive intelligences all the time, may be the answer for this, what is under intensive testing in several companies in Brazil. So far the results are exceptional and are encouraging the expansion of this experiment.

Changes in the global business world are requiring new attitudes from managers, and certainly a better use of everyone's intelligences, to overcome the new competitiveness edge, and if people become more creative and more intuitive, this might be quickly achieved.