



An Assessment of Problem Solving StyleSM

ABOUT VIEW: AN ASSESSMENT OF PROBLEM SOLVING STYLESM

VIEW: An Assessment of Problem Solving StyleSM (VIEW) is a short, easy-to-complete, on-line questionnaire developed specifically for the purpose of helping individuals and teams efficiently and effectively solve problems, manage change, and promote innovation.

It is based on many years of research and development. VIEW is designed to help you take a proactive stance in establishing an environment in which team members can work to their full potential as individuals and collaborate more effectively as a team. VIEW puts you in a position to build strategies and plans for playing to people's strengths and appreciating differences.

What is Problem-Solving Style?

Problem-solving style is defined as consistent individual differences in the ways people prefer to plan and approach challenges or opportunities in order to gain clarity, produce ideas, and prepare for action. They are the ways you prefer to behave when managing change, processing information, and making decisions. Your problem-solving style influences your behavior whether you are working alone, with a partner, or as part of a team.

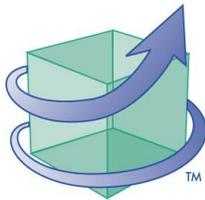
Problem-solving styles are value neutral. There are no "right" or "wrong" styles. Organizations and high-performing teams need to have a diversity of styles and to be able to lever these differences on a variety of tasks and challenges.

The Three Dimensions of Problem Solving Style

VIEW assesses three dimensions of problem-solving style. These dimensions have been shown to be important for individuals and groups when they need to deal with change, think through new challenges and opportunities, and make decisions that lead to action.

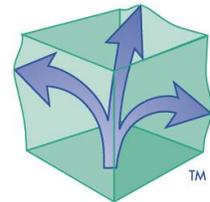
Orientation to Change – how people prefer to manage change or solve problems when responding to novelty, structure, and authority. The main questions in this dimension include:

- How do you prefer to respond to novel challenges?
- How do you feel about and react to structure and authority?
- How do you prefer to search for alternatives?



The **Explorer** style seeks to break new ground. Explorers thrive on venturing into uncharted territory and following new and interesting possibilities wherever they may lead. They find structure confining or limiting and prefer to work independently from key sources of authority.

The **Developer** style seeks to bring things to fulfillment. Developers thrive on organizing, synthesizing, refining and improving outcomes. They are comfortable working with structure and appreciate clear expectations from sources of authority.



Manner of Processing – where people prefer to process information and how they choose to interact with others when solving problems or managing change. The main questions for this dimension include:

- How do I prefer to manage information when problem solving?
- When do I choose to share my thinking?
- Does interacting with others build or spend energy?



The **External** style draws energy from interacting with others, discussing possibilities, and hitchhiking on the ideas of others. They tend to share their thinking and information broadly and freely. Externals are more likely to push to action and make improvements along the way.

Those with **Internal** styles draw energy from reflection, think things through on their own, and consider ideas themselves before sharing them with others. They tend to share their thinking and information when they are finished or when they feel it has reached perfection. Internals are more likely to engage in careful study and thought before taking action.



Ways of Deciding – what people prefer to focus on when making decisions: people or tasks. The main questions for this dimension include:

- What factors get first priority when I focus or decide?
- Where do I start?
- How do I make trade-offs?



The **Person-oriented** decider prefers to consider first the impact or effect of choices and decisions on people, their feelings, and on the need for harmony and maintaining positive relationships with others. They tend to react to both ideas and the people suggesting them and, as a result, provide feedback that is appreciative and sensitive to both.

The **Task-oriented** decider prefers to consider first the quality of the result or outcome, whether or not something is logical or sensible, and can be objectively justified. They tend to react to people's ideas independent of their feelings and often provide feedback that focuses on gaps or what's lacking from an idea in order to produce better results.



The Power of VIEW

VIEW is available on-line and takes about 10-15 minutes to complete. Each participant receives a personal feedback form outlining scores on each of the dimensions and implications for their results. There are a number of important benefits of understanding your problem-solving style, and that of others. These include:

- **Better knowledge of my own preferences.** Using VIEW allows you to obtain a deeper understanding and appreciation of your own preferred ways of problem solving and managing change. It provides implications for leveraging your personal strengths.
- **Guides behavior and learning.** Once you understand your preferences, implications, and strengths, you can better apply them. Your style is not absolute and fixed, and other factors can also influence the way you behave. As a result, you can focus on learning strategies and tools that not only play to your strengths, you can also decrease the stress and challenge that comes along with needing to behave in ways that are outside your preferred style.
- **Improved teamwork.** Using VIEW allows each member of a team to understand how they may best contribute to a successful outcome. There are no better or worse, right or wrong styles. Each style has unique strengths and can contribute to creative collaboration. High-performing teams know how to appreciate and use the diversity of their team members.

There are quite a few ways to apply VIEW. You can download the following document to see a ten different ways to apply VIEW:

Selby, E. C., Treffinger, D. J., & Isaksen, S. G. (2014). *Applying VIEW: An Assessment of Problem Solving StyleSM*. Orchard Park, NY: Creative Problem Solving Group, Inc.

Note: Only qualified VIEW Users can purchase and administer the measure. A number of Certified VIEW Trainers offer qualification programs and courses should you wish to become a Qualified VIEW User. You can contact the publisher for more information.

Why Use VIEW?

There are many choices available to those who are looking to help people understand their style differences. Why is VIEW a sound and effective selection from that array of options? We believe there are six features that make VIEW a credible choice. These include:

1. VIEW is easy to use. Some assessment can be long, tedious, and hard to complete. You can administer VIEW with individuals or groups from ages 12 through adult. It is appropriate for individuals who have at least a sixth-grade proficiency in English (or comparable in other language if using a translation). The items The 34 items of VIEW can be completed via the web-based assessment in about 10-15 minutes.

You can administer VIEW to all audiences with confidence that they will understand its language and the process for responding. VIEW draws on the everyday experiences of people, uses familiar terminology (not technical jargon), and relates to aspects of our preferences that are constructive and not threatening.

The design of *VIEW: An Assessment of Problem Solving StyleSM* is unique. Following the stem “When I am solving problems, I am a person who prefers...” respondents are asked to mark one of seven points between two statements, such as:

Thinking aloud about ideas	○ ○ ○ ○ ○ ○ ○	Thinking quietly about ideas
Ideas that are original	○ ○ ○ ○ ○ ○ ○	Ideas that are workable

We wrote the statements in each of the 34 item pairs so that both phrases present positive expressions of a well-established preference when people solve problems or manage change.

2. VIEW promotes creative collaboration. Some assessments make people feel as though they are being put into “boxes” or labeled in such a way that can be limiting. VIEW is designed to enable people to understand and appreciate their unique, personal, problem-solving style preferences – and to assist and support people in using their preferences to solve problems and manage change effectively.

VIEW’s items are designed to clearly reinforce the potential strengths and benefits of both styles on each dimension – verifying and affirming the value of diversity. VIEW results are presented as continua, so the relative strength of peoples’ preferences can be easily displayed.

Some approaches to style assessment attempt to link particular style preferences with performance in specific stages of creative problem solving. We “VIEW” the challenge differently. It is our position that:

- All problem solvers need to be able to use any (and all) stages, and tools, associated with any method, and they should believe that they can do so successfully and effectively.
- All problem solvers won't use any structured method for creative problem solving the same way; there is no "right or wrong" style for applying the process.
- People can and should use stages and tools in ways that are personally unique and still effective and powerful.
- When people work in groups, they can use the diversity of their preferences to build stronger teams when applying any creative problem-solving model.

3. You can be confident in using VIEW. Many measures claim to be based on "research." When you dig a little deeper, you find half-hearted attempts or even poorly documented studies, often "borrowed" from others. VIEW is based on sound theory and research, so you can be confident that it measures what it purports to measure with consistency and accuracy.

The theoretical and research foundations of VIEW have been published in the scientific literature, so they have undergone the scrutiny and evaluation of professional peer review. You don't have to understand all the statistics and technical data to appreciate that they exist! As one client told a recent training program, "I really don't need to have a detailed explanation of all the research and analyses— but I'm certainly happy to know that it is there, especially in an area where there seem to be so many offerings that have little or no real scientific underpinnings." There are many other sound, valuable instruments, and we do not claim that VIEW is the *only* valid and reliable tool. However, you *can* use VIEW with confidence that it is a soundly developed tool.

If you are interested in seeing the evidence to back up this claim, you can download the following documents from the web site:

Isaksen, S. G., Treffinger, D. J., & Selby, E. C. (2014). *VIEW literature and resources: An annotated bibliography*. Orchard Park, NY: Creative Problem Solving Group, Inc.

Selby, E. C., Treffinger, D. J., & Isaksen, S. G. (2014). *Foundations of VIEW: An Assessment of Problem Solving StyleSM*. Orchard Park, NY: Creative Problem Solving Group, Inc.

Treffinger, D. J., Isaksen, S. G., & Selby, E. C., (2014). *Evidence supporting VIEW: An Assessment of Problem Solving StyleSM*. Orchard Park, NY: Creative Problem Solving Group, Inc.

Selby, E. C., Treffinger, D. J., & Isaksen, S. G. (2014). *Historical Development of VIEW: A Model and Assessment of Problem Solving StyleSM*. Orchard Park, NY: The Creative Problem Solving Group, Inc.

4. VIEW draws on the work of an experienced professional team. VIEW's authors bring a total more than 135 years of professional experience in working on creativity, innovation, problem solving, and talent development. They have contributed nearly 1000 books, articles, technical papers, and chapters to the field, including an international award-winning text on Creative Problem Solving. Their work spans education, business, and other organizational settings worldwide. As a team, they bring expertise in many academic and real-world settings through our scholarly work, teaching, advising, consulting and training to the development of VIEW. VIEW authors are committed to ongoing improvement and development of the assessment and in supporting a variety of applications.

5. VIEW has clear, positive, purposes. VIEW is positive and constructive. It helps people understand that they do have creative strengths – and guides them in using those strengths effectively. In our extensive experience with various style measures, we have noted the risk that such instruments can be used to make sweeping judgments about characteristics of people, to create stereotypes of individuals, or to make assertions about “what kind of a person” some is or is not. Unfortunately, these are too often caricatures or parodies of individuals rather than helpful sources of information to guide reflection and behavior.

VIEW's purposes are **NOT** to:

- Label or categorize individuals by virtue of their reported style preferences;
- Limit or constrain behavior by suggesting “what they can't do” or “can't do well;” or
- Stereotype or caricature people on the basis of their style preferences.

VIEW **is designed to** help people understand their preferred style of problem solving and the value of different styles along three main dimensions that are important when they need a creative approach for their problem-solving efforts. The aim is to help people become aware of their own style and to recognize and appreciate style differences and apply these insights to building high-performing teams and organizations.

People who respond to VIEW, and receive appropriate feedback about their reported preferences, should be able to:

- Recognize and describe their own problem-solving style preferences, as they perceived them in responding to VIEW, appreciate their own unique preferences and the preferences of others, and understand that there is no single “correct” or preferred style.
- Test their reported or perceived preferences from VIEW against typical behavior or performance on a daily basis in varied situations, in order to affirm or modify their understanding of their style preferences.
- Acquire a common language or vocabulary to understand, appreciate, and constructively use style differences and the contributions of those differences when generating and focusing options and applying a creative approach to problem solving.
- Grow in understanding their unique preferences, and use that understanding to support and enhance creative problem solving behavior when working alone.
- Grow in understanding their own preferences, and those of other people, to support and enhance creative problem solving behavior working as part of a team or group.
- Use knowledge of their own style preferences to customize or personalize problem-solving activities.
- Understand how an individual can be at his or her personal best, and how or under what conditions one may benefit from the strengths of others.
- Use their results from VIEW to begin constructing a dynamic profile of their own creative strengths and talents.

6. VIEW Qualification is friendly and supports application. Although you must be qualified to use VIEW, the approach is aimed at providing you with a high degree of discretion, choice, and flexibility. VIEW Qualified Users are qualified for life – and are provided numerous ways to stay up-to-date on the latest research and applications. The authors have invested considerable time and effort to provide an array of material that is clear and easy to use, but also provide you choices and tools that you can apply in varied ways.

The materials available to Qualified VIEW Users include all the information and resources that you will need to interpret, provide feedback, and apply VIEW results. You can choose to prepare your own effective reports of VIEW results for people who respond, or have one of our Certified VIEW Trainers complete all your back-office support. Since the scoring of VIEW is quick and easy you can spend your time preparing to work with your group rather than preparing the results. Qualified VIEW Users have access to the following resources:

Selby, E. C., Treffinger, D. J., & Isaksen, S. G. (2014). *VIEW Training and Learning Activities*. Orchard Park, NY: The Creative Problem Solving Group, Inc.

Selby, E. C., Treffinger, D. J., & Isaksen, S. G. (2014). *Administering and Scoring VIEW: An Assessment of Problem Solving StyleSM*. Orchard Park, NY: The Creative Problem Solving Group, Inc.

Selby, E. C., Treffinger, D. J., & Isaksen, S. G. (2014). *Instructional Implications of VIEW: An Assessment of Problem Solving StyleSM*. Orchard Park, NY: The Creative Problem Solving Group, Inc.

Treffinger, D. J., Selby, E. C., & Isaksen, S. G. (2014). *Interpreting and Providing Feedback for VIEW: An Assessment of Problem Solving StyleSM*. Orchard Park, NY: The Creative Problem Solving Group, Inc.

Isaksen, S. G., Treffinger, D. J., & Selby, E. C. (2014). *Communicating about VIEW: An Assessment of Problem Solving StyleSM – PowerPoint Resources*. Orchard Park, NY: The Creative Problem Solving Group, Inc.

How can I obtain more information?

Contact the publisher and distributor of VIEW:

The Creative Problem Solving Group, Inc.
P.O. Box 648
6 Grand View Trail
Orchard Park, New York 14127
Phone: 716-667-1324
Email: info@cpsb.com