

The Find a Way Field Guide



A Practical Workbook
for *Unlocking*
Creative Capacity

Josh Linkner & Kaiser Yang

amplify

The Find a Way Field Guide: A Practical Workbook for Unlocking Creative Capacity

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“Creativity
is as important ...

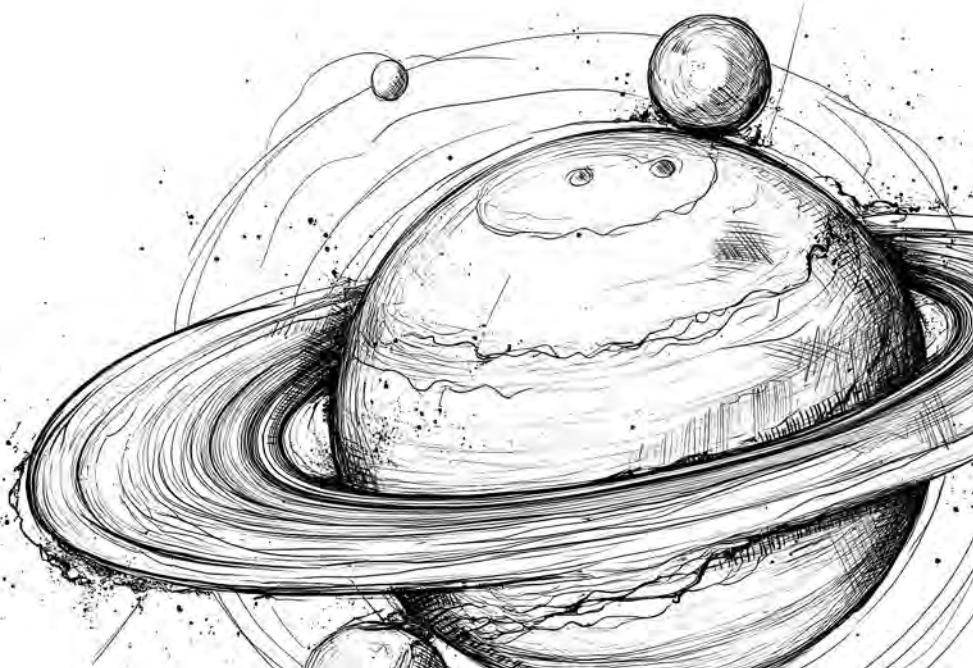


... as
literacy.”

— *Sir Ken Robinson*



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Welcome

Welcome, adventurer. We're Josh Linkner and Kaiser Yang of **Platypus Labs**. In our work helping the world's top organizations innovate and Find a Way, we've learned a simple truth: **creativity isn't a mysterious gift, but a skill that can be trained.**

This is a hands-on field guide to help you find your way to becoming a better creative problem solver. Think of it as a practical workbook designed to unlock your creative capacity and make creative thinking a habit **in the work you're already doing.**

Inside, *you'll learn to:*

- **Identify and handle common obstacles—the “beasts”—that get in your way when seeking business growth.**
- **Change your mindset and think differently about innovation, imagination, and ingenuity.**
- **Master specific tools to unlock your inherent creative capacity.**
- **Find inspiration when you feel stuck by using proven frameworks and rituals.**
- **Develop your skills as an inventive thinker and creative problem solver.**

This is your guide and your journal. So please, write in it. Mark up the pages, fill out the field notes and worksheets, and make this book your own.

**“I’m Not
Much of a
Creative
Person.”**

A common myth about creativity prevails:

that it's *reserved for the talented few* and that only the naturally gifted can be artists, poets, writers, or musicians.

First of all, creativity can be applied far beyond the arts, to business, science, parenting, finance, accounting—anything.

Furthermore, creativity is both innate in every human being and totally trainable.

But don't just take our word for it.

The Evidence That Creativity Is Innate

- Psychologists at the University of Birmingham showed that **nearly 80 percent of five-year-olds deciphered novel problem-solving tests that most adults completely missed**. Young children haven't yet learned to self-limit—strong evidence that flexible, original thinking is our natural starting point.
- Developmental psychologists at Rutgers University found that **pretend play—the foundation of imaginative, what-if thinking—universally emerges in early childhood** across every culture studied, strongly suggesting that creativity is hardwired into all of us.

The Evidence That Creativity Can Be Trained

- Psychologists at Stanford University ran a randomized trial where adults took a five-week design-thinking course. The results? **Participants showed large, measurable gains in creativity skills** compared to a control group—proof that creativity can be trained in weeks, not years.
- Neuroscientists at the University of Graz used brain scans to study people before and after a series of creativity training sessions. After just 20 exercises, **participants not only generated more original ideas, they showed measurable growth** in the brain regions linked to creative thinking.
- Researchers at the University of Padova tested a neuroscience-based creativity class. **Students in the program improved their divergent-thinking scores by 28.5 percent in just eight weeks**—while a control group, taught the same content without the brain-science framing, lagged far behind.



**“Children are
happy because
they don’t have
a file in their
minds called
*‘All the Things That
Could Go Wrong.’*”**

—Marianne Williamson





Start Now

(Before You're Ready)



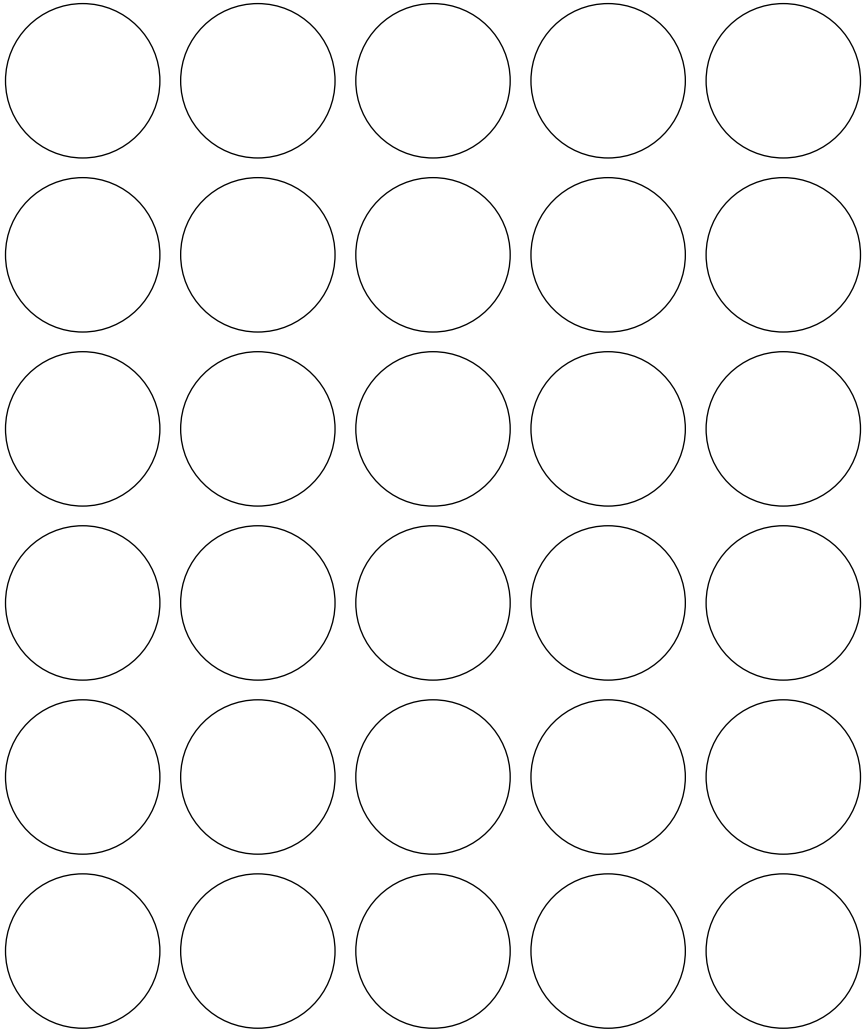
Before diving deep, try this:

The **30 Circles** Exercise

On the next page are 30 blank circles.

Set a timer for 45 seconds, and try to use as many of the blank circles as possible. Turn the circles into as many recognizable objects—like a smiley face or a clock—as you can.

**Ready,
set,
go!**

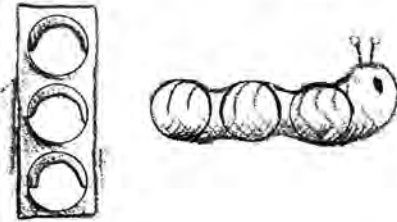


***How many circles** did you get?*

Ten? Fifteen? All thirty?

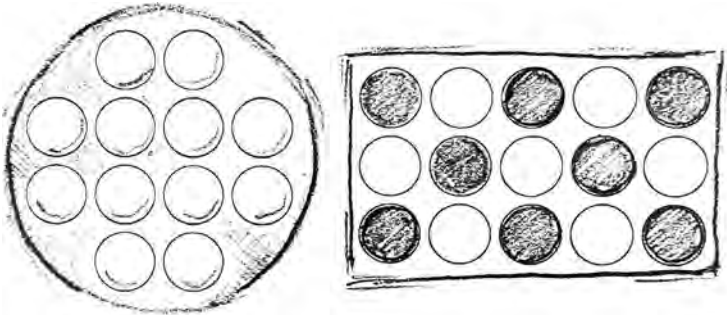


Did you think about using two circles to make a pair of **glasses** or a **bicycle**?



How about three circles for making a **traffic light** or maybe a **worm**?

Or multiple circles to make a polka-dot place mat or an LED light?



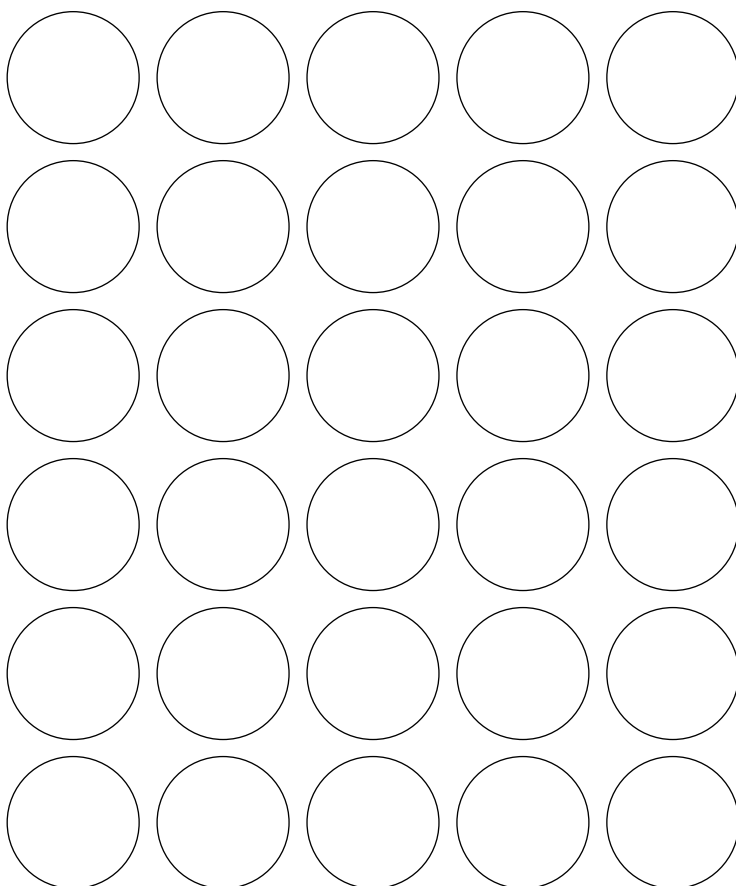
The directions were intentionally vague to see if you would draw upon your internal creativity to “break the rules” and stretch your imagination.

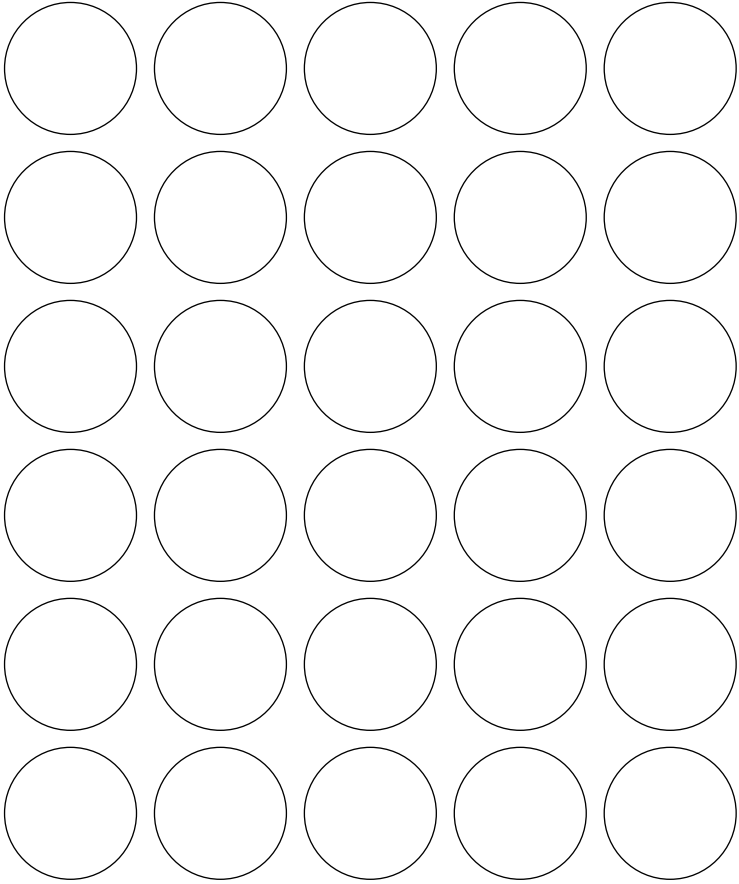
More importantly: How did you *feel* while you were doing the exercise? Stressed? Anxious? Relaxed? Inspired?

There's no right answer.

But it's helpful to understand how you relate to creativity.

Make note of it. Apply the techniques and principles in this book.
Periodically try the circles exercise again and see what changes.







The Case for

Cultivating Creativity

Why this guide, why now?

We teach creative problem-solving and inventive thinking to people all over the world, from seasoned execs of Fortune 500 companies to unicorn-hunting entrepreneurs to managers of all levels and individual contributors.

Here are some *patterns* we've noticed:

- **Most people would like to be more creative.**
- **Every business knows that innovation is important.**
- **But most organizations and individuals underindex the value of actively developing their creative thinking.**
- **Individuals and organizations who practice creativity:**
 - Make more money.
 - Have more fun.
 - Become more resilient to change.

In the AI era, creativity becomes your most important edge. One telling signal: **In Q2 2025, demand for creative freelancers surged, with communications roles alone jumping more than 25 percent—**suggesting that businesses still value the originality and nuance AI can't deliver (*TechRadar*).

And as more of our mundane and technical tasks become automated, our creative thinking abilities will be laid bare. The time to get in the creative gym is now.

Just like you can't wish yourself stronger or more technically skilled, you can't wish yourself or your organization more innovative or creative.

You have to cultivate an innovative mindset.

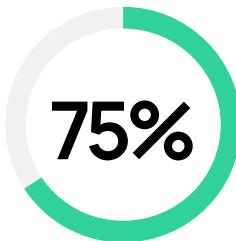
Don't just take our word for it, though. The numbers don't lie:



A comprehensive IBM survey of over 1,500 CEOs revealed that creativity is the single most important leadership quality for success in business.²



A global study from Adobe found that



of people believe they are not living up to their full creative potential (*The Creativity Gap*).

¹ *Forbes - 70% of Employers Say Creative Thinking Is Most In-Demand Skill in 2024.*

² *IBM 2010 Global CEO Study: Creativity Selected as Most Crucial Factor for Future Success May 18, 2010.*

³ *Adobe State of Create Study, 2012.*



The research overwhelmingly
agrees that *creative skills can
be **learned** and **trained**.*

Let's
close
the
gap.



Make It Real



Simple *Question*:

What's one challenge you're facing right now that could use a little creative problem-solving? **Write it here:**

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.

Keep this in mind as you read.

Every technique in this guide can be applied to this challenge.



Jazz Leadership

by Josh Linkner



Before I was an entrepreneur, I was a jazz guitarist. Jazz is still my creative outlet and my muse, and it opened the door to where I am today. It's taken me all over the world. And it's directly responsible for my business success as well. Ironically it was jazz—not school—that gave me the foundation to win in the business world.

Over the years, I've compiled the lessons I've learned from jazz into a framework called "Jazz Leadership." It's a way of thinking and operating that helps you improvise, adapt, and create.

Here are the *core principles*:

- **Listen more than you play.** In jazz and business, listening is three times more important than what you play yourself. If you're the one talking all the time, you're not learning anything.
- **Embrace the "sour notes."** To create something great, you have to be willing to make mistakes. Playing it safe all the time is the most dangerous move of all.
- **Make others sound good.** The best leaders, like big band leaders, bring out the best in their troupes. They know when to stand out as a soloist and when to support others and make them shine.
- **Improvise and adapt.** Expect surprises and adversity. True leadership, like jazz, is about how you respond and adapt in real time with your team.

Legendary jazz pianist Dave Brubeck put it best: *"There's a way of playing safe, there's a way of using tricks and there's the way I like to play, which is dangerously, where you're going to take a chance on making mistakes in order to create something you haven't created before."*

Scan to see
me putting these
***ideas** into practice*

... playing some jazz, and talking more
about the business lessons of jazz music.



**“The most
powerful
weapon
on earth is
*the human soul
on fire.*”**

— Ferdinand Foch



Section 1



Beasts to **Beware,** **Large and** **Small**

In the noble pursuit of business innovation and creative problem-solving, we all encounter obstacles.

At Platypus Labs, we help people overcome these obstacles, become more innovative, and achieve more success.

Here, we bring some of the most common obstacles to life by imagining them as “beasts,” and we give you tools for dealing with them.

How to Use This Section:

- **Read through once** to familiarize yourself with the beasts.
- **Come back** whenever you're feeling stuck during a project.
- **Use the Field Notes** to track your encounters and what works.

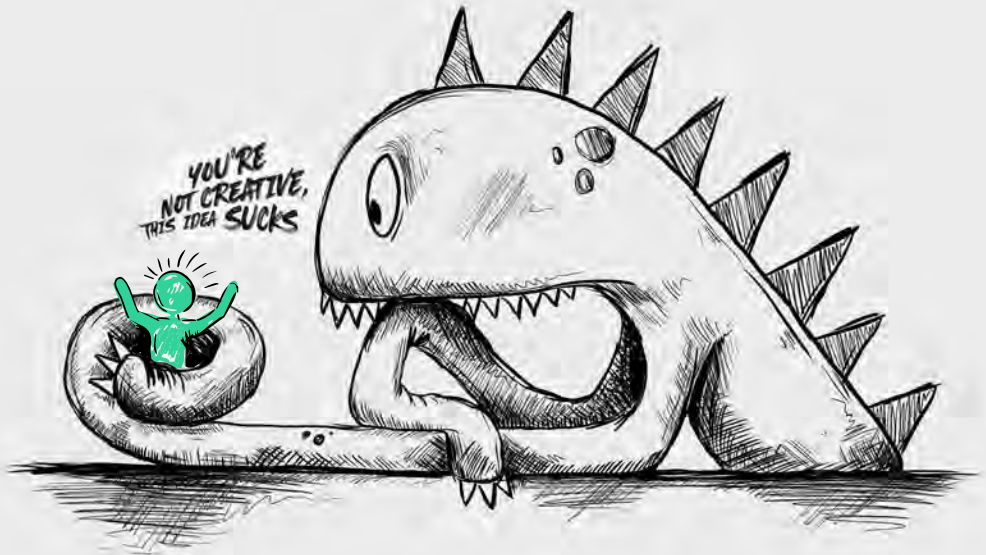
“Every *act of creation* is first of all an *act of destruction*.”

— *Picasso*

The Self-Censor

Characteristics:

- **That voice in your head** that says “you’re not creative” or “this idea sucks” before anyone else gets to hear it.
- **Extremely common**—you are virtually guaranteed to encounter it.
- Tends to make itself **look bigger than it really is**.



Taming the Beast:

- **Large Self-Censors** have grown into long-held beliefs about your creative capacity. If you catch yourself saying, “I’m just not that creative” or “I’m more left-brained” (debunked theory, by the way), you’ve met a large one.
- **Small Self-Censors** appear sporadically as frustration with your ideas or execution, leading to overediting and stalled progress.

Key insight:

A Self-Censor can’t stand being looked at directly. Often, just noticing it and refusing to bend to its will are enough to make it go away.

Your Training:

Free Writing

- It’s one of the most simple and powerful techniques for cultivating creativity. Carve out 5 to 10 minutes, grab a pen and a notebook, and just start writing whatever comes to mind. The thing that people get wrong about free writing is that they need to “come up with something to write.” That is not so. That’s the Self-Censor sneaking in. If you need to write “I can’t think of anything to write” a hundred times, that is fine. The idea is to let your brain flow onto the page.
- The more regularly you can do free writing, the better.
- **The worksheet for this? A blank page with some lines. Here you go! Try one right now. Write for 5 minutes.**

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Also Effective Against the Self-Censor:

- F-Up Fridays (Pg #60)
 - Idea Speed Dating (Pg #62)
-

Field Notes:

➤ Location:

I encountered **The Self-Censor** when I was *(describe the scenario)* _____

➤ Behavior:

The Self-Censor *(describe what it said to you or how it affected you)* _____

➤ **Actions Taken:**

I *(describe what you did)* _____

➤ **Reflection:**

(i.e., what worked to handle the Self-Censor OR how I can handle the Self-Censor better next time) _____

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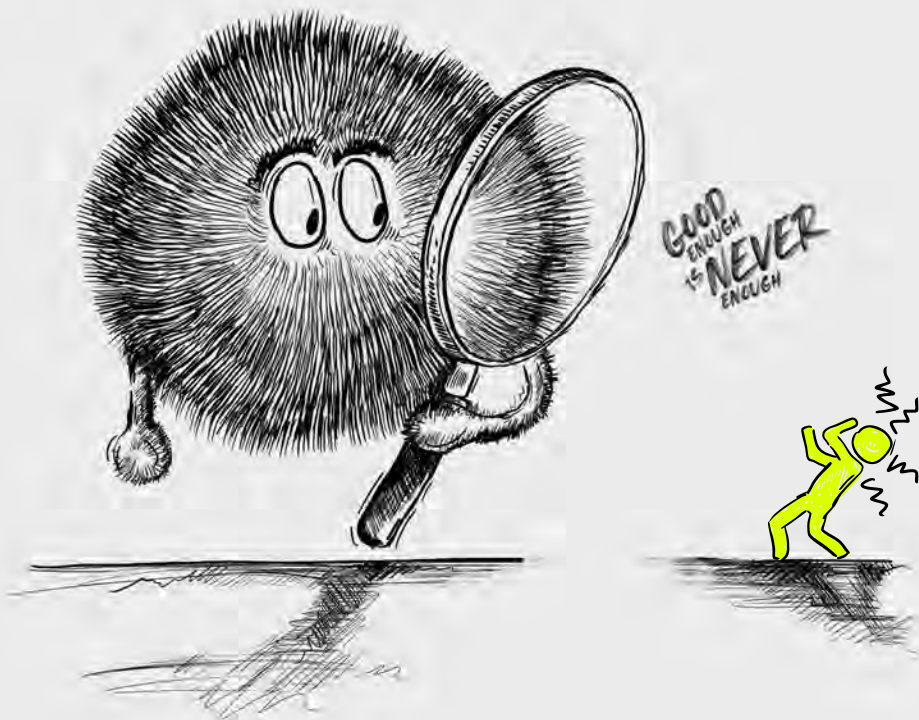
“Have *no fear of perfection*—you’ll never reach it.”

— *Picasso*

The Perfectionist

Characteristics:

- Whispers that “**good enough**” is never enough.
- **Paralyzes you** at the finish line (or starting line).
- Convinces you that **one small mistake invalidates everything**.



Taming the Beast:

- **Large Perfectionists** have convinced you that self-worth is tied to flawless execution. It's a deep-seated fear of judgment that causes you to miss deadlines, burn out on simple tasks, and avoid sharing your work for fear it might have a single flaw.
- **Small Perfectionists** appear when you spend 10 minutes wordsmithing a single sentence in an email or endlessly tweaking the alignment on a slide. It's that nagging feeling that one tiny imperfection will invalidate the entire effort.
- **The goal** isn't to become sloppy, but to learn to distinguish between "excellence" and an unattainable, paralyzing "perfection." Over time, you can learn to ship great work without being a prisoner to the final 1 percent.

Key insight:

Treat everything as an experiment. The Perfectionist hates being tested. By reframing your work as a series of "drafts" or "experiments" instead of a final performance, you lower the stakes and give yourself permission to be human.

Your Training:

The Bad Idea Brainstorm

- With so much pressure to discover the perfect idea, we can easily get stuck. To break free, try a brainstorming round, looking for the worst ideas to your problem instead of the best. Make a list of every horrible, illegal, immoral, unethical, or just plain lousy idea you can think of.

- After you've exhausted all your bad ideas, do a second round where you examine the depraved concepts to see if there's a little something inside each bad idea that could be flipped into a good one. The horrible ideas will push your creativity into uncharted territory. Then, it's just a matter of tweaking and adjusting the bad ones until they're ready for prime time.
- There's no "one right way" to do this exercise. You can simply grab a sheet of paper or open a Word document and start throwing out bad ideas. The more the merrier. **But if you need a little kick start, try using this template:**

The Bad Idea Brainstorm Worksheet

An idea that would give you the *opposite of the desired outcome*:

An *unethical* idea:

An *illegal* idea:

A *cringeworthy* idea:

An *insanely expensive* idea:

A *physically impossible* idea:

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Also Effective Against the Perfectionist:

- **Fast, Bad, and Wrong** (Pg #84)
 - **Role-Storming** (Pg #85)
-

Field Notes:

(use this section to document any encounters):

➤ **Location:**

I encountered **The Perfectionist** when I was *(describe the scenario)* _____

➤ **Behavior:**

The Perfectionist *(describe what it said to you or how it affected you)* _____

➤ **Actions Taken:**

I *(describe what you did)* _____

➤ **Reflections:**

(i.e., what worked to handle the Perfectionist OR how I can handle the Perfectionist better next time) _____

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

“I can’t understand why *people are frightened of new ideas*. I’m frightened of the old ones.”

—*John Cage*

The Tradition Troll

Characteristics:

- **Masquerades as wisdom**, using past successes as a fortress against new ideas.
- Speaks in phrases like “**If it ain’t broke, don’t fix it,**” stifling innovation before it can breathe.
- **Creates an invisible fence around your thinking**, making the familiar feel safe and the novel feel dangerous.



Taming the Beast:

- **Large Tradition Trolls** often manifest as entire organizational cultures. It's the company that lives by the motto "This is how we've always done it here." This disguises its fear of the unknown as institutional wisdom, systematically shutting down new ideas.
- **Small Tradition Trolls** appear in a brainstorm when someone says, "We tried that a few years ago and it didn't work." It's defaulting to the same presentation template or problem-solving method because it's familiar and requires no new thinking.
- **Taming this beast** isn't about disrespecting the past; it's about refusing to be imprisoned by it. With practice, you can learn to honor what worked before while bravely exploring what might work next.

Key insight:

Change your perspective. The Tradition Troll thrives on a fixed point of view. Actively look at the problem from a completely different angle or challenge the underlying assumptions. The beast can't stand a change of scenery.

Your Training:

The Judo Flip

- First, list out all the traditional ways you would ordinarily tackle the challenge you're facing. How have you always done it? What's the preferred approach of industry veterans? What's the prevailing conventional wisdom? Next, draw a line down the page and write out the polar opposite approach to each of the traditional ones.

If you sell cars and want to maximize profits, for example, you might judo flip painful customer negotiations to no-haggle pricing. If everyone else charges for haircuts one at a time, your salon might judo flip into a monthly subscription for unlimited cuts. Pushing yourself to explore the exact opposite of traditional approaches will awaken your creative intuition. Judo flip your challenges, opportunities, and threats into audacious new inventions.

The Judo Flip Worksheet

Tradition:

Polar opposite:

“Judo-flipped” new way of doing things:

Also Effective Against the Tradition Troll:

- SCAMPER (Pg #94)
 - The World's First (Pg #96)
-

Field Notes:

(use this section to document any encounters):

➤ Location:

I encountered **The Tradition Troll** when I was *(describe the scenario)* _____

➤ Behavior:

The Tradition Troll *(describe what it said to you or how it affected you)* _____

➤ **Actions Taken:**

I *(describe what you did)* _____

➤ **Reflections:**

(i.e., what worked to handle the Tradition Troll OR how I can handle the Tradition Troll better next time) _____

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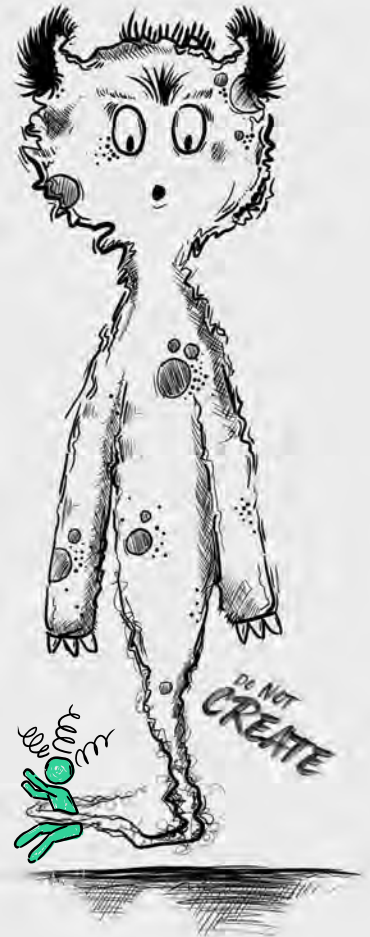
“*Inspiration* usually comes during work rather than before it.”

— *Madeleine L'Engle*

The Phantom Muse

Characteristics:

- **Manifests as a faint shimmer in your peripheral vision**—the ghost of a perfect idea you believe is “out there.”
- **Convinces you that your role is not to create, but to wait patiently for “inspiration”** to finally appear and give you permission to start.
- **Its greatest trick is to make you believe that inspiration is a rare, external event** you must witness before acting. This fosters a paralysis of passivity, whispering that any effort made before its divine arrival is premature and ultimately wasted.
- **Ultimately, the Phantom Muse is an illusion of the mind.** By keeping you in a constant state of high alert for a sign that may never come, it ensures your best work remains locked away, forever “on the verge” but never truly begun.



Taming the Beast:

- **Large Phantom Muses** are deeply held delusions that creativity is an external, magical event. They foster the “romantic artist” archetype—the person who believes their job is to keep a vigil, waiting for a divine sign to begin. This person doesn’t realize they are waiting for a ghost that will never arrive.
- **Small Phantom Muses** are the mirage you see just before you start a task. It’s the ghost on the blank page, whispering that a better idea is just around the corner, if only you wait a little longer. It’s the paralyzing belief that you need a perfect “big idea” to start, when in reality starting is how you find it.
- **Taming this beast** requires shattering the illusion with a single, powerful truth: inspiration is not the cause of action, it is the result of it. You don’t find a muse; you become your own muse through the act of doing the work.

Key insight:

Get good at starting. Dispel the myth that inspiration will “strike,” and realize that what you need is not a sudden flash, but momentum. You start digging a well right where you stand, and eventually inspiration bubbles up from the ground you’re working on.

.....

Your Training:

Feed Curiosity

- **In the Moment: The 20 Questions Method**
 - When faced with a challenge, our first impulse is often to jump straight to brainstorming answers. If the task is to “make a better

soda can,” our minds immediately go to solutions like changing the color palette or using different materials.

- Instead of giving in to the “diabolical temptation” to start brainstorming, try asking questions first. A fun way to begin an ideation session is to play the childhood game of 20 Questions. Before you try to solve the problem, probe the problem itself.
 - ***Using the can example, you might ask:***
 - Why do cans exist in the first place?
 - Where did the original can design come from?
 - What has changed about can design since it was first invented?
 - What does the supply chain look like to get the materials to assemble the can?
 - By asking questions before seeking answers, you open up new possibilities and may even change the direction of the ideation completely. (See the **20 Questions Worksheet** on Pg #89.)
-

As a Habit:

➤ **Play 20 Questions all the time.**

Open minds find inspiration easily. A surefire way to open your mind? Start asking questions. If you encounter new information, try to ask at least one question about it. And good news for you: We live in the age of endless information. So when you do have a burning question, throw it into your favorite AI chatbot. Investigate. Find out.

➤ **Write Stuff Down.**

This habit seems to be nearly universal in high-output creative folks. When they have a good idea, they make note of it. Use the notes app on your phone to do this. Record memos. Really commit to doing it—we often think we'll remember the good stuff, but that simply isn't a guarantee. Write your ideas down.

**“It’s better to
*know some of
the questions*
than all of
the answers.”**

—*James Thurber*

Also Effective Against the Phantom Muse:

➤ **Mindset: Start Before You're Ready** (Pg #74)

.....

Field Notes:

(use this section to document any encounters):

➤ **Location:**

I encountered **The Phantom Muse** when I was *(describe the scenario)* ____

➤ **Behavior:**

The Phantom Muse *(describe what it said to you or how it affected you)* _____

➤ **Actions Taken:**

I *(describe what you did)* _____

➤ **Reflections:**

(i.e., what worked to handle the Phantom Muse OR how I can handle the Phantom Muse better next time) _____

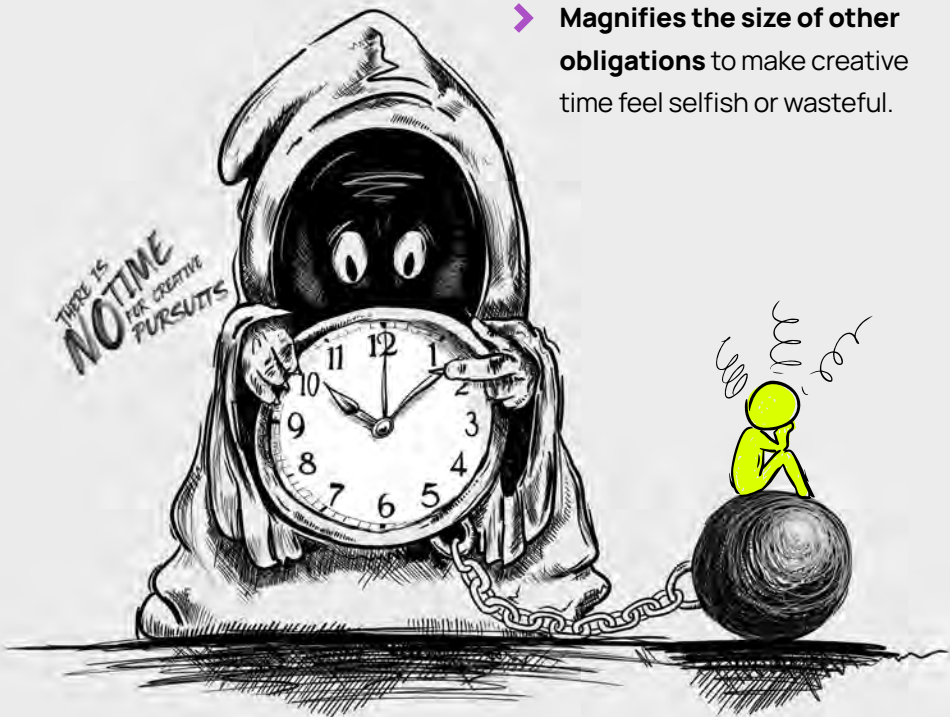
“If you don’t like change, you’re going to *like irrelevance even less.*”

— *Eric Shinsiki*

The Timekeeper

Characteristics:

- A **frantic creature** that constantly points to their watch, insisting there is “**no time**” for creative pursuits.
- **Categorizes creativity as a “luxury”** to be indulged in only after all “real work” is done (which is never).
- **Magnifies the size of other obligations** to make creative time feel selfish or wasteful.



Taming the Beast:

- **Large Timekeepers** have convinced you that you are “just too busy.” Your identity is wrapped up in your packed schedule, and you view creativity not as essential work, but as a frivolous luxury you can’t afford.
- **Small Timekeepers** appear every time you say, “I’ll get to that creative project after I clear my inbox.” It’s the force that constantly prioritizes the “urgent” (endless small tasks) over the “important” (deep, creative work).
- **This beast is defeated** when you realize that creative people don’t find time, they make time. It’s a matter of priority, not availability.

Key insight:

Defend your creative time. Make it a priority. Give it equal importance to your other professional commitments. The Timekeeper is a bully that preys on unscheduled, unprotected time. Put a block on your calendar for creative work and treat it with the same respect you would a meeting with your most important client. When it’s on the calendar, it becomes real and the Timekeeper has to respect the appointment.

Your Training:

- ...begins on the next page.

How to Find the Time:

“Yeah, sure, I’d love to be more creative, but who has the time? I’ve got deadlines.”

In a world of constant notifications, back-to-back meetings, and endless to-do lists, this is perhaps the most common refrain when it comes to creativity. It feels like every minute of the day is already accounted for, and the idea of adding one more thing—especially something as undefined as “being creative”—can seem impossible. We hear you. The pressure is real, and the schedule is packed.

But what if finding time for creativity wasn’t about adding a monumental task to your calendar? What if it wasn’t about finding a mythical, uninterrupted four-hour block, but instead about shifting your perspective on the time you already have? The following techniques are designed for the world we actually live in. They are about discovering pockets of opportunity, integrating creativity into your existing flow, and starting small—so small, in fact, you’ll barely notice the time commitment, but you will absolutely notice the results.

Notes: _____

Practice In-Stream Creativity:

Creativity doesn't have to be a separate, dedicated activity like playing soccer, which requires changing clothes and going to a specific place. Instead, look at it as something you can do "in stream." For example, you might start a team meeting by asking everyone to share their answer using only three words. Or you might write a difficult email as a haiku first, then expand it into normal prose. In-stream creativity doesn't require a distinct, separate time block.

Write here, right now: three places/occasions where you could practice in-stream creativity:

1. _____

2. _____

3. _____

Use the 15-Minute Rule:

At times, we all feel stumped or uninspired. When facing a creative task like writing, commit to just 15 minutes of honest effort. If after nearly 15 minutes you still feel groggy and uninspired, you can walk away guilt free. However, more often than not, the hardest part is simply starting. By the time 15 minutes have passed, you may find that something has clicked and you're in the flow without even noticing.

Use Time Crumbs:

This refers to finding small, recaptured moments in your day and using them for creative practice. For example, while waiting for coffee to brew, imagine you're redesigning the coffee maker—what would you change? Or while standing in a checkout line, observe people around you and invent creative backstories for them.

Write here, right now: three “time crumbs” available to you in a typical week:

1. _____

2. _____

3. _____

Minimize Switching Costs:

While small bursts of creative practice are good for building the creativity muscle, fragmented time is often less optimal for producing a business art. It's hard to get in the zone if your creative time is smashed between other meetings. The mental cost of firing your brain up for one activity, shutting it down, and then firing it up again for another is what “kills you.” When possible, rearrange your schedule to have a solid, uninterrupted block of time, which will be more effective.

Write here, right now: your plan to create a solid chunk of time for tasks that require creativity, or just doing something creative to work the muscle:

1. _____

2. _____

3. _____

**“Once an
organization
loses its
spirit of pioneering
and rests on
its early work,
progress stops.”**

— *Thomas J. Watson*



Manager's Toolkit

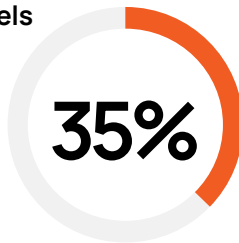
Supporting Team Creativity



If you're leading people, your most important role isn't to have all the answers. It's to create an environment where new answers can emerge. We've seen it time and again: A team's creativity rises or falls with its leader. When leaders model curiosity, normalize experimentation, and celebrate learning over perfection, creativity becomes contagious.

The *research* is clear:

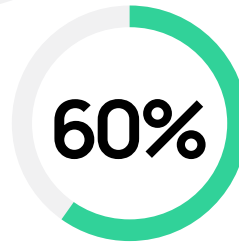
Teams with high levels of psychological safety are



more likely to deliver innovative outcomes

(Google's Project Aristotle).

McKinsey has found that companies with top-quartile innovation cultures outperform peers by up to



in shareholder returns.

Culture is built on the small, repeated behaviors of leaders. How you run meetings, how you respond to mistakes, how you reward curiosity—these microsignals either reinforce fear or unlock innovation. Leaders who consistently signal “yes, try it” create a climate where imagination flourishes and breakthroughs are born.

Here are *three practical* ways to lead for creativity.



Learning Out Loud:

➤ **Description:**

Leaders often feel pressure to present only polished, final answers. Learning Out Loud flips this script: You share your creative process—including doubts, messy drafts, and failures—so your team sees that iteration is normal.

➤ **How to Practice:**

1. When solving a problem, narrate your thought process rather than hiding it.
2. Show unfinished drafts, early prototypes, or half-baked slides.
3. Admit when you don't know, and invite the team to build with you.

➤ **Josh and Kaiser's Take:**

"Too many leaders try to look perfect, but perfection is the enemy of innovation. When you model curiosity and trial and error, you give your team explicit permission to experiment. We've watched leaders transform their teams simply by saying out loud, *'Here's where I'm stuck—what do you think?'* That single move unlocks trust and collaboration."

Why It Works:

- **Normalizes imperfection** and iteration.
- **Builds psychological safety.**
- **Turns leaders into collaborators**, not gatekeepers.

F-Up Fridays

➤ **Description:**

Instead of sweeping failures under the rug, F-Up Fridays celebrate them. The practice: Once a week, the team shares what they tried that didn't work and what they learned.

➤ **How to Practice:**

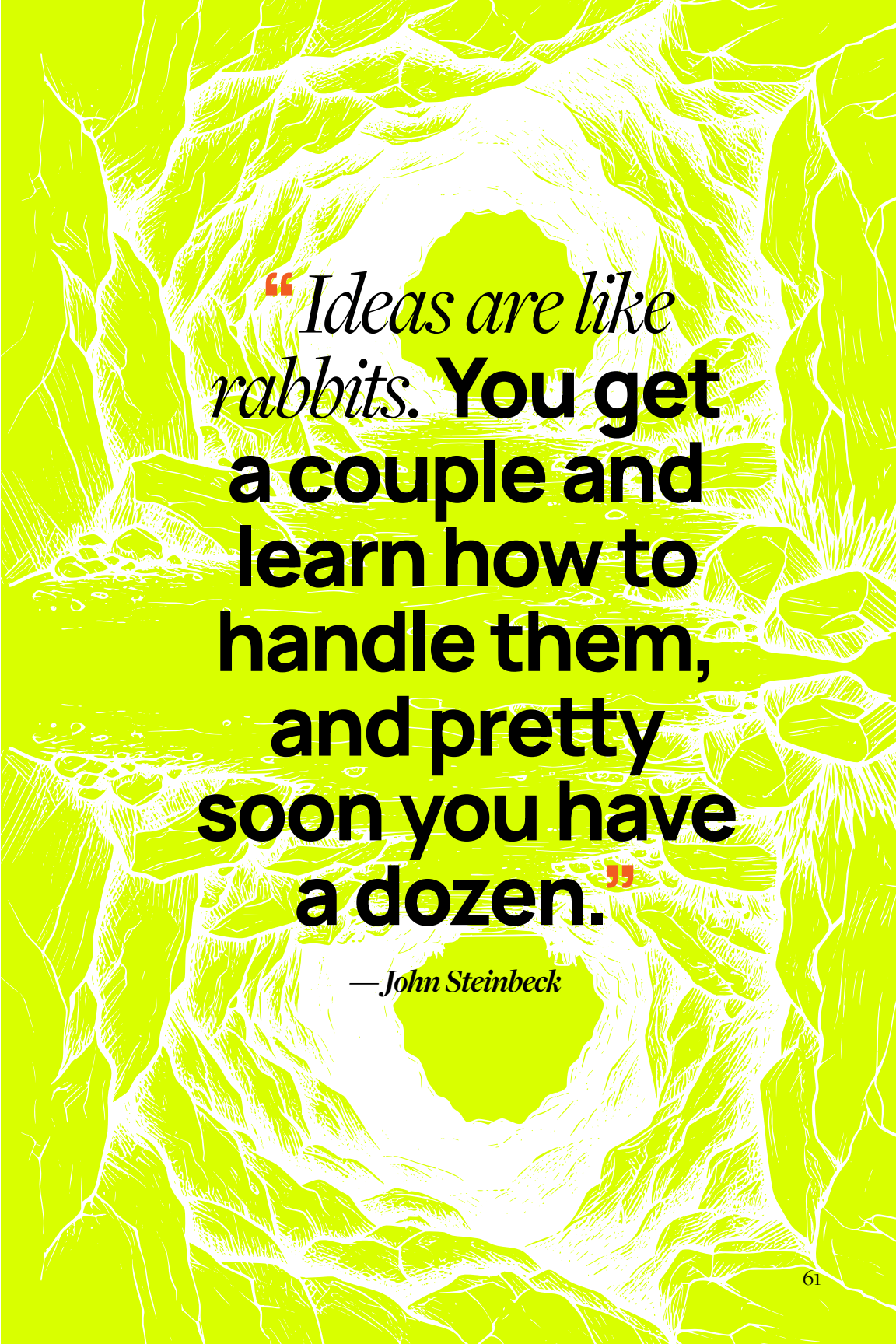
1. Dedicate 10 to 15 minutes in a weekly team meeting.
2. Each person shares one small failure and the insight it generated.
3. Celebrate the attempts—even add applause, humor, or prizes.

➤ **Josh and Kaiser's Take:**

"We've seen teams turn failure into fuel with this ritual. One client had people compete for the 'best fail of the week,' and the prize was a silly trophy. Suddenly, the fear of mistakes evaporated, and the boldest ideas started flowing."

Why It Works:

- **Normalizes experimentation** and risk-taking.
- **Reduces fear of failure.**
- **Reinforces that mistakes are data**, not disasters.



*“Ideas are like
rabbits. You get
a couple and
learn how to
handle them,
and pretty
soon you have
a dozen.”*

—John Steinbeck

Idea Speed Dating

➤ Description:

Most teams treat ideas like monogamous relationships—they find one and cling to it. Idea Speed Dating flips that mindset. Instead of betting everything on a single concept, you audition a bunch of ideas in rapid-fire fashion, then decide which ones deserve a second date.

➤ How to Practice:

1. Set a fixed block of time (e.g., 30 minutes).
2. Every 3 to 5 minutes, pitch a new idea—no overthinking, no polishing.
3. At the end, step back and evaluate: Which idea feels most promising? Which deserves experimentation or more data?
4. Narrow down the pool and move the best forward.

➤ Josh's Take:

"As I recently shared with a client, instead of spending a two-hour meeting on the *idea*, we'd spend the first thirty minutes auditioning half a dozen different ones. One idea every five minutes. Then, together, we'd decide which were most appealing, which were worth testing, and which could be combined. You're not reliant on just one—you're giving yourself a portfolio to work with."

Why It Works:

- **Reduces pressure** on any single idea.
- **Normalizes volume over perfection**—the more pitches, the better.

- **Encourages fast iteration** and makes room for surprise combinations.
- **Mirrors proven creative processes:** *Saturday Night Live* writers famously pitch dozens of sketches, knowing only a handful will survive to air.

Problem: _____

Idea #1: _____

Idea #2: _____

Idea #3: _____

Idea #4: _____

Idea #5: _____

Most Promising Ideas: _____



Innovation **DNA**

**Discover Your
Organization's Identity**



What type of innovator is your organization, really?

Every organization has a distinct innovation fingerprint—a unique blend of how it approaches risk, makes decisions, allocates resources, and tackles problems.

Understanding this fingerprint is the difference between randomly applying creativity techniques and strategically unleashing your team's full potential.

Meet the *Innovation Style Finder*

This isn't another personality test. It's a business diagnostic tool that reveals the institutional behaviors driving your organization's innovation success (or struggles). In less than 2 minutes, you'll discover which of 16 distinct innovation archetypes best describes your organization's approach.

Are you . . .

- **The Maverick**—confident disruptor with infectious optimism?
- **The Scientist**—systematic experimenter driven by discovery?
- **The Trailblazer**—mission-focused innovator changing how business gets done?
- **The Traditionalist**—visionary organization rooted in proven methods?

. . . or one of 12 other distinct innovation types?



The Activist



The Anarchist



The Connoisseur



The Cowboy



The Disruptor



The Energizer



The Improviser



The Maverick



The Pillar



The Prophet



The Protector



The Scientist



The Sharpshooter



The Tinkerer



The Traditionalist



The Trailblazer

Why This Matters

Organizations with misaligned innovation styles waste energy, scatter resources, and stall momentum. But when teams understand their collective innovation DNA, they can:

- **Align leadership** around a shared approach to creativity and risk
- **Shore up blind spots** inherent to their given style
- **Leverage strengths** more strategically and consistently
- **Communicate more effectively** about innovation priorities

Take the *Assessment*



Ready to decode your organization's innovation style? The assessment is free, fast, and will give you immediately actionable insights. Scan the QR code below to take the assessment.

Pro tip: Have multiple team members take the assessment and compare results. The conversations that follow often unlock breakthrough clarity about why certain creative initiatives succeed while others stall.

Understanding your innovation style can be the strategic insight that transforms good creative habits into organizational competitive advantage.

**“You cannot
look in a new
direction *by
looking harder in
the same direction.*”**

— *Edward de Bono*

Section 2



Essential Mindsets

In our *decades of helping foster innovation*, we've nailed down some common mindsets shared among serial innovators, game changers, and habitual creators.

**Here
they
are.**



Fall in Love with the Problem

➤ The Mindset:

Deeply examine and understand a challenge before developing solutions. Stay committed to solving the problem, not attached to any single solution.

➤ Example:

Expedia's customer service team was drowning. Call volume was through the roof, wait times were terrible, and customers were frustrated. The obvious solution seemed to be hiring more agents or improving call efficiency. But instead of jumping to solutions, the team decided to fall in love with the problem itself. They dug deep into why people were calling in the first place. What they discovered was surprising: 58 percent of customers weren't calling about problems at all—they were simply calling to get a copy of their travel itinerary. Once they understood the real problem, the solution became obvious: make it easier for customers to access their itineraries online. This simple insight dramatically reduced call volume and improved customer satisfaction, all because they took time to truly understand what was driving the calls.

How to Practice:

- Before brainstorming solutions, **spend time understanding the problem from all angles.**
- Ask, “**What's the real problem we're trying to solve?**” when you feel stuck.
- **Interview people** who experience the problem firsthand.
- **Ask questions**, ask questions, ask questions.

Start Before You're Ready



➤ The Mindset:

Take initiative immediately rather than waiting for ideal conditions. Act and course correct along the way.

➤ Examples:

Bird founder Travis VanderZanden launched his e-scooter start-up in 2017 by dumping hundreds of scooters on Santa Monica streets overnight without city permits or legal approval. Residents woke up to find rental scooters on sidewalks via an app, with the company dealing with regulations after proving demand. Bird became the fastest start-up ever to reach unicorn status and hit a \$2 billion valuation within a year.

Cameo cofounder Steven Galanis started the celebrity video platform by manually recruiting talent through personal contacts and fielding every customer service call on his own cell phone. They launched with a bare-bones website and D-list celebrities charging \$5 per video, iterating the business model as orders came in. Cameo reached a \$1 billion valuation in 2021.

How to Practice:

- When you have an idea, ask, “**What’s the smallest first step I can take today?**”
- **Reframe projects as experiments**, not final products.
- **Set a “ready enough” threshold**—usually 70 percent certainty is sufficient to begin.
- Instead of waiting for the “perfect” version, **work quickly toward a “viable” version.**



Open a Test Kitchen

➤ The Mindset:

Create safe environments for creative exploration and experimentation where ideas can be tested and optimized.

➤ Example:

W.L. Gore & Associates (makers of Gore-Tex) had a high-stakes Disney deadline looming. They were developing lighter, more durable cables for animatronics, and engineers were prototyping with guitar strings because they needed something thin and strong. But then something interesting happened: A group of engineers got completely distracted. Instead of focusing on Disney's cables, they became obsessed with a different question—could they use their polymer technology to make better guitar strings?

Most companies would have shut this down immediately. But Gore had a policy called “**dabble time**”—encouraging employees to experiment with ideas completely unrelated to their official jobs. This cultural “test kitchen” allowed the team to discover that their polymer coatings could protect strings from corrosion while remaining acoustically transparent. The result? Elixir Strings became one of the world's most popular guitar strings, generating hundreds of millions in revenue from a market Gore never intended to enter.

How to Practice:

- Designate specific **times and spaces for experimentation**.
- Create “**safe-to-fail**” projects where learning is the goal.
- Regularly ask, “**What experiment could we run to test this assumption?**”

Break It to Fix It



➤ The Mindset:

Proactively deconstruct and rebuild existing systems to create superior versions rather than accepting “If it ain’t broke, don’t fix it.”

➤ Example:

Takeru “Kobi” Kobayashi showed up to his first hot dog eating contest and watched the reigning champions. They all used the same technique: bite, chew, swallow, repeat. Kobi thought, *Why eat a hot dog the way it’s meant to be eaten?* So he broke the process apart—literally. He separated the hot dog from the bun, ate them separately, and dipped the bun in water to make it easier to swallow. On his first attempt, he doubled the world record.

How to Practice:

- Question **why existing processes work the way they do.**
- Ask, “**What if we started from scratch?**” about established systems.
- **Look for opportunities to reimagine** rather than just improve.
- **Remember the Judo Flip!**

Reach for **Weird**



➤ **The Mindset:**

Challenge conventional wisdom by seeking unexpected and unorthodox ideas over obvious ones.

➤ **Example:**

By packaging water in beer-style tallboy cans with heavy metal graphics and the tagline “Murder Your Thirst,” **Liquid Death** reached for weird to disrupt the boring bottled water aisle, building a brand now valued at over \$1.4 billion.

How to Practice:

- When brainstorming, **deliberately seek the most unusual approach.**
- Ask, “**What would be surprising here?**” in routine situations.
- Challenge yourself to **find the unconventional angle.**



Use **Every Drop** of Toothpaste

➤ **The Mindset:**

Do more with less. Being resource constrained can fuel creative breakthroughs through resourcefulness and ingenuity.

➤ **Example:**

Taras Kravtchouk wanted to build a revolutionary electric motorcycle, but he had almost no funding. Instead of giving up, he got scrappy. He convinced a battery company to contribute cells in exchange for testing data. He persuaded a design firm to create the body for portfolio credit. He talked a manufacturer into producing parts for future revenue sharing. By the time he was done, he had assembled a world-class electric motorcycle using other people's resources, expertise, and belief in his vision—all without traditional funding.

How to Practice:

- **View constraints as creative challenges**, not obstacles.
- Ask, “**How could we achieve this with half the resources?**”
- **Look for overlooked resources and assets** you already have.

Don't Forget the Dinner Mint



➤ The Mindset:

Add small, creative flourishes and unexpected moments of surprise and delight that elevate experiences from ordinary to transcendent.

➤ Example:

Legendary Michelin-starred restaurant Eleven Madison Park employs “**Dreamweavers**” dedicated to creating surprise moments, like buying sleds for a family seeing snow for the first time. Ever seen *The Bear*? Richie’s “surprises”—those are dinner mints.

How to Practice:

- Identify moments in your process **where you could add unexpected delight.**
- Ask, “**What small touch would make this memorable?**”
- **Look for opportunities to exceed expectations** in tiny but meaningful ways.



Fall Seven Times, Stand Eight

➤ The Mindset:

View setbacks as inevitable and important parts of innovation. Use stumbles as data to inform your next attempt.

➤ Example:

At **Etsy**, when a senior software engineer made a tiny code change that accidentally crashed the entire website, she expected to be fired. Instead, something unexpected happened: Her coworkers rallied around her to get the site back online while offering encouragement and reassurance. But that wasn't the end of it. A year later, Etsy gave her their Three-Armed Sweater Award—named after the comical error page showing a dismayed crafter holding up a sweater with three arms instead of two. The award celebrates engineers who make spectacular mistakes and turn them into learning opportunities. Etsy even commissioned a real three-armed sweater that hangs in their office as a reminder that failures are data, not disasters. By institutionalizing this approach, Etsy created a culture where people openly share their mistakes in company-wide emails so everyone can learn—turning every stumble into collective wisdom.

How to Practice:

- **Reframe failures as learning experiments** that provide valuable data.
- Ask, “**What can this teach us?**” when things don't go as planned.
- **Create systems to capture and apply lessons from setbacks.**

Your Mindset Practice:

*Choose one mindset
that resonates with you
and practice it this week.
Notice how it changes your
approach to challenges and
opportunities.*

**“You can
always edit a
bad page, *but*
you can't edit a
blank page.”**

—*Jodi Picoult*



Section 3



Tools for Right Now

Fast, Bad, and Wrong (FBR)

➤ Description:

The acronym FBR stands for Fast, Bad, and wRong. It's a technique commonly used in writers' circles to tackle the problem of first drafts. The idea is that no one should expect their first draft to be perfect—and often the pursuit of perfection early on is the principal source of writer's block.

This technique is useful for written work, presentations, anything involving a deliverable. And the sentiment can be applied to more complex work as well.

How to Practice:

To practice FBR, commit to cranking out a first draft as quickly as possible, and allow it to be bad and wrong.

➤ Example:

If you need to craft a particularly important email to a client or colleague, open a Word doc and start typing the email as quickly as you can, saying whatever comes to mind.

➤ AI Shortcut:

In today's world, AI tools are incredible FBR generators. Open up your favorite AI chat tool, spend no more than 15 seconds telling it what you want, take the AI's first draft, and iterate from there.

Role-Storming

➤ **Description:**

When you brainstorm as yourself, you're limited by your own perspective. Role-Storming helps you escape those limits by stepping into the shoes of someone else—real or fictional—and asking, “What would they do?”

How to Practice:

1. Choose a problem you're facing.
2. Pick a character—famous, fictional, even absurd.
3. Generate solutions from that character's perspective.

➤ **Characters to Try:**

Miss Piggy, Edgar Allan Poe, the Dalai Lama, MrBeast, Conan O'Brien, Darth Vader.

➤ **Why It Works:**

Role-Storming forces you to suspend your own assumptions. By adopting the lens of someone unexpected, you surface ideas that would never occur to you in your normal frame of mind.

Role-Storming Worksheet

Problem:

Character:

Character's ideas for solutions:

[illegible]

The Borrowed Idea

► Description:

Chances are the challenge you're facing is occurring somewhere else in the world. The key question: *Where else?* This technique involves looking at how similar problems are solved in completely different industries, then adapting those solutions to your field.

How to Practice:

1. Define your challenge clearly.
2. **Ask:** "Where else does something similar occur?"
3. Look in nature, high tech, fashion, entertainment, sports, music, or even sci-fi.
4. Study how that industry/context solves the problem.
5. Adapt their approach to your situation.

► Example:

Doctors at Great Ormond Street Hospital were struggling with patient handoffs from surgery to intensive care—a complex, high-pressure process prone to errors. They noticed similarities to Formula 1 pit stops: Both required teams of specialists to coordinate under time pressure, performing complex technical tasks with perfect accuracy. They visited Ferrari headquarters, studied pit stop procedures, and adapted F1 principles to medical handoffs. The result? They reduced technical errors by 42 percent and information omissions by 49 percent, while cutting handoff time by over a minute.

➤ **Why It Works:**

Solutions already exist—you just need to find them in unexpected places. Different industries have solved problems you're facing, often in sophisticated ways. By borrowing and adapting proven approaches, you accelerate your own innovation.

The Borrowed Idea Worksheet

*My **Challenge**:*

Where else might this **challenge** occur?

Industry 1: _____

Industry 2: _____

Industry 3: _____

How do they **solve it**?

Solution 1: _____

Solution 2: _____

Solution 3: _____

How could I **adapt this to my situation**?



The 20 Questions Method

➤ **Description:**

Instead of rushing into answers, slow down and interrogate the problem. Like a child's game of 20 Questions, this method keeps you asking before solving—often uncovering root causes and overlooked opportunities.

How to Practice:

1. Write down your problem.
2. Spend time generating at least 20 questions about it before attempting any answers.
3. Use the new insights to reframe the problem and shape your solutions.

➤ **Why It Works:**

Questions expand the playing field. They prevent premature solutions and open up fresh angles that often change the direction of your creative process.

20 Questions Worksheet

Problem:

Questions:

1.

2.

3.

4.

5.

6.

7.

8.

9. _____

10. _____

11. _____

12. _____

13. _____

14. _____

15. _____

16. _____

17. _____

18. _____

19. _____

20. _____

The To-Test List

► Description:

We all have a to-do list—but how many of us keep a To-Test List? This simple practice transforms you from someone who just executes tasks into someone who consistently experiments. It's a running inventory of ideas waiting to be tried.

How to Practice:

1. Start a separate list alongside your to-do list.
2. Anytime an idea pops into your head—big, small, weird, half baked—stick it on the list with no judgment.
3. Regularly review your To-Test List and pick items to experiment with.
4. The mere existence of the list serves as an ongoing reminder that part of your role is to be an experimenter.

► Why It Works:

The To-Test List changes your relationship with ideas. Instead of immediately judging whether something will work, you capture it for potential testing. This removes pressure and creates a habit of experimentation. Great leaders are great experimenters, and this simple tool helps you think like one.

The To-Test Worksheet

My *To-Test List*:

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

SCAMPER

➤ Description:

SCAMPER is a structured checklist for reimagining challenges. By systematically applying the verbs captured in this acronym, you jolt yourself into fresh possibilities.

How to Practice:

Take your problem and run it through each SCAMPER lens:

- **Substitute:** What could we substitute?
- **Combine:** What could we combine?
- **Adapt:** What could we adapt from elsewhere?
- **Modify:** What could we modify or emphasize?
- **Put to other uses:** How could we use this differently?
- **Eliminate:** What could we remove?
- **Reverse:** What could we reverse or rearrange?

➤ Why It Works:

SCAMPER gives structure to free-form ideation. Each prompt challenges assumptions and encourages novel approaches without needing to start from scratch.

SCAMPER Worksheet

Problem:

Substitute: _____

Combine: _____

Adapt: _____

Modify: _____

Put to other uses: _____

Eliminate: _____

Reverse: _____

The World's First

➤ Description:

Incremental ideas are safe, but World's First ideas force bold thinking. By framing solutions as the world's first, you automatically push past the obvious into the extraordinary.

How to Practice:

1. Write down your challenge.
2. Complete the sentence repeatedly: *"To solve this problem, I could create the world's first _____."*
3. Don't censor yourself—stretch for the outrageous.

➤ Why It Works:

The World's First bypasses incremental tweaks and unlocks disruptive possibilities. It demands audacity and dares you to think bigger than the status quo.

The World’s First Worksheet

Problem:

“To solve this problem, I could create the world’s first _____

”

Repeat at least 5 to 10 times.

“To solve this problem, I could create the world’s first _____

”

“To solve this problem, I could create the world’s first _____

”

“To solve this problem, I could create the world’s first _____

”

“To solve this problem, I could create the world’s first _____

”

Option X

► Description:

When making decisions, we usually narrow our choices to the obvious options: A, B, and C. These are typically anchored in historical reference and conventional thinking. Option X challenges you to pause and ask, “Is there a completely different, unconventional approach we haven’t considered?”

How to Practice:

1. List out your obvious options (A, B, C).
2. Before choosing, pause and ask, “Is there an option D? An option E? Or how about an option X?”
3. Push yourself to find weird, oddball, unexpected approaches.
4. Option X should feel playful, counterintuitive, or even absurd at first glance.

► Examples:

- **Fitbits for Chickens:** Honest Eggs Co. wanted to stand out in a sea of marketing claims about “free-range” eggs. They needed a simple way to prove how much their hens actually roamed. Option X was to strap custom step-counters onto the chickens and print each bird’s daily step count on the eggs themselves. The move turned a commodity into a data-rich story you could hold in your hand. The campaign sparked national media coverage, and drove a 40 percent jump in purchase orders and a 25 percent lift in sales.

- **The Airplane Seat:** Josh was seated next to his biggest sales prospect in first class. Option A: Try to close the deal during the flight. Option X: Give his seat to the client's wife (who was in the back), earning massive goodwill that helped close the deal later.



Why It Works:

Option X forces you beyond conventional thinking into truly creative territory. These weird, oddball ideas often make all the difference because they're unexpected, memorable, and break through the noise of typical approaches.

Option X Worksheet

My *Decision/Challenge:*

Obvious Options:

Option A: _____

Option B: _____

Option C: _____

Option X Ideas:

Weird option: _____

Unexpected option: _____

Playful option: _____

Counterintuitive option: _____

Which Option X feels worth testing? _____

The Mash-Up

➤ Description:

When you mash up two unrelated things, surprising ideas emerge. Just like Reese's paired peanut butter with chocolate, you can spark breakthroughs by combining different industries, products, or services.

How to Practice:

1. Make a list of products, services, and/or business models from industries very different than your own.
2. Experiment by combining these outside elements with your own products, services, or challenges. See what fresh possibilities appear.
3. Push yourself further: Try mashing up two totally unrelated businesses—like a movie theater with a hospital, TikTok with life insurance, or cable TV with higher education. Explore how the unexpected combinations might open up brand-new solutions.

➤ Examples:

- What would my business look like if it borrowed from the cruise industry?
- What if on-demand food delivery principles applied to professional sports?
- What if my workflow mashed up with the best practices of video game design?

➤ **Why It Works:**

The Mash-Up forces you out of default thinking patterns and into unfamiliar territory. By exploring unexpected pairings, you discover creative new products, services, and process improvements that wouldn't surface otherwise.

The Mash-Up Worksheet

Thing 1: _____

Thing 2: _____

Mash-Up Idea: _____

Thing 1: _____

Thing 2: _____

Mash-Up Idea: _____

Thing 1: _____

Thing 2: _____

Mash-Up Idea: _____



Your Next Steps

You've got the tools. You've met the beasts. You've seen what's possible. *Now it's time to put creativity to work—not someday,*

**but
right
now.**

This Week:

- **Run an experiment.** Pick one tool from section 3 and apply it to a live challenge. Don't overthink it—just try.
 - **Face a beast head-on.** Notice when one of the five beasts shows up and fight back with its weapon.
 - **Add a twist.** Take one routine task (an email, a meeting, a customer call) and approach it with in-stream creativity.
-

This Month:

- **Build a ritual.** Choose one practice from section 3 and do it consistently for four weeks. Watch how habits reshape your creative muscle.
 - **Spread the spark.** Teach one technique to a teammate or colleague, then use it with them. Creativity multiplies when shared.
 - **Track your moments.** Keep a simple log of when you notice yourself being creative. Acknowledge it, celebrate it, repeat it.
-

For the Rest of Your Career:

- **Stay in the creative gym.** Treat creativity like a muscle—use it daily, or lose it.
- **Lead with imagination.** Whether you're managing people or just managing your own time, make curiosity and experimentation part of your leadership.
- **Choose boldness over certainty.** When in doubt, lean toward the idea that stretches you. That's where the breakthroughs hide.

Additional Resources

*Want **More?***

- **Subscribe to Find a Way Weekly**, our weekly creativity boost. Sign up at JoshLinkner.com/weekly/

Check out Josh's book, *Big Little Breakthroughs*, on Amazon.

- **Check out Kaiser's book**, *Crack the Code*, on Amazon.
- **Follow Josh, Kaiser, and Platypus Labs on LinkedIn** for inspiring stories and creativity tips:

@joshlinkner

@kaiser-yang

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About the Authors

Josh Linkner and Kaiser Yang help organizations and individuals *unlock their creative potential* through Platypus Labs.





Josh Linkner

Josh Linkner is a *New York Times* bestselling author, serial entrepreneur, venture capital investor, professional jazz guitarist, and a globally recognized innovation expert.

On the business front, he's been the founder and CEO of five tech companies, which created over 10,000 jobs and sold for a combined value of over \$200 million. He's the cofounder and managing partner of Muditā (moo-DEE-tah) Venture Partners—an early-stage venture capital firm investing in groundbreaking technologies. Over the last 30 years, he's helped over 100 start-ups launch and scale, creating over \$1 billion in investor returns. He's twice been named the EY Entrepreneur Of The Year and is the recipient of the United States Presidential Champion of Change Award.

While proud of his business success, his roots are in the dangerous world of jazz music. He's been playing guitar in smoky jazz clubs for 40 years, studied at the prestigious Berklee College of Music, and performed over 1,000 concerts around the world.

His experiences in both business and music led him to become one of the world's foremost experts on innovation. Josh is the cofounder and Chairman of Platypus Labs, a global research, training, and consulting firm. Today, he's on a mission to help leaders Find a Way through creative problem-solving, inventive thinking, and ingenuity.



Kaiser Yang

Kaiser Yang is a globally minded entrepreneur, innovation strategist, and CEO of Platypus Labs.

Born in Tokyo and raised in a global community, Kaiser had his worldview shaped early on by exposure to diverse cultures and ways of thinking.

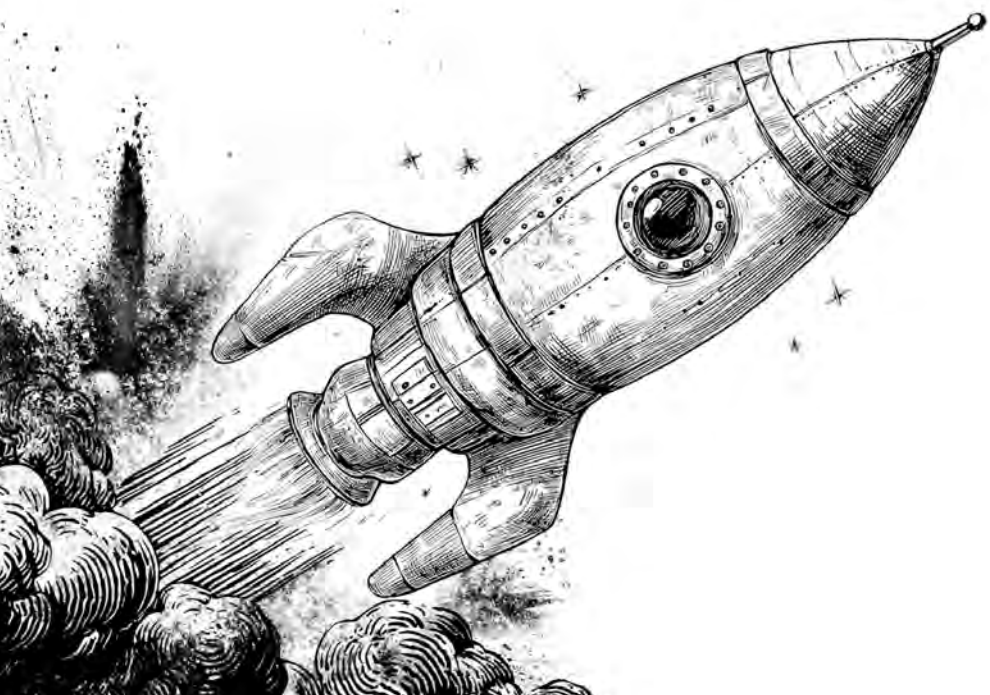
Kaiser made a dramatic leap from Tokyo to the Pacific Northwest after falling in love with its natural beauty while attending Washington State University.

There, he took a personality test that said he was extremely unlikely to succeed in a sales career. So, naturally, he became the top-performing salesperson in the United States for Otis Elevator Company.

After earning his MBA, Kaiser built a career spanning sales, entrepreneurship, restaurateurship, real estate, marketing, and digital strategy—always guided by a relentless bias for action and a passion for helping people and companies thrive.

Today, Kaiser brings this eclectic experience to keynote stages and innovation workshops around the world. His programs combine real-world business acumen with accessible tools that help leaders and teams spark breakthrough thinking, build cultures of innovation, and create sustainable competitive advantage.

Through it all, Kaiser remains grounded by a simple belief: **We all have innate creative superpowers—the real opportunity is learning how to harness them.**



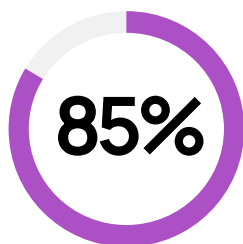


Bring This

to Your Organization

The techniques in this field guide work—but they work even better when your entire team is equipped with them.

The ***business case*** is clear:

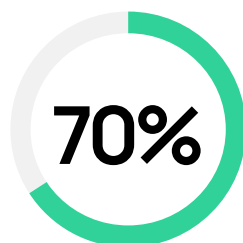


of organizations say innovation is “extremely important,” yet less than 35 percent have established processes to develop it.

Companies with higher creativity scores deliver above-average total return to shareholders and **growth**



more often than their less-creative counterparts.



of employers identify creative thinking as the most in-demand skill for 2024.

The ***opportunity*** is urgent.

In an era where **39 percent of current skills will be obsolete by 2030**, creativity isn't a nice-to-have—it's your competitive edge in an AI-driven world.

Ready-to-Deploy Solutions

➤ **Keynotes and Workshops**

Energize your team with practical, immediately applicable creativity tools, from 45-minute keynotes to full-day intensive workshops.

➤ **Innovation Consulting**

Custom solutions to tackle your specific challenges and build a sustainable culture of innovation.

➤ **The Growth Accelerator**

A comprehensive 16-week program to invent, develop, and launch innovative solutions that drive measurable growth.

Proven Track Record

We've helped **Fortune 500 companies** like Disney, Google, Microsoft, and Coca-Cola unlock their creative potential. Our clients consistently report **5-times return on investment within 12 months**.

“Platypus Labs helped our organization think more innovatively and up-tier our talent. They *masterfully demystified the techniques behind world-class innovations.*”

—Joshua Kay, managing director, CIBC



Your people already
have the *creative capacity*.
We just help them access it.

**Ready to
unlock your
organization's
creative
potential?**

Let's get started together.

PlatypusLabs.com

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“ It always seems
impossible



... until it's **done.**”

—*Nelson Mandela*