



Creative Intelligence

FRONTERA
G R O U P

Contents

What is creative intelligence?

- Old problems, new solutions
- Old dogs, new tricks

Who has it?

- Common traits

Which teams need it?

- Medical
- Marketing
- Research
- Agencies

Implications for teams

- Intelligence breeds confidence
-

Such challenges demand that we look at such problems in a different way, using new methods of research, analysis or engagement.

Old problems, new solutions

What is creative intelligence?

Creative intelligence is the ability to devise solutions to new & old problems. As such, it requires imaginative minds that can think in abstract ways, often in collaboration with internal/external teams.

Old problems, new solutions

It can be critical in healthcare where we encounter existing problems that for many years have seemed unsolvable. Such challenges demand that we look at such problems in a different way, using new methods of research, analysis or engagement. As healthcare evolves, so does the use of innovative approaches to issues that previously would have frustrated teams who used traditional methods of problem-solving.

Old dogs, new tricks

Teams are therefore required to develop new skills. That means those teams that are willing & able to develop / evolve are more likely to be more successful at problem-solving. Moreover, those teams that cannot develop their approaches over time will be dependent on others, who they will then simply copy or follow.

Who has it?

Common traits



Teams & individuals with high creative intelligence are often the ones that are most curious. Fascinated by the world around them. Frustrated by the limitations they encounter. Excited by the opportunities that lie ahead. And all in equal measures. They often tend to be self starters, motivating themselves to learn and not limited by their environment, they will seek out the resource (whatever that takes) to ensure they can achieve progress.

Such people are incredibly resourceful, when seeking the means to improve. Where constraints are felt to be too great and too limiting, then such people/ teams become proactive, escalating the issue to drive change. Accepting defeat is not a characteristic that they will find easy or acceptable. Instead, teams with high creative intelligence show resilience when faced with long-standing problems, remaining positive and optimistic. Their instincts (and often experience) tell them that all problems have solutions. This is particularly true when they see that approaches to-date seem familiar, lacking in any diverse thinking. At such times, they do what comes naturally, they default to better understand the problem, before devising a way to resolve it.

From the beginning, such teams have a strong sense of control. They're at ease with ambiguity, the uncertainty ahead. Under such circumstances they're stimulated and they thrive. It allows them to flex their agility of mind, they think beyond the familiar, the usual.

Which teams need it?

Having creative intelligence means you possess the imagination to see ways in which an idea could work that others might dismiss. This open mindedness is a positive quality because it means you're willing to consider a wide range of suggestions people may present to you, which increases the chances you'll find one that's successful. When you put it like that, creative intelligence has a role in all aspects of pharma.

As such, tradition and familiarity can be an enemy here, where authorities who fall back on conventional wisdom often suppress new ideas. Such teams will always be limited when significant challenges arise, instead becoming dependent on others to forge new ways and solutions.

Medical



Science makes use of creative intelligence when attempting to answer questions, make discoveries or solve problems. This is particularly true when you have exhausted conventional methods of finding solutions. Driving ever better ways of diagnosing and treating conditions is critical to our progress in health as we identify ever more precise ways to treat. Think antibody conjugates and digital therapeutics. But with new treatments comes the need to shift the environment they're in. The more significant the advancement, the bigger the task to prepare the environment.

In these situations, intelligent approaches to clinical research, guideline evolution, regulatory evaluation, health tech appraisal are needed to ensure patients achieve access to such advanced therapies, faster. Using the knowledge and tools that behavioural science provides, can help overcome the barriers ahead.

“Think antibody conjugates and digital therapeutics. But with new treatments comes the need to shift the environment they're in.”

Marketing

Successful marketing often relies on creative ideas and execution. A team's creative intelligence enables it to consider ways in which a product or service could achieve stand out. But in truth, anyone can stand out (remember the gorilla playing the drums?). The marketing challenge is being focused on how to achieve this and positively change audience behaviour in the way required (how many of you went out to buy another “glass and a half of pure milk chocolate”?).

So, creative intelligence alone is not enough. Those who possess it, need to harness it. It must be directed at challenges in the right way to secure the desired shift in audience behaviour(s) - so-called “practical intelligence” is the ability to apply problem solving into everyday situations.

“Analytical intelligence” is the ability to dissect problems into component parts in order to better structure analysis and develop distinct solutions.

Research

Research

There’s a critical role for market research to inspire new thinking through data. Creative intelligence plays a key role here. How can research teams gather ever more accurate audience profiles, analyse existing data in distinct ways, guide teams towards launch with new insights? “Analytical intelligence” is the ability to dissect problems into component parts in order to better structure analysis and develop distinct solutions.

With such skills, research has the potential to provide competitive advantage by working with teams that develop new products and solutions that no one else in the marketplace has yet deployed. In this way, the team’s unique approach to research problems can help underpin differentiation.

Agencies

If your agency is there to help drive any of the above, then creative intelligence is a must. Unless an agency partner is simply tasked with executing against the thinking of others, it is critical that they have processes in place to triage and explore problems using senior teams that don’t default to standard approaches or solutions.

Such teams don’t start with a proposition or promise. Instead they look to define the problem statement that encapsulates the challenge being faced. Only then can they initiate the steps towards solution design.



Implication for teams

Intelligence breeds confidence

Teams that have successfully applied the principles of creative intelligence to solve problems, appear confident when encountering unfamiliar challenges. Such teams realise that they can use creativity to their advantage, encouraging them to take on ever more difficult challenges.

Frontera Group - Research, Consultancy, Creative: If you have a challenge that demands a different view, why not let us share how we would approach it.

References:

Sternberg, R. J. (1997). The triarchic theory of intelligence. In D. P. Flanagan, J. L. Genshaft, & P. L. Harrison (Eds.), *Contemporary intellectual assessment: Theories, tests, and issues* (pp. 92–104). The Guilford Press. <https://psycnet.apa.org/record/1997-97010-005>

Ambrose, Don, and Robert J. Sternberg, eds. *Creative intelligence in the 21st century: Grappling with enormous problems and huge opportunities*. Vol. 11. Springer, 2016. <https://books.google.co.uk/books?hl=en&lr=&id=VmSvDAAAQBAJ&oi=fnd&pg=PR5&dq=creative+intelligence&ots=W5a1qWzt7r&sig=KgyYKJb7eXPJv6lyp-LfhZJxl4#v=onepage&q=creative%20intelligence&f=false>

Contacts

Matt Leeming

Business Unit Lead

matt@frontera-group.com

Dr Rachel David

Managing Partner

rachel.david@redlinestrategic.com

Craig Mills

Group Managing Director

craig@frontera-group.com

www.frontera-group.com