

12-2011

# Crafting a Career Using CPS and FourSight

Morgan E. Milovich

Buffalo State College, swinme23@mail.buffalostate.edu

## **Advisor**

Marie Mance

## **First Reader**

Marie Mance

To learn more about the International Center for Studies in Creativity and its educational programs, research, and resources, go to <http://creativity.buffalostate.edu/>.

---

## Recommended Citation

Milovich, Morgan E., "Crafting a Career Using CPS and FourSight" (2011). *Creative Studies Graduate Student Master's Projects*. Paper 149.

Follow this and additional works at: <http://digitalcommons.buffalostate.edu/creativeprojects>



Part of the [Business Administration, Management, and Operations Commons](#), [Fine Arts Commons](#), [Industrial and Product Design Commons](#), [Marketing Commons](#), [Sales and Merchandising Commons](#), and the [Social and Behavioral Sciences Commons](#)

Crafting a Career Using CPS and FourSight  
by

Morgan E. Milovich

An Abstract of a Project  
in  
Creative Studies

Submitted in Partial Fulfillment  
of the Requirements  
for the Degree of

Master of Science

December 2011

Buffalo State College  
State University of New York  
Department of Creative Studies

ABSTRACT OF PROJECT

*Crafting a Career Using CPS and FourSight*

The purpose of my project is to develop a case study of how I will use Creative Problem Solving (CPS) and an attention to my Foursight preferences to grow my existing craft business into a viable career, rather than having it as just a hobby.

By utilizing the CPS Thinking Skills Model and having a greater awareness of my Foursight preferences, I was able to move from a dream to a reality and come out the other end of this project with a fully functioning, profitable business rooted firmly in creativity.

This project was two fold in nature: I spent a great deal of time using CPS and its various tools as well as enhancing the Foursight preferences that are not mine naturally. I then reported in a case study fashion how this introspection has effected my craft business.

---

Morgan Milovich

---

Date

Buffalo State College  
State University of New York  
Department of Creative Studies

*Crafting a Career Using CPS and FourSight*

A Project in  
Creative Studies

by

Morgan E. Milovich

Submitted in Partial Fulfillment  
of the Requirements  
for the Degree of

Master of Science

December 2011

Buffalo State College  
State University of New York  
Department of Creative Studies

*Crafting a Career Using CPS and FourSight*

A Project in  
Creative Studies

by

Morgan E. Milovich

Submitted in Partial Fulfillment  
of the Requirements  
for the Degree of

Master of Science  
December 2011

Dates of Approval:

---

---

Marie Mance  
Lecturer

---

---

Morgan E. Milovich  
Student

## Dedication and Acknowledgements

This project would not have been possible without the constant support and guidance of a number of influential people in my life.

My parents, Bruce and Vickie Swindlehurst, have given me the foundations of what it means to be a creative person, and they have always supported even my most zany interests. I cannot thank them enough for having given me every opportunity to express myself as a child. I honestly would not be the individual thinker that I am today if it were not for your constant belief in me, my interests and my dreams. I also would not have the vast collection of silverware that I do if it were not for my father's belief in what I was doing, and his zeal to see me succeed. I cannot thank them enough for everything they've ever done for me.

To Josh, my husband, my business partner and my best friend, none of this would have been possible without you. You have always supported my dreams, no matter how far out they were. You have been a constant source of inspiration, knowledge and an immensely important grounding force. You have given me the greatest gifts in the world; your love, your appreciation, your dedication, your support and most importantly, our family. I love you.

To Maxwell, my son, your arrival into our lives was made known to us the day before I started my first Creative Studies class, so I guess you could say you've been with me through this whole journey. Your mere existence has made me want to do more and be

more in my life, for you, for us. This has been quite the experience with you on this journey through my masters; from finding out I was pregnant, to your early arrival (just as CRS580 was starting!) to you learning to walk in this last class. I want to thank you for being such a wonderful little man, for being a constant source of joy in my life and for giving me the inspiration to follow my dreams and show you what you can accomplish when you follow your dreams. I adore you my little love.

## Table of Contents

Section One: Background to the Project.....	1
Section Two: Pertinent Literature.....	15
Section Three: Process Plan.....	24
Section Four: Outcomes.....	27
Section Five: Key Learnings.....	44
Section Six: Conclusions.....	47
Section Seven: Appendices.....	51
A: Concept Paper.....	52
B: Bracelets.....	64
C: New Products from CPS Session.....	65
D: Tags and Materials sheets for Etsy.....	66
E: Case Study.....	71



## **Section One: Background to the Project**

### **Purpose**

The purpose of this project was to use Creative Problem Solving to ultimately live the passion that I have for creation, through the deliberate use of creativity and my training in CPS, to grow my small business. I have struggled with the desire to make my crafting a real business, as I did not have the proper tools or knowledge to do so, but it has always been a dream of mine.

Our small business, Cardinal Designs, was started in the spring of 2010 by my husband and me, in an effort to bring in a little extra money from time to time. We initially started out only making hand-thrown functional pottery, but in the last 8 months the business has taken a new turn into the repurposing of antique and vintage silverware. This new direction has been quite invigorating for me especially, as I really enjoy a new challenge and learning new things.

I have always been drawn to new and different materials and techniques in art creation. There is something so fulfilling for me when I master a new material, solve a new problem or learn a new craft. I have decided to harness that interest and motivation and turn it into a profitable business that will allow me live the life I have always envisioned for myself.

As I mentioned earlier, we have sold pieces before, at craft shows, but it was mainly under the craft heading of “Ceramics” or “Pottery”, which is what we have both done for years. The silverware creations aspect of the business is totally new to us, so we have had some struggles here and there in how to really make it successful. It is such a

paradigm shift in marketing, product development and financial record keeping that we have had some setbacks in our progress.

By capitalizing on the creative expression that drives me and my Creative Problem Solving (CPS) training, I feel that we can build an interesting niche business that has the potential to be very lucrative.

Being successful at this could bring so many wonderful things into our lives. It would be very fulfilling work to be doing, our family unit would be stronger due to the nature of being a work-from-home mother, we would be able to continue to live in a manner that we are comfortable with, and our son would see that if you put your mind to your dreams you can see them come true.

There is a very self-serving aspect to this project as well. I feel that this project has truly made me accountable for my actions and beliefs both personally and with the business. There was a great deal of introspection and self-actualization involved in this project as I spent a great deal of time trying to truly understand my role in how this business has worked in the past, why it has not gotten off the ground previously, and how I could change all of that.

Since beginning this course work in Creative Studies I feel that I have become more aware of myself. This project was the culminating exercise for me in self-actualization and awareness as I saw my dreams, charted a path and set out to achieve them.

**Description of Project:**

This project is a personal case study of how I used Creative Problem Solving (CPS) training from the masters program as well as attention to my Foursight preferences

to grow my existing craft business into a viable career, rather than just having it as a hobby.

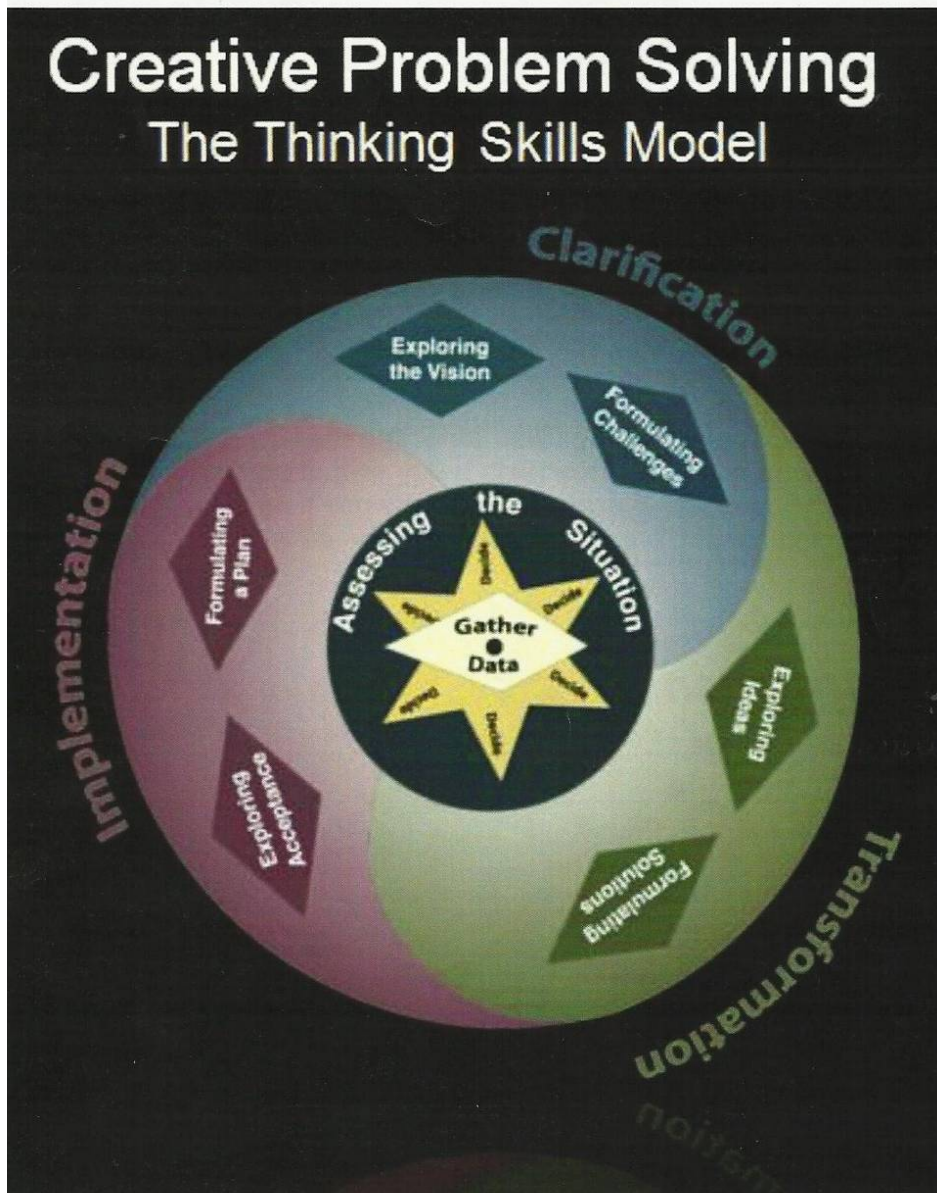
### **Creative Problem Solving**

Creative Problem Solving (referred to as CPS from this point forward) is a method of deliberately enhancing creativity in any number of fields; professionally, educationally, personally, artistically, and, this is just to name a few domains. Originally CPS was developed by in the 1950's by Alex Osborn, who later teamed up with Sidney Parnes. A number of other creativity theorists, (Puccio, Murdock, Mance, 2007) have since built upon the original theory which in turn developed and evolved as we began to understand more and more about the nature of creativity development.

Currently, the International Center for Studies in Creativity (ICSC) at the State University of New York, College at Buffalo (Buffalo State), has fully adopted the newest model of CPS entitled *Creative Problem Solving: The Thinking Skills Model (CPS:TSM)*. (Puccio, Murdock, Mance, 2007). This model, I feel, works on the nature of the CPS process as well as the natural progression of problem solving that we as humans do implicitly. As humans we do these steps even if we do not necessarily put names on each of the steps we follow to solve a problem. In the CPS:TSM model, the authors have named the three conceptual stages that one must go through to solve any problem; Clarification, Transformation and Implementation.

The Thinking Skills Model's (TSM) visual representation (Figure 1) is one that allows the user to visually map where they are in the process, and includes multiple visual cues for where to go in the process at each of the three conceptual stages.

Each of these three main stages is further broken down into two process steps, each having a convergent and divergent aspect to open up thinking, get a lot of options and then winnow down to the most promising of those options. The process steps within each of these stages are also named in a way that showcases the natural progression of problem solving within human nature. The authors have named the first process step within each stage “Exploring”, as in exploring all of the possibilities that are available at that step to get the greatest variety. The second process step within each stage is “Formulating” as in making decisions and becoming more concrete based on the exploring of these options.



*Creative Leadership: Skills That Drive Change*

Puccio, Murdock, Mance (2007)

**Figure 1 CPS:TSM model**

The concepts of Divergent and Convergent thinking are integral to CPS; one cannot fully experience the process without understanding these two concepts. One of my favorite quotes about these two concepts, in reference to CPS, in Puccio, et al., (2007), is, "Like

breathing in and out, these two alternating phases provide a natural movement across all steps of the CPS process that helps you manage your judgment and decision making” (p. 62).

Merriam-Webster Dictionary defines diverge as “to move or extend in different directions from a common point” and converge as “to tend or move toward one point or one another; come together: meet”. These two definitions, as you can see, clearly outline the steps one takes when naturally solving a problem, and thus show the integral nature of their place in CPS.

Over the last 4 years I have spent a great deal of time throughout my masters learning about CPS, but just recently learning about CPS:TSM, as I was part of the transitioning student population from the old model of CPS to CPS:TSM. I must say that CPS:TSM is a much more rational and natural process, and that the model certainly makes explicit the process in a way that is easier to both explain and to experience.

### **FourSight**

FourSight was developed based on research completed at Buffalo State by Dr. Gerard Puccio. The main goal of this model to help you understand for both yourself and the groups in which you work, what areas of creative process you work best in. This model helps you understand where your preferences lie and how that can affect your creative process both positively and negatively. For example, some people most enjoy generating ideas, while others may prefer developing plan and seeing it through to fruition.

Based on four preferences that people have towards creative process, FourSight helps both individuals and groups understand their preferences on a deeper level to

“leverage your own strengths and those of others” (Puccio, 2002, p. 3) for creative breakthroughs.

These four preferences are Clarifier, Ideator, Developer and Implementer, each of which has inherent benefits as well as detriments to creative process. Clarifiers enjoy the details of a situation, they like to make sure that the right problem is being solved before they move forward, because of this interest, they can sometimes get lost in the minutia of a problem. Ideator are the go-to people for imagination and big ideas; they can see problems from a wide angle and enjoy coming up with lots of ideas, they can overlook crucial details and jump from idea to idea without follow-through though. Developers enjoy figuring out solutions to problems that comes from thorough inspection of the pros and cons of an idea, they can map out all of the steps to move on a solution, but sometimes they get stuck trying figure out the perfect solution. Implementers want to get things done, they want to see results and they want to see them now, in their urgency however, they can sometimes move too fast and miss crucial parts. As you can see, these preferences are not good or bad, they are totally value neutral. They are simply a way for you to become more aware of where you are of most benefit (to yourselves or your group), and where you may fall short in the areas of creative process.

People do not necessarily only have one or another preference, in fact quite a few people have combinations of these preferences. I myself am a “Theorist”, meaning that I have high preferences for both high “Ideator” and high “Developer”. My husband, on the other hand, is an “Accelerator”, meaning he has a high preference for both “Clarifier” and “Implementer”. This means that we are exact opposites in preferences.

Understanding your FourSight preferences is the first step to understanding how you can make breakthroughs with your thinking in the creative process. I personally know that I need to develop my Clarifier and Implementer skills in order to be more efficient at growing and running this business. For example, I have a tendency to come up with lots of ideas, develop very specific plans of what needs to be done, only to realize that I have not answered the initial problem or not actually see any of those plans through to fruition. I have wasted much time in the past by not clarifying, and cost my business a great deal of money because of my lack of implementation. By being aware and cognizant of your preferences, and the areas that are not your preference, you can deliberately use and develop the preferences you need to in order to be most successful.

### **Cardinal Designs Business**

To give some better understanding to the products I make, let me give a bit of background on the material and what I do.

Ever since I was a high school student I have always collected antique silver-plated silverware; there was something about the patterns, and the delicateness of the designs on the handles that totally engaged me. I have carried around this box of antique silverware, never really knowing what to do with it, even though I was so drawn to it.

Last spring, while in my CRS 670 Facilitation class, I was looking for an interesting thank you gift for all of the people involved in my facilitation practice, one that related back to the idea of growth. At the same time, I was cleaning out my craft supply stash and I found my box of silverware. I knew I wanted to do something relating to plants, as it was the spring and things were just starting to grow again. I thought a plant for each of the participants would help them reflect on what we had all done together every time they looked at it. I was originally going to make ceramic plant



markers with each of their plants names on it, when I thought “It would be great if I could incorporate this silverware into the plants somehow”. And that was all I needed to say to myself, I knew then that I would figure out a way to make plant markers out of the antique spoons (Fig. 2).



**Figure 2 Antique Silverware Plant markers**

This was the first product I made out of the silverware. I was so amped up on making them, I was so happy with how they looked and the response I got for them. At the last meeting, when I presented everyone with their plant, with the marker in it, I got

over 10 orders, on the spot, for more, as well as a dedicated spot in a consignment store for my work! I knew I was on to something then, that other people saw the beauty that I saw in these often discarded pieces of someone's history.

At that point, I decided that I needed to delve into this deeper, to see what else could be made from the box of silverware I had sitting in my basement. Unfortunately, at that point, I was not as serious about the work as I could've been, as I was still doing quite a bit of hand thrown pottery and therefore concentrated on just two items, plant markers and key chains.

In mid-August, every year, we participate in the Eden Corn Festival's Art Show in Eden, NY. It is a small, but quaint show and we have always had good luck with our pottery there, so we decided that



**Figure 3 Wind Chime**

we would try some of the silverware pieces there. My husband and I thought that besides just the plant markers and key chains, we should try some jewelry and some housewares as well. We began making bracelets and rings (see Appendix A) out of just the handles, throwing the "business ends" (the tines of a fork or the bowl of a spoon), into a box in case we could think of something to do with those eventually. We also made wind

chimes (Fig. 3), and as a little novelty to go along with the idea of the Corn Festival we came up with the idea of “corn holders” out of forks (Fig. 4)



**Figure 4 Corn Holders**

It ended up being our best year yet at the Corn Festival, and we sold only 5 pieces of pottery, when we were used to selling completely out of the 60-70 pieces we would bring each year! We completely sold out of bracelets, rings and wind chimes; oddly enough we only sold one set of four corn holders, which was the item I had spent the most time making prior to the show.

At that point, Josh and I talked about how we were going to really capitalize on the silverware aspect of the business. We also realized that just because we think an item is interesting or a good product does not mean that it will sell well. We discussed at length what we were going to do for the rapidly upcoming shows and decided that we would spend more time on silverware creations than our pottery. Two weeks later I began my master's project class, and I made up my mind to try to build this business into a viable career.

**Rationale for Selection:**

I have chosen this project for a few reasons: First, I am a firm believer that CPS can change how people see, act and create in this world and that our Foursight preferences, while they can influence us are not set in stone. I know I have struggled to balance my preferences, Ideator and Developer, with my non-preferred styles, Clarifier and Implementer. I have had a tendency, in the past, to come up with a ton of great ideas and getting started on them before I really know if they are the answer to the problem I actually have, often times never seeing the ideas to fruition. This has been a frustrating aspect of my personality because of the wasted time, money and effort I spend. In really looking inward, on becoming unconsciously skilled in CPS, I feel that I can grow as a person, but also I can grow my business to be successful.

Secondly, beyond the personal benefits in using CPS, I hope, through my case study, to illustrate, a roadmap if you will, of the effectiveness of CPS for others to learn from. As a teacher, I have always been drawn to sharing my knowledge with others, and this is such an excellent opportunity. I want others to know, in a real life situation, that CPS and deliberate creativity DO work, that it can change your life!

Thirdly, it has always been a dream of mine to make a living doing what I love to do, create. Ever since I was a small child I have made things and given them to people to enhance their lives. It brings me such joy to know that someone else's life is being changed by something that I have made with my hands. I have this insatiable urge to make, to create, to do "stuff". My husband says that I never stay still, that I am always doing something, and that if I were to just sit still I might explode.

Finally, I am in serious need of new thinking when it comes to how to pursue this venture successfully. I do not want to spend my precious time working at a job I do not love, that does not fulfill my desire to share and create.

Therefore, I am going to use this opportunity in front of me to explore the possibility of making my dream of having a successful craft business become a reality. I feel that this project is going to make my life fuller, give me the time with my family that I cherish, bring joy to others and give me the great satisfaction of knowing that I followed my passion and ended up fulfilling a dream.

## **Section Two: Pertinent Literature**

Developing a *successful* craft business is not as easy as it sounds, that is what I learned from this project more than anything. Sure, anyone can put up a shingle and say here, I sell stuff, buy it, you'll like it... unfortunately; those kinds of businesses never really find the success that I was striving for with this project.

There were three major areas of concern in the content aspect of this project for me: New product development, Marketing and finally Financial order. I read quite a few books specifically on the art of crafting a craft business successfully, and the following is how they affected the outcome of the content of the project itself.

### **New Product Development**

New product development was at the forefront of my concerns with this business venture. When we began with the vintage silverware we were making only two products; plant markers and key chains. They were good, they sold well, but I knew there was way more that we could do, but I was totally stumped on what those things could be. I knew that there must be other people out there like myself who were making things out of silverware, so I began using the internet to find things to make.

I specifically started using the website [www.ETSY.com](http://www.ETSY.com), which is an online marketplace of crafters and suppliers for crafters; it is an internationally known marketplace with buyers and sellers from around the world, for my searches. I realized that a lot of people were into Vintage silverware as much as I was, and while some of their ideas were good, none of them were truly great, real zingers, things that were totally new and novel. I knew then that I needed to come up with those ideas and get them onto ETSY.

How to come up with the new products was actually quite easy because of my background in CPS. I did however need to brush up on my tools for walking others through the process as I knew that I would certainly need to get others involved in a CPS session to get the most ideas I possibly could. *Creativity Unbound: an introduction to creative process* (3<sup>rd</sup> ed.), by Firestien, Miller and Vehar was just the book I needed to freshen up on the tools I would need to get the most out of my CPS session participants. Throughout this project I ran a series of get togethers with friends and colleagues, most of whom have had no exposure to CPS, and the way that the tools are described, in a very clear and concise fashion certainly helped me stay on track and focus my groups.

## **Marketing**

Adams (2011), discusses the importance of truly understanding one's materials and products before moving forward with marketing. Adams was also a huge proponent of brainstorming at this step, which I also thought was a testament to the importance others have put on CPS as well as we at ICSC.

Adams uses brainstorming in a way that I found most helpful, as truly understanding your materials and products helps significantly when marketing your items on Etsy, and for that matter, on other online marketplaces. By brainstorming every possible idea, word, phrase, or category that comes to your mind when you think of your product and then converging on the most appropriate terms to describe it, you create a list of "Tags", or descriptors, which help buyers find your particular product on Etsy. The same goes for the materials involved in your production. These "Tags" drive people towards your product as well as through Search Engine Optimization (SEO), which is the way in which you describe your product to optimize your exposure on search engines



such as Google. By developing and utilizing these two attributes you can get your item higher on the list of a Google search, which ultimately brings more people to your shop.

When creating this business, another aspect that we felt was of the utmost importance was the “branding” or marketing of the niche we were trying to fill. We have had successes with this business, but I felt, as did my husband, that we were not fully marketing what we made and why it was special that we made it.

Prior to reading Chapin’s (2010) book I would have been quite intimidated by the idea of being the marketer for our business, but Chapin has done a wonderful job making it understandable and accessible.

I learned quite a lot about the branding of your business, the face that people will see when they think of you as a business. I knew how I wanted that face to look but I have always had a hard time getting it to look that way, as I was intimidated by the idea of creating the image I wanted it to be! Quite the paradox when I think of it now, I can be ridiculously creative when I have to think of 50 ideas of what to do with the business end of a fork, but ask me to be creative enough to spread the word and the message of my work and I stop dead in my tracks.

Chapin’s book, gave me some little pointers that really helped break down the idea of marketing into manageable chunks that I could actually accomplish. In addition, her basic templates that were included in the Resources section and throughout the whole book were a huge bonus. Easily modified, but very well thought out, they will serve me quite well in the organization of our business. Everything from Booth Checklists (for supplies you must have when you go to a show), to interview sheets for potential wholesale clients or brick and mortar shops are included in her book.

## **Financials**

Finally, the last aspect of the business end of this project dealt with financial order. As previously stated, up until the last few months, this business was not something that we truly had to worry about making any real money; it was always just summer play money for us. Now that we are doing larger shows, purchasing more supplies, on the precipice of being in multiple shops and launching our own Etsy site, things need to get much more organized.

I have always been intimidated by the mountains of numbers that business owners have to go through and make sense of. Mateo Ilasco's (2009) book was the perfect compact companion that I would need to get it together financially. This book, well really more of a workbook/business planner, was phenomenally helpful in terms of getting and staying organized for both this project as well as the business. It certainly helped me develop that Clarifier preference that I lack.

As I worked through the planner, I was able to see where I needed more development for the business, how I needed to achieve it, and most importantly it allowed me to utilize my Developer skills to enhance my Clarifier preference. I enjoy coming up with plans of how things need to get done, and this book really helped me clarify what actually needed to be done in a very explicit way so that I could plan appropriately.

One down side to this planner was that I realized how little I really knew about all of the legalities of running your own business. We were kind of seat-of-our-pants about a lot of aspects because it was, again, play money, never making much more than we put out, barely a speck on our income taxes.

I very quickly realized that we needed some more guidance, but that we could not actually afford an accountant or a lawyer to speak with at that time, so I found pertinent

information in *The craft artist's legal guide: Protect your work, save on taxes, maximize your profits* by Robert Stim (2010).

Stim's (2010) book was packed with formulas for selling (and pricing) your wares in wholesale, consignment and retail arenas. He explained how to protect your rights, wares and intellectual properties and what business forms you need to have in place before you even begin. It was truly an invaluable resource that I am sure I will refer back to over and over throughout my career.

### **CPS**

As I mentioned before, Firestien, Miller and Vehar's (2001) book is always my go-to reference when I need to freshen up on the tried and true tools, especially when I need to be able to walk others through the process.

I, obviously by virtue of being in this program, have a lot of practice with these tools, but in the past have shied away from certain tools just because I felt initially that they were not a good fit for what I might be doing. Instead throughout this project I have realized that, in fact, it was my personal preferences and stereotyping of the tools that lead me to avoid them. For example, I have certainly not given "Why? What's stopping you" (p.38) its full due, and I now realize that I have not used it to its full potential because my preference is not for clarification. After deliberately using it in the CPS session, I was quite pleased to see that it was great for getting to the bottom of the matter, to clarify the true problem and formulate solutions to the problem at hand.

### **CPS:TSM**

Being a graduate of this program who went from the "Plain language model" (Firestien, 2001) to the "Thinking Skills Model" (Puccio, et al., 2007) mid-program, I have often felt behind the ball when it came to truly understanding where CPS was in

today's context. Puccio et al's., (2007) book clearly delineated for me the new model in a way that was concise, allowed for introspection and cited a lot of tools that I was not aware of prior to reading.

As I was also on a somewhat accelerated course for graduation, I knew that deeply understanding this new model, after finally understanding the "Plain language model" was going to be something that was not only going to be a challenge, but also a necessity. Again, CPS:TSM's clear language, made understandable something that I felt I could never quite grasp.

### **FourSight**

FourSight, as a measure, has been developed over the course of almost 20 years, by Dr. Gerard Puccio of the International Center for Studies in Creativity at Buffalo State College. Originally called the Buffalo Creative Process Inventory, FourSight was developed on the notion that everyone experiences the creative process, specifically CPS, in a different way. As individuals, we all have different "strengths, biases, and preferences for different aspects of the problem-solving process" (Puccio, 2001, p.4).

Puccio's notion was backed up by personal observation, as both the director of ICSC as well as a creativity professional. Puccio noticed that people, both professionally trained as well as new-comers to the process, "react quite differently to the same part of the CPS process" (Puccio, 2001, p.4).

Puccio (2001) purports that:

FourSight is based on the belief that CPS is a reasonable reflection of the creative process and that people, through their cognitive styles, will express preference for the various mental activities involved in the creative process. It is

expected, therefore, that people will, by nature, have a greater or lesser tendency to enjoy certain parts of the creative process. (p. 6)

From these observations, Puccio developed the four preferences that are used in the FourSight measure today; Clarifier, Ideator, Developer and Implementer.

Puccio (2001) describes five principles that are the foundation of FourSight as such:

1. The creative process is a natural process, i.e. all normally functioning people solve problems in creative ways in both their professional and personal lives.
2. The CPS model is a valid way of depicting the areas of operation within the creative process.
3. The creative process, specifically the CPS process, involves a series of mental operations.
4. People possess preferences for different mental operations, which psychologists call cognitive styles; and
5. Since the creative process is a cognitive process that people engage in naturally, people will possess different preferences for areas within the creative process. (p. 5).

The FourSight packet that I was given after taking the FourSight measure was immensely helpful in better understanding who I was in terms of preferences. I have always known that I was a great Ideator, that ideas just flow off the tip of my tongue, but I was never really able to see how that has been somewhat of a detriment when working with Clarifiers, until now.

I am actually able to see why I have hit so many roadblocks with my husband in this business, as we are complete opposites in preferences. Reading through Puccio's (2002) packet, as well as having my husband read through it gave us new insights into how we can best utilize one another's strengths and mitigate our individual weaknesses to work best as a team.

### **Case Study**

I feel that the case study format was most appropriate for what I wanted to do for this project as I feel that it shows, in an actual example... not just theoretically, that deliberate creativity does work. Personally, I have always loved to show others what they can do with hard work, that there is knowledge to be gained from others experienced.

In rereading Firestien (2004), I was able to see how others had benefited in business from deliberate problem solving practices. It also gave me an opportunity to see what a good case study might look like.

At the outset of this project, the idea of a "case study" loomed large over my head. I imagined pages and pages of written examples and loads of documentation. After revisiting this book I realized that a case study is simply showing where you were, what you did and learned, and then where you got to because of that learning.

### Selected Bibliography

Cameron, J. (2002). *The artist's way: A spiritual path to higher creativity*. New York, New York: Penguin Putnam Inc.

Cosentino, P. (2002). *The encyclopedia of pottery techniques: A comprehensive visual*

- guide to traditional and contemporary techniques*. New York, New York: Sterling Publishing.
- Csikszentmihalyi, M. (2008). *Flow: The psychology of optimal experience*. New York, New York. HarperCollins Publishers.
- Dillehay, J. (2011). *Sell your crafts online: More than 5—free and low-cost ideas to grow your craft business*. Smashwords.com
- Dobush, G. (2009). *Crafty superstar: Make crafts on the side, earn extra cash and basically have it all*. Cincinnati, Ohio: F + W Media.
- Firestien, R. L., Miller, B., Vehar, J. (2001). *Facilitation: A Door to Creative Leadership*. Williamsville, NY: Innovation Resources.
- Hopper, R. (2004). *Making marks: discovering the ceramic surface*. WI: KP Books.
- Tourtillott, S.J.E. (Ed.). (2003). *500 Bowls: Contemporary explorations of a timeless design*. Asheville, North Carolina: Lark Books.
- Tourtillott, S.J.E. (Ed.). (2004). *500 Cups: Ceramic explorations of utility & grace*. Asheville, North Carolina: Lark Books.

### Section Three: Process Plan

I really set out for the end result of the project to be a successful online face for the business. I knew that there were many, many steps that needed to happen between the outset of this project and the launching of our online store that were completely integral to its success. Therefore, this project really was an exercise in CPS and how I could craft a business based on my training and my vision of success for the business.

The following is an outline of what I did and when I did it. It shows key points throughout the process and how I ended up where I did, along with documentation of the time spent doing it. Please see the following section for further detail about the project steps.

September 2011		
<input type="checkbox"/>	Get a day planner and calendar, start recording times and start scheduling... be deliberate in the planning aspect of project!	1.5hr/wk Total=6
<input type="checkbox"/>	Research and order books on starting craft business.	1 hour
<input type="checkbox"/>	1 <sup>st</sup> CPS session with group on Clarification of "What does a Successful Business look like for us?"	2 hours
<input type="checkbox"/>	Reread Creative Leadership, make notes on tools for each step in the TSM, begin deliberately practicing tools for Assessing the Situation and Clarification in further detail.	Ongoing 8 hours
<input type="checkbox"/>	Self-practice of tools and self-assess learning.	3 hours
<input type="checkbox"/>	Make craft products	20 hours
<input type="checkbox"/>	Continue reading books on craft businesses.	5 hours
<input type="checkbox"/>	Write and Submit draft of concept paper on Weds. Sept. 14, 2011	3 hours
<input type="checkbox"/>	Revise and Submit final concept paper on Weds. Sept. 21, 2011	1.5 hours

49.5 hours

October 2011		
<input type="checkbox"/>	Make craft products, especially new pieces from sessions as well as new marketing tools	30 hours
<input type="checkbox"/>	Continue reading about starting a craft business	3 hours
<input type="checkbox"/>	Brainstorming session on new products.	3.75 hrs
<input type="checkbox"/>	Reread Creative Leadership, make notes on tools for each step in the TSM, and begin deliberately practicing tools for	6 hours



Transformation and Implementation, as well as the developing affective skills more deeply.	
<input type="checkbox"/> Journal how and why my Foursight preferences affect my ability to run a successful business, self reflection time.	2 hours
<input type="checkbox"/> Continue to self-assess and self-practice tools.	4 hours
<input type="checkbox"/> Journal/record outcomes from practice, how it affects the business and decisions.	Ongoing 7 hours
<input type="checkbox"/> Final Draft due for sections 1, 2, 3 Thursday, October 20	7 hours
<input type="checkbox"/> Find new craft shows for the upcoming months and apply.	4 hours

69.75 hours

November 2011	
<input type="checkbox"/> Make work.	24 hours
<input type="checkbox"/> Revise and resubmit sections 1, 2, 3, Nov. 17 <sup>th</sup> .	10 hours
<input type="checkbox"/> Revisit each part of what makes a successful business in CPS session with Josh, work through each part individually.	1 hr./wk Total=4
<input type="checkbox"/> Continue to self-assess and self-practice tools.	4 hours
<input type="checkbox"/> Come up with a cohesive business model that “works” for us and our individual preferences.	4 hours
<input type="checkbox"/> Put into deliberate practice my Clarifier and Implementer skills when making decisions and planning.	Ongoing Integrated into other hours on here.
<input type="checkbox"/> Submit final draft of sections 4, 5, and 6 Thursday, November 17	15 hours
<input type="checkbox"/> Revise as needed the final draft of the project write up.	
<input type="checkbox"/> Take professional pictures of all of the product	6 hours. ongoing
<input type="checkbox"/> Compile and organize all data from brainstorming sessions	5 hours
<input type="checkbox"/> Write up product descriptions based on brainstorming sessions	8 hours
<input type="checkbox"/> Set up shop particulars (policies, image, shipping, billing, etc)	12 hours
<input type="checkbox"/> Post items on Etsy and hope for the best	20 hours

112 hours

December 2011	
<input type="checkbox"/> Make craft products	20 hours
<input type="checkbox"/> Revisit and revise business model once a week to see where we are and revisit the process when needed.	12 hours
<input type="checkbox"/> Prepare project presentation	8 hours
<input type="checkbox"/> Project presentation Dec. 1 <sup>st</sup> .	
<input type="checkbox"/> Very final edits to the project due on Dec. 8 <sup>th</sup> .	8 hours

48 hours

Project Total: 279.25 hours

## **Section Four: Outcomes**

This project has been most exciting in terms of real tangible products that have arisen from its completion. I set my sights on developing a profitable business that both feeds my need to create and bring my creations to the world, as well as be a viable career. I feel that I have successfully achieved these goals.

I have achieved each of the benchmarks that I set for myself that came from the very first CPS session I conducted. These benchmarks, these goals that I set from the first session entitled “What does a successful craft business look like?” were three things; New Product Development, Marketing/Branding of Cardinal Designs, and Financials.

In the following section I will explain what I did and how it affected the outcomes of my project. I am going to break it down into each of the sections I mentioned above for the sake of continuity and for a more rational understanding of my process.

### **New Product Development:**

This particular area was the most astonishing to me, as I had already done some personal thinking on the idea of new products and felt that I had a good list. I realized, shortly after my first CPS session, that I was not able to see all of the possibilities at my fingertips because I was too deeply involved in the material.

After running my first CPS session on “What does a successful craft business look like?”, I ran a series of short brainstorming sessions with friends and colleagues on each of the benchmarks Josh and I had agreed were most important. The first one we ran was on New Product Development, with the leading question being “What might be all the ways I can use silverware”. When the group got stagnant, I would show them a piece of silverware that I had a lot of (spoon bowls, fork ends, butter knives, hollow-handle knives), which were usually items that I was completely stumped on how to use.

I also put out this same question to my sounding board partner, Rebecca, from my masters class, prior to my brainstorming session and she responded with a ton of great ideas. I included her ideas as the group started to slow down to get their brains moving again, and it worked amazingly.

The group came up with a lot of great ideas that I would have never thought of before and allowed me to see how narrow sighted I was being with my scope (Fig. 5). Why was I just stopping at the easy, go-to pieces? What was stopping me from branching out? This was something I did a lot of self reflection on in my individual tool use and journaling. I also did a great deal of personal brainstorming after this session to really stretch my thinking about all of the items I could possibly produce for sale from silverware (For a more detailed list of all of the ideas from this brainstorming, please see Appendix B).



market was there for the items. What follows is a list of 9 items, including a brief description of the item, how it was created and how it was received.

### **#1 Trinket Holder (fig.6):**

I have a lot of pieces of silverware piling up, ever since I began this endeavor, that I had no real use for. Ladles cannot be hammered flat for plant markers, and because of the length of the handle, there was a



**Figure 6 Trinket holder**

lot of wasted material. I was just going to make earrings or a pendent out of it, which is a problem when you are trying to 1. Save money on materials 2. Tout the importance of your mission to give new life to old items through recycling (I prefer the term upcycled) goods. This item was a great solution to the problem at hand, it was economical to make, used up previously unused materials and it ended up being a decent seller. These trinket holders do not sell as well as my jewelry pieces, but I still sell on average 5 of these per show.

### **#2 Christmas Ornaments (fig. 7 & 8):**

As I mentioned earlier, I have a box full of spoon bowls and a fork tines leftover from making bracelets and rings. I've not know what to do with these items but it did not want to just throw them away as I knew I could find some use for them. Recently I have been teaching classes at a shop in Clarence Center, New York named Creative Essence. One of the owners does beautiful work with a form of a rock hard plastic called resin. At the end of one of my recent classes, I noticed that she was floating

objects inside of layers of resin over a painted metal background. This is how I got one of the ideas for Christmas ornaments.

The first ideas I came up with was to letters stamp simple phrases that would remind people of the holidays into the bowls of teaspoons. Little quips such as Ho Ho Ho, Merry Christmas, Let it Snow or even the names of Santa's reindeer were the ornaments I first came up with (Fig. 7).



**Figure 7 Stamped Christmas ornaments**

After seeing the work done at creative essence I was intrigued by the idea of floating vintage and antique Christmas imagery between layers of resin over a painted background of holiday colors (Fig. 8).



**Figure 8 Resin Christmas ornaments**

These ornaments themselves have sold the best lately. I don't know if it's because the holidays are coming up or because people are more into more unique and original gifts for friends for the holidays, but I do know that they are selling well. In fact, all of my buffalo themed ornaments sold out within one week of being on Etsy.

I've actually sold more ornaments on Etsy than I have any other jewelry item, and although the sales at shows are not as great; I will certainly continue to make these ornaments, as they do wonderfully on Etsy.

### #3 Coat Rack (fig. 9)

In the same vein as the ladle, I have also had a great number of serving pieces that are too large for bracelets or earrings or other jewelry, for that matter. These pieces have always just made their way into a box in my studio that never gets looked at. This idea was something that married two of my passions; making stuff out of silverware and making stuff out of wood.

For this item I basically took a piece of old barn wood, routed out the edges so that was nice and smooth and simply attached slotted serving spoons as



**Figure 9 Coat Rack**

well as solid serving spoons. I did have to flatten the spoon bowls in order to facilitate their attachment to the pieces of wood, as well as bend the handle upwards. They handle itself became the hook on which someone could hang their jacket.

These pieces were most recently released, and to be honest, their sales were not what I hoped. I have 5 of these pieces made, I will continue to bring them to shows and show them on Etsy, but I will not making more for sale until these items sell.

### #4 Cheese Markers (fig. 10):



**Figure 10 Cheese markers**



Again, I have a box of fork ends that I have been saving but I didn't know what to do with them. A great suggestion from the brainstorming session turned into a profitable item, in the right crowd.

These cheese markers are made by cutting off the tined end of the fork, letter stamping in the name of the cheese and then filing, lots of filing.

These have been a great seller, in the right crowd. At the smaller church craft shows people comment on what a great idea it is, but they do not purchase them. However, when showing at the Fisher-Price Corporate Craft show, and as well at a high-end consignment store these went over VERY well. I think I just need to make enough to have on hand for orders and for shows but be ready to make more when needed, instead of continuously making them.

#### **#5 Wine Stoppers (fig. 11)**

A lot like the boxes full of odds and ends I have, hollowware knives have been something I have had a very hard time making anything with.. They bend when you stamp them, they look silly flattened out into plant markers, and they do not make for good jewelry at all.



**Figure 12 Wine stoppers**

One of the ideas brainstormed was to make wine stoppers out of the handle ends, which I felt would be a great solution to the mounting problem of where to keep all of the knives.

I presented these pieces at the last show I did, and while they did not sell, at all, they did get a lot of good feedback. People were interested in them; I think it is simply a marketing thing that I have to work on if I want these items to take off.

### #6 Earrings (fig. 12):

This was not a huge jump to get to, I make jewelry already; why not concentrate on something smaller, easier to produce and more cost efficient? I do not know why I never made this leap before the CPS session, it seems too simple, but I did not. I now know how foolish it was to have such a narrow scope of what silverware jewelry could be.

By including earrings I have created a new product line that will fill the niche that I have created completely. I love silverware bracelets, I love the way they look, I love the patterns, I love the style... but I am a practical girl, I am a mother, an artisan and a clumsy individual. Bracelets and I do not mesh, as I always seem to break, bend, lose or never wear them, but earrings and I get along just fine.



**Figure 12 Earrings**

For women like me, and for their significant others who are purchasing jewelry items, earrings are go-to's because it is something she cannot mess up and it is something she will totally appreciate.

As far as the production end of the earrings goes, the time used is cut by  $\frac{3}{4}$ , the materials used is much less, I require the same price tag in most cases for the earrings as I do the bracelets, and they sell just as well as the bracelets. For me, the continuation of this product line is a no brainer.

### #7 Pendants (fig. 13 & 14)



**Figure 13 Spoon pendant**

A lot of the spoon bowls that I had in the box of “what to do with’s” were actually quite beautiful and very ornate. After my initial urge to fill them with resin and float something in them, I decided to take a much more low-key approach and show off the piece for what it was.

I did not only stick to the spoon bowls for the pendent pieces, I also branched out and incorporated some of the more popular pattern handles to see what the market would hold. There were a few VERY high end pieces created from antique cranberry and



tomato servers (fig, 14), which were my benchmarks of what I could ask for a piece, meaning what its value was to me and would I be able to sell them for the price I wanted. All of these pieces have sold incredibly well. The cocktail forks, pattern handles, baby spoons and antique tomato servers flew off the shelves faster than I could restock at the

**Figure 14 Vintage tomato server pendant**  
Ellicottville Fall Festival. They are incredibly easy to make, they take the least amount of time to make of any of the objects I make and have the potential to make the best turn around on profit when they do sell well.

## #8 Bookmarks

Here is another story of items that I do not know what to do with, but having a plethora of items to make things with, butter knives. Sometimes the handles can be made into bracelets, but they are often less ornate than the rest of the pattern.

One suggestion was to make a bookmark. I simply drilled a hole in the handle end, threaded a ribbon through it and flattened and patinized (a method of aging the look of a piece, to make it, or its pattern look used) it if needed.

These do just okay, I will still continue to have them on the table at shows or on Etsy, but I am still actively seeking out more ideas of what to do with butter knives.

### **#9 Barrettes (fig. 15)**

There are some pieces of silverware that are just too hard to manipulate into the shapes one might need for a piece of jewelry. They can be moved a bit here and there, but certainly not significant manipulation like bracelets, or especially not rings.

I decided to try out

some of these pieces as

barrettes, affixed to a

premade barrette

finding, and see how

they sold and what the

market thought of them.



**Figure 15 Barrettes**

Again, a lot of good feedback, but not a lot of purchases. I have a few on Etsy; I have sold a couple of sets, but I am hesitant about making more until I know that they will sell well.

I think with this particular product I need to know more about the show I will be attending to see if it will sell. For example, St. Stephens School Craft Show on Grand Island was probably not the best venue, but Buffalo Seminary (an all girls, exclusive, and private school in Buffalo) might be the right venue for these items.

### **Marketing and Branding**



After the webbing, I spent a great deal of time personally reflecting on what I felt was the most important of all of the ideas that came from the webbing exercise, what would give us the most bang for our buck. I realized that marketing to buffalo/local presence was not really that different from how to bring people into our tent. Therefore I decided to approach the two of them together, as a lot of solutions could apply to both of the problems.

I also realized that the face of Cardinal Designs, or who we are, was really a broader issue that could be addressed in a variety of different areas. What I needed to concentrate on was the online face of Cardinal Designs. Therefore I shifted gears a bit and started to concentrate solely on how our online presence on Etsy would be perceived.

In the following section I am going to show the products that I created in response to the two main areas of concern for marking/branding, local marketing and online marketing.

### **#1 Local marketing**

As I've mentioned before and had a hard time setting up our tents at local shows to entice customers to come into the tent. I've not been able to figure out how to create the catch that gets people in the tent, and therefore, often people walk right by. Or, if they do come into the tent I've not been able to figure out a shelf configuration that leads people through the tent. It has often felt to me like a jumble of objects, that there's too much going on and your eye cannot rest in one single spot. Instead you are overwhelmed by stimuli and do not actually see what's on the shelves, missing some of the great work that we have available for sale.

My husband and I sat down one evening rolled out a large roll of butcher paper and drew out possible configurations for the tent set up, doing small mockups of shelf configuration. These quick drawings really got our brains flowing for how a customer might walk into the tent and perceive the material in front of them.

The traditional way that we had set up the tent was to have the shelving units on either side and have a table at the back of the tent. Therefore, when people came in, they would be flanked on either side with the items for sale and they would see us at the back of the tent. They would most often walk directly to one side of the tent, look at the items on that shelf, see us in the middle and walk out. They would never see the other shelves, or the items on the other shelves.

The new setup that we came up with created an L shaped configuration for the shelving units that allowed the viewer to see both shelves as they walked into the tent and end with our table. The viewer was able to take time, see the items at their leisure, at their own pace and then end with our table, where they could ask questions if needed and not feel as if there were any high pressure sales.

Another aspect of the new tent set up included outside tables that featured a few of the items inside of the tent on display for people walking past to see. This gave them a taste of what was inside of the tent, enticing them to come in. And finally, the last item that we included in the new tent setup was bi-fold chalkboards that can be placed outside as well, to further entice people into the tent.

I felt the local marketing did not necessarily have to restrict itself to shows that we do in the community and regionally, but also should include a local face in shops. In order to get more work into shops and to have a greater reach for our product I felt it necessary to start actively finding new consignment shops.







brainstormed what we would need to do in order to get the financials in order as we've again been pretty unconcerned about financials until this year

(fig. 18) This is more of a personal and private aspect of this project for me, but I will give you in basic overview of what I did and how I did it.

The first thing I did to get the financials in order was to set up a dedicated office space area. This was really quite important as quite a few of our receipts, bank documents and other important papers have gone missing. We also have a hard time with scheduling because there's never been a unified calendar that both of our important dates are on.

In order to get the office space set up, I purchased a desk, a filing cabinet, QuickBooks accounting software, a new printer as well as a large calendar and a peg board wallboard. After getting all of these items assembled and in their set place I decided that the next up would be to have set office hours for scheduling and financial planning. Every Sunday, from 9:30am to 10:30am, I've set aside time to concentrate on my financials for the week. This can mean scanning receipts and filing them, sending out payments, updating QuickBooks, seeing what materials we may need and updating the calendar.

### **Case Study**

For the case study, I felt it necessary to outline exactly what I did, how I did it and how it changed my business. I wanted to show that deliberate creativity can work in any arena. To view the case study in its entirety, please see Appendix E.

### **Section Five: Key Learnings**

This project has allowed me to learn quite a bit about myself as well as my business. To come out the other end of this project and have a real sense of what my business is, why it's important, what I can do with it and finally how creativity has helped develop it is quite astonishing to me. I now see that this business is viable, that it is a possibility if I choose to put the effort into it, which I plan on doing.

It's interesting to me that although I have this training in creativity, I've not used it in the past for my own business and I honestly have no idea why I haven't. One key learning that I'm going to take away from this project is going to be that creativity is not just theory, it's not just something that works for other people and their businesses, and it's not just something to be studied and to give to others. It is something that I myself can benefit from immensely both financially as well as personally.

The new products that I created from this project have brought about a sense of excitement again, they make me want to make more, do more, try more while still reigning myself in a bit and listening to my inner clarifier. These new products have opened up multiple areas for financial gain, creative expression and a sense of great potentials for new ideas.

This project did make me realize though that I need to reign in that Ideator preference that I have, so that I don't make every single product all at once and lots of them before I understand if they'll sell or not. Another Foresight preference that I need to work on is my implementer preferences as I have a tendency to come up with a lot of really great ideas but never see them through to fruition.

The marketing aspect of this project made me realize that there's a lot more that goes into a business besides just the products you create. You are your product; you need to sell yourself as well as the object. By doing some clarification work on what my product is that I've been able to market it appropriately. Clarification has also helped me realize the areas where I needed extra work, where I needed to deliberately use creativity to get past some roadblocks.♦♦

In the financial aspect of this project, I certainly paid quite a bit of attention to my clarifier and implementer preferences, as these two are not my preferred preference. By setting a schedule and sticking to it, I have been able to develop my implementer preferences through clarifying what needs to be done and when it needs to be done. The financial aspect of this business has always been something I've avoided, as numbers have a tendency to drive me crazy. Clarifying what would help me complete all of financial tasks that needed to be done has made huge difference in how I carried out the tasks. Clarifying what it meant to have all the financials in order also helped me get a better idea of what was working and what was not in the business. For example, I realize that there's a lot of financial waste in purchasing of materials. Some items that I can easily make on my own, for instance, packaging or findings, I was spending way too much money on and I realize that those are areas I could cut back on spending.

The key learnings that I got from the CPS aspect of this project were, as I mentioned before, that creativity is something that I can use in my life in a way that is not just the making of things, it is not just making creative products. I can see its use in my business model, and how it can really help two opposite preferred business owners see eye to eye and use their attributes to their best advantage. I've been able to

understand my FourSight preferences more clearly and understand why we've had issues in the past with this business not moving forward.

## Section Six: Conclusions

As I mentioned before I believe that possibly the most important aspect that I will take away from this project is the importance of creativity in my own personal business life. I've spent the majority of my master's coursework in creativity concentrating on creativity in education. As a former teacher I've felt it is of the utmost importance to bring creativity into the educational framework. I still feel that this is very true, but now I have a new lens to look at creativity through.

I know that businesses all over the world have used CPS, as well as Foursight, to grow their businesses, to get better ideas, to be on the leading edge, but as I mentioned, I've spend most of my time really researching the aspects of creativity in education. This project has given me the opportunity to see, in real life, how creativity can work to develop a business, even one as small as mine.

This is not to say that I didn't believe it was possible to use CPS in a business setting; it's just that I hadn't paid as much attention to it as I had educational creativity. Now that I see that really can work, I am overjoyed with the outcome.

The same goes for FourSight as well. This tool that has been amazing in helping my husband and me understand where each other's preferences lie and how that affects our business. In the past we've disagreed about how to run the business, how to market the business, how to financially plan for the business, pretty much everything about the business. Now that I understand his preference better for clarification and implementation and he understands my preference for ideation and development, we are able to use each other's preferences best to grow this business.

What I see myself doing next is continuing to work on product development, concentrating a lot on the marketing aspect of this business, and possibly most

importantly, continuing to work on the financial aspects of this business. The deliberate use of CPS is going to be instrumental in the further growth and development of this business. We will continue to use CPS quite extensively in our business model.

I need to pay attention to the preferences that I do not have naturally in two different senses; I need to be aware of it from Josh's point of view, as well as try to mitigate my resistance to these preferences.

I feel that by having weekly meetings with Josh on the state of the business, as well as sticking to my schedule of financial planning, I can become more aware of the preferences I do not hold.

One aspect that I really do need to concentrate quite a bit on, for a next step, is the constant monitoring and developing of our Etsy site. This does take quite a bit of work each week and I need to make sure that I plan accordingly for it. I have set up a schedule for shipping days and updating the site, twice a week each, so that I can stay fresh, stay current, and stay on top of the market.

In order for this business to actually really take off the way I envision, I need to continuously be using my CPS training, with attention to my Foursight preferences, to make it a special business, something that people want to buy from because we are so different.

What I also see myself doing next is a total paradigm shift for myself in what this business is. As mentioned before in the past I've always use this business as just some play money, something fun, a creative expression that brought me a little extra money. Now I see that this is an opportunity for a real, viable career and I need to start treating it that way. I need to believe in myself, I need to believe that this can work; I need to believe that I can follow my dreams and live my vision.

And I feel that I'm finally up to that task.

## References

Adam, T. (2011). *How to make money using Etsy: A guide to the online marketplace for crafts and handmade products*. Hoboken, New Jersey: John Wiley & Sons.



- Chapin, K. (2010). *The handmade marketplace: How to sell your crafts locally, globally, and on-line*. North Adams, Massachusetts: Storey Publishing.
- Firestien, R. L., Miller, B., Vehar, J. (2001). *Creativity unbound: An introduction to creative process* (3<sup>rd</sup> ed.). Williamsville, NY: Innovation Resources.
- Firestien, R. L. (2004). *Leading on the creative edge: Gaining competitive advantage Through the power of creative problem solving*. Williamsville, NY: Innovation Resources.
- Puccio, G. J. (2002). *FourSight presenter's guide with technical manual and CD*. Self-Published.
- Puccio, G. J. (2002). *Your thinking profile, a tool for innovation*. Evanston, Illinois: THinc Communications.
- Puccio, G. J., Murdock, M. C., Mance, M. (2007). *Creative leadership: Skills that drive change*. Thousand Oaks, California: Sage Publications.
- Mateo Ilasco, M. (2009). *Craft inc. business planner: The ultimate organizer for turning your crafts into cash*. San Francisco, California: Chronicle Books LLC.
- Stim, R. (2010). *The craft artist's legal guide: Protect your work, save on taxes, maximize your profits*. Berkeley, California: Nolo.

## Appendices

Appendix A  
Concept Paper

Title of Project: Crafting a Career using CPS and FourSight

**Name:** Morgan Milovich

**Date Submitted:** 9/13/2011

**Project Type:** Meet a Vision

**Section One**

**Purpose and Description of Project:**

My project is a case study of how I will use Creative Problem Solving (CPS) and an attention to my Foursight preferences to grow my existing craft business into a viable career, rather than having it a just a hobby.

By utilizing the CPS Thinking Skills Model and having a greater awareness of my Foursight preferences, I feel that I will be able to move from a dream to a reality and come out the other end of this project with a fully functioning, profitable business rooted firmly in creativity.

This project will be two fold in nature: I will spend a great deal of time using CPS and its various tools as well as trying to enhance the Foursight preferences that are not mine naturally and then I will report in a case study fashion how this introspection has effected my craft business.

**Rationale for Selection:**

I have chosen this project for a few reasons:

First: I am a firm believer that CPS can change how people see, act and create in this world and that our Foursight preferences, while they can influence us are not set in

stone. I know I myself have struggled with my Ideator and Developer preferences that seem to take hold in every aspect of my life, while trying to cultivate my Clarifier and Implementer preferences. In really looking inward, on becoming unconsciously skilled in CPS I feel that I can grow as a person, but also I can grow my business to be successful.

Second: It has always been a dream of mine to make a living doing what I love to do, create. Ever since I was a small child I have made things and given them to people to enhance their lives, it brings me such joy to know that someone else's life is being changed by something that I have made with my hands. I have this insatiable urge to make, to create, to do "stuff"; my husband says that I never stay still, that I am always doing something, and that if I were to just sit still I might explode.

Third: I am currently a stay at home mom, laid off from my teaching job and the reality of having to get a job in order to support my family is looming on the horizon. I enjoy staying home with my son and in order to realistically continue doing so, I must take our craft business that we (my husband and I) have done off and on, not very seriously, to the next level and have it develop into a real, profitable business.

Fourth: I am in serious need of new thinking when it comes to how to pursue this venture successfully, as I do not want to spend my precious time working at a job I do not love, that does not fulfill my desire to share and create, away from my son, having someone else raise him while I get only 1 week a year to spend all of my time with my family.

Therefore, I am going to use this opportunity in front of me to explore the possibility of making my dream of having a successful craft business become a reality. I

feel that this project is going to make my life fuller, give me the time with my family that I cherish, bring joy to others and give me the great satisfaction of know that I followed my passion and ended up fulfilling a dream.

## Section Two

### **Identify Pertinent Literature or Resources:**

Adam, T. (2011). *How to make money using Etsy: A guide to the online marketplace for crafts and handmade products*. Hoboken, New Jersey: John Wiley & Sons.

Cameron, J. (2002). *The artist's way: A spiritual path to higher creativity*. New York, New York: Penguin Putnam Inc.

Chapin, K. (2010). *The handmade marketplace: How to sell your crafts locally, globally, and on-line*. North Adams, Massachusetts: Storey Publishing.

Cosentino, P. (2002). *The encyclopedia of pottery techniques: A comprehensive visual guide to traditional and contemporary techniques*. New York, New York: Sterling Publishing.

Csikszentmihalyi, M. (2008). *Flow: The psychology of optimal experience*. New York, New York. HarperCollins Publishers.

Dillehay, J. (2011). *Sell your crafts online: More than 5—free and low-cost ideas to grow your craft business*. Smashwords.com

Dobush, G. (2009). *Crafty superstar: Make crafts on the side, earn extra cash and basically have it all*. Cincinnati, Ohio: F + W Media.

- Firestien, R. L., Miller, B., Vehar, J. (2001). *Creativity Unbound: an introduction to creative process* (3<sup>rd</sup> ed.). Williamsville, NY: Innovation Resources.
- Firestien, R. L., Miller, B., Vehar, J. (2001). *Facilitation: A Door to Creative Leadership*. Williamsville, NY: Innovation Resources.
- Firestien, R. L. (2004). *Leading on the Creative Edge: Gaining competitive Advantage Through the Power of Creative Problem Solving*. Williamsville, NY: Innovation Resources.
- Hopper, R. (2004). *Making marks: discovering the ceramic surface*. WI: KP Books.
- Mateo Ilasco, M. (2009). *Craft inc. business planner: The ultimate organizer for turning your crafts into cash*. San Francisco, California: Chronicle Books LLC.
- Puccio, G. J. . Murdock, M. C., Mance, M.,(2007). *Creative leadership: Skills that drive change*. Thousand Oaks, California: Sage Publications.
- Stim, R. (2010). *The craft artist's legal guide: Protect your work, save on taxes, maximize your profits*. Berkeley, California: Nolo.
- Tourtillott, S.J.E. (Ed.). (2003). *500 Bowls: Contemporary explorations of a timeless design*. Asheville, North Carolina: Lark Books.
- Tourtillott, S.J.E. (Ed.). (2004). *500 Cups: Ceramic explorations of utility & grace*. Asheville, North Carolina: Lark Books.

### Section Three

#### **How Do You Plan to Achieve Your Goals and Outcomes?**

To start this process, I must first get the buy-in of the people around me who will most certainly be impacted and involved, namely, my husband Joshua. I am going to host a few CPS sessions involving Josh and a few friends and family members at my house with the promise of food, beer and a good time to map out what our successful business should look like. I need to develop that Clarifier preference and I feel that by setting some goals and knowing what I will be shooting for I can better navigate the process. I feel that this approach will give me the help I am going to need in order to have this process have the most significant impact.

Throughout this project I need to be spending a lot of time practicing tools, specifically tools that are NOT my preference. As a student I have noticed that I shied away from certain tools quite often, why? I have a hunch that it was because they were tools that did not spark my preferences and therefore it was much more exciting to go with my tried and true. I will be deliberately trying to engage the Clarifier and Implementer preferences when moving myself through the process on the business decisions I make.

I have done quite a bit of research on starting a craft business, specifically on bringing your craft to the larger online marketplace, but I am sure that I need to do more. I have purchased a few books, one specifically on using Etsy and another on global marketing for crafts, and I intend to read these with attention.

I will be making artwork during this process quite a bit, as the main thrust of the business is handmade wares. I will be practicing CPS throughout the actual production as well as the “office” aspect of the business. Coming up with new products to sell, items that are new and exciting and that you cannot get anywhere else is an integral part of

what will set us apart and make the business profitable. Therefore, I will be running a few brainstorming sessions, like the other session I mentioned before, throughout the project to keep fresh with ideas and keep our creative juices flowing.

Possibly the most important part of this plan is going to be setting up a business model that works for us; one that takes into consideration my preferences for Ideation and Development, but also takes into consideration my husbands preferences for Clarification and Implementation. We have butted heads in the past when it comes to the “office” aspect of the business, but I feel that we can come to consensus by using CPS and our Foursight preferences. This business model will be the culminating experience in the project, utilizing all of the insights I will have gleaned from the process work I will have completed in the project.

### **Prepare Project Timeline:**

September 2011

- Get a day planner and calendar, start recording times and start scheduling...  
be deliberate in the planning aspect of project!
- Research and order books on starting craft business.
- 1<sup>st</sup> CPS session with group on Clarification of a “Successful Business”
- Reread Creative Leadership, make notes on tools for each step in the TSM,  
begin deliberately practicing tools for Assessing the Situation and  
Clarification in further detail.
- Self-practice of tools and self-assess learning.
- Make work!
- Continue reading books on craft businesses.
- Submit draft of concept paper on Weds. Sept. 14, 2011



- Submit final concept paper on Weds. Sept. 21, 2011

#### October 2011

- Make work.
- Continue reading about starting a craft business
- Brainstorming session on new products.
- Reread Creative Leadership, make notes on tools for each step in the TSM, and begin deliberately practicing tools for Transformation and Implementation, as well as the developing affective skills more deeply.
- Web/Map out how and why my Foursight preferences affect my ability to run a successful business.
- Continue to self-assess and self-practice tools.
- Journal/record outcomes from practice, how it affects the business and decisions.
- Outline the framework for the case study, begin plugging in notes/journaling/records as appropriate into the framework.
- Final Draft due for sections 1, 2, 3 Thursday, October 20
- Find new shows for the upcoming months and apply.

#### November 2011

- Make work.
- Revisit each part of what makes a successful business in CPS session with Josh, work through each part individually.
- Continue to self-assess and self-practice tools.

- Come up with a cohesive business model that “works” for us and our individual preferences.
- Put into deliberate practice my Clarifier and Implementer skills when making decisions and planning.
- Peruse all notes and records I have taken throughout the project and commence writing personal case study of use of CPS and FourSight.
- Submit final draft of sections 4, 5, and 6 Thursday, November 17
- Revise as needed the final draft of the project write up.

December 2011

- Make work.
- Revisit and revise business model once a week to see where we are at and revisit the process when needed.
- Project presentation Dec. 1<sup>st</sup>.
- Very final edits to the project due on Dec. 8<sup>th</sup>.
- Professionally bind project write up.

#### **Section Four**

##### **What Will be the Tangible Product(s) or Outcomes?**

The ultimate result from this project work will be the creation of a business model that works for both myself and my husband given our vastly different FourSight preferences, through the utilization of CPS.

In order to illustrate this result, I will produce a case study that shows my personal, introspective journey through CPS and FourSight and the impact it has had on my business. This case study will include images of the products that came from this

exploration, journal entries, examples of CPS tool applications, pictures of the outcomes from my efforts as well as a personal reflection on my experience.

The big, hairy, audacious goal of this project is to create a business that will allow me to have a career doing what I love, while supporting my family and staying home with my son.

### Section Five

#### **Personal Learning Goals:**

- How to use CPS to grow my business from a hobby to a career?
- How to grow my Clarifier and Implementer preferences and learn to use tools to support these preferences.
- How to develop a business model that works for both my and my husbands preferences.
- How to maximize my creativity while being pragmatic with the bottom line?
- How to keep time, work and recreation in balance?
- How to stay organized to be most efficient?
- How to *sell* my craft and myself to potential buyers.
- How to create pieces that are fulfilling for me to make... not just make what I think other people want, and therefore not enjoy the act of making them as much.
- How I can pass on this passion for time and creation onto my son and those around me.

#### **What Criteria Will You Use To Measure The Effectiveness Of Your Achievement?**

I will know that I am successful with this project when I feel unconsciously skilled at using CPS tools and the TSM model to navigate my business. I will also know

that I have been successful in this project when I have a business model that works for my husband and I, given our different FourSight preferences.

I will know that I have a deeper understanding of how to use CPS and FourSight when the process just flows through me and I do not have to deliberately walk through it. I will know that I have the understanding that I want when I feel confident in using the tools that I have shied away from in the past. I will know I am successful when I understand more deeply my preferences in FourSight, how these preferences have effected my life (in every aspect), and how I can cultivate the other preferences that are not my own to best serve myself, my business and others.

In terms of being successful at the business, I am not one hundred percent sure I know what a successful business looks like. I know that I have a few criteria that I feel must be met, but I also know that I have to take into consideration the ideas of those around me as well. At this moment, my criteria are as follows:

1. It will bring in enough money that I do not have to get another job and I can stay home with my son.
2. It will provide for my clients products that they cannot get anywhere else; that our products will be novel, interesting and of the highest craftsmanship.
3. We will have a business model that works for us; one that satisfies my husbands need for clarity and transparency while also allowing me to play with ideas and make products.
4. We will have products in local stores so that we can take some of the “selling” out of our hands and can use the time we have more effectively.

5. We will develop an Etsy website so that we can begin selling to a larger audience, 24 hours a day.

It is also clear to me that getting organized with my time schedule will be of the utmost importance, therefore a lot of the other criteria depend on me getting a schedule in order immediately. I do not really think that I will ever “stop” this project, as I am planning to make a career out of it. I do feel that I will need to reign in my preference for ideation a bit though, so that might be the area where I need to learn to stop for sake of completion and success.

**Evaluation:**

I plan to evaluate my results through direct observation. This project is truly a case study, therefore I will be looking inward for much of the learning and then applying it outwardly. Of course, much of the evaluation I will be getting will be in the form of feedback from my husband and business partner Josh, as he is a primary stakeholder in this projects outcome. I will most certainly be looking towards family and friends as well as my Masters Project advisor and my sounding board partner.

I will most certainly be speaking with the Small Business Administration office on campus to get some feedback and to help me focus my business acumen. I feel that where I lack they can help me in a way that no other individual might be able to, and considering that they will be outsiders, I feel that they will be able to speak more freely with me without fear of hurting my feelings.

Appendix B



**Appendix B: Bracelets**

## Appendix C

## New Products from CPS Session

Othello Pieces	Green fixers for golfing
Scrabble pieces	Toothpicks
Chop sticks	Cheese markers
Monogrammed	Towel racks
Nail polish stand	Watch bands
Plant markers	Cuff bracelets
Key chains	Wine stoppers
Plate holders	Fan pulls
Shoe horns	Earrings
Wall art	Spoon rings
Pet collars	Bookmarks
Pet tags	Curtain gatherers
Plant stakes	Curtain tie backs
Door props	Over the door hooks
Earring holders	Candle stick holders
Napkin holders	Picture frames
Christmas ornaments	Trinket holders
Christmas tinsel	Book ends
Car sunglasses holder	Shower curtain hooks
Door knobs	Barrettes
Gearshift knobs	Table cloth holders
Cane ends	Sconces
Coat rack parts	Table runner holders
Chess pieces	Shoe holders
Votive candle holders	



## Appendix D

## Tags and Materials sheets for Etsy

**Wine Tags**

## TAGS

Vintage Silverware  
 Antique Silverware  
 Spoon  
 Fork  
 Wine Tag  
 Silver-plate  
 Silverware  
 Gift Tag  
 Recycled  
 Repurposed  
 Upcycled  
 Gift Label  
 Wine Label  
 Wine Marker  
 Holiday gift  
 Holiday  
 Gift  
 Cheese  
 Antiqued  
 Polished  
 Patina  
 Stamped  
 Letter Stamped  
 Bridal  
 Birthday  
 Housewarming  
 Mazel Tov  
 THANK YOU  
 ENJOY  
 CHEERS  
 MERRY CHRISTMAS  
 HAPPY NEW YEARS

Silverware  
 Silver-plate  
 Spoon  
 Vintage  
 Antique  
 Hemp  
 Cord  
 Silver  
 Repurposed  
 Upcycled  
 Metal  
 Gift Tag  
 Wine  
 Bowl  
 Letter Stamped  
 Alphabet  
 Words  
 Polished  
 Antiqued  
 Patina

## MATERIALS

## Barrettes

### TAGS

Hair  
 Barrettes  
 Vintage Silverware  
 Antique Silverware  
 Spoon  
 Fork  
 Silver plated  
 Silverware  
 Barrette  
 Recycled  
 Repurposed  
 Upcycled  
 Silverware Barrette  
 Spoon Barrette  
 Fork Barrette  
 Polished  
 Antiqued  
 Patina  
 Up-do  
 Bridal  
 Birthday  
 Gift  
 \*MAKER  
 \*PATTERN NAME  
 \*DESCRIPTION OF DESIGN

### MATERIALS

Silverware  
 Silver plate  
 Spoon  
 Fork  
 Vintage  
 Antique  
 Silver  
 Repurposed  
 Upcycled  
 Barrette  
 Alligator  
 Clip  
 Polished  
 Antiqued  
 Patina  
 Hair  
 Metal

## Bracelet

### TAGS

Jewelry  
 Bracelet  
 Metalwork  
 Wrist wear  
 Silverware  
 Silver plate  
 Silver  
 Recycled Silverware  
 Repurposed Silverware  
 Upcycled Silverware  
 Antique  
 Vintage  
 Silver spoon  
 Bracelet  
 Silverware Bracelet  
 Antique Jewelry  
 Vintage Jewelry  
 Gift  
 Shabby Chic  
 BOHO Chic  
 \*MAKER  
 \*PATTERN NAME  
 \*DESCRIPTION OF DESIGN

Silverware  
 Silver plate  
 Spoon  
 Fork  
 Vintage  
 Antique  
 Silver  
 Repurposed  
 Upcycled  
 Polished  
 Antiqued  
 Patina  
 Metal  
 Antique Spoon  
 Antique Silverware  
 Vintage Silverware  
 Lobster clasp  
 Magnetic clasp  
 Split ring  
 Rawhide hammer  
 Mandrel  
 Findings

### MATERIALS

## Earrings

### TAGS

Jewelry  
 Metalwork  
 Silverware  
 Silver plate  
 Silver  
 Recycled Silverware  
 Repurposed Silverware  
 Upcycled Silverware  
 Antique  
 Vintage  
 Fork  
 Spoon  
 Earrings  
 Silverware Earrings  
 Antique Jewelry  
 Vintage Jewelry  
 Gift  
 Shabby Chic  
 BOHO Chic  
 Dangling Earrings  
 Drop Earrings  
 \*MAKER  
 \*PATTERN NAME  
 \*DESCRIPTION OF DESIGN

### MATERIALS

Silverware  
 Silver plate  
 Spoon  
 Fork  
 Vintage  
 Antique  
 Silver  
 Repurposed  
 Upcycled  
 Polished  
 Antiqued  
 Patina  
 Metal  
 Antique Spoon  
 Antique Silverware  
 Vintage Silverware  
 Findings  
 Ear Hook  
 Sterling

## Ornaments

## TAGS

Resin  
 Ornament  
 Our First Christmas  
 Christmas Ornament  
 Silverware  
 Silver plate  
 Recycled Silverware  
 Repurposed Silverware  
 Upcycled Silverware  
 Antique  
 Vintage  
 Spoon  
 Antique Ornament  
 Vintage Ornament  
 Gift  
 Shabby Chic  
 BOHO Chic  
 Holiday gift  
 Holiday  
 Gift  
 Antiqued  
 Stamped  
 Letter Stamped  
 Housewarming  
 MERRY CHRISTMAS  
 HAPPY NEW YEARS  
 \*MAKER  
 \*PATTERN NAME  
 \*DESCRIPTION OF DESIGN  
 - Baby's First Christmas  
 - Our First Christmas  
 - Snowflake  
 - Tree  
 - Line Drawing  
 - HO HO HO  
 - Let it snow  
 - Eat  
 - Drink  
 - Be Merry  
 - Buffalo

Silver plate  
 Spoon  
 Vintage ornament  
 Antique ornament  
 Christmas ornament  
 Vintage Christmas  
 Acrylic  
 Color  
 Repurposed silverware  
 Hemp  
 Cord  
 Silver  
 Repurposed  
 Upcycled  
 Metal  
 Gift Tag  
 Ornament  
 Transparency  
 Resin  
 Color  
 Bowl  
 Letter Stamped  
 Alphabet  
 Words  
 Polished  
 Antiqued  
 Patina

## MATERIALS

Silverware

## **Appendix E**

### **CASE STUDY:**

Crafting a Career Using CPS and FourSight

Cardinal Designs

#### **The Challenge.**

Cardinal Designs is a small, Buffalo-based, high-end craft business, started in 2010. The owners, Joshua and Morgan Milovich, while doing okay in the business by all accounts, knew that there was something more, that they could be even more successful with this venture. They had struggled with the forward momentum of the business due to a few aspects of the business that they could not seem to figure out, most specifically, "what does our successful small business look like".

#### **The idea.**

Morgan Milovich was enrolled as a graduate student at Buffalo State College in the Creative Studies department when this company began. Her studies focused mostly on the importance of cultivating creativity in the education system, as she was a former high school teacher. She had not deliberately used creativity tools in her personal business.

In the summer of 2011, as her Masters project course was about to begin, she took stock of what her options were for her project, and ultimately decided that she would shift gears and turn inwards. Morgan decided that she would use her training in CPS to grow Cardinal Designs from a small, home-based business into a viable career.

#### **Using CPS**

Morgan suggested CPS to Josh as a way to move the business forward and soon set out to answer the question: What does our successful small business look like?

The first CPS session focused on Clarification of the problem, with a small group of friends, family and colleagues. From this session, it was ascertained that there should be a three-pronged approach to building a successful business: New product development, Marketing and Financials.

Each of these ideas was then further developed with brainstorming activities on what each of these ideas actually meant. These particular activities were most helpful, as Morgan and Josh had been so bogged down by other issues involving the business that they did not see the possibilities in front of them, there was clearly a need for new thinking.

New products were suggested that they did not even remotely think of, Marketing strategies that had the potential to bring in new customers were revealed and financial practices that would make the “money-end” of the business run much more smoothly were developed through these sessions.

### **FourSight**

In clearly examining the FourSight problem solving preferences of both Joshua and Morgan, they were able to better understand some of the pitfalls that had been the source of quite a bit stress in the business. While Morgan has a clear preference for Ideating and Developing (generating ideas and then refining them), Josh is completely the opposite, having a preference for Clarifying and Implementing (taking time to understand the background of the problem and moving forward, taking action).

This preference match has its obvious mismatch, but through careful observation and a greater understanding of their preference benefits to the business, Joshua and Morgan have been able to use their strengths to move the business forward.

In the past, this mismatch has been the cause of some issues in the business, but now that they both understand their potential benefits to the business more clearly, those stressors are a thing of the past. This understanding of preference has spilled over into not only the larger view of the business, but also the day to day, as Joshua and Morgan have a greater understanding of when to take the reigns.

### **The Results:**

Cardinal Designs now has a successful, in fact flourishing, product line that Joshua and Morgan are having a hard time keeping up with on a part-time basis! The new products developed from the CPS sessions have created a new niche market that no one is currently meeting. The products themselves are unique, high-quality pieces that people are drawn to because of the marketing strategies implemented.

Through appropriate online marketing, craft show marketing and as well as in store marketing, Cardinal Designs is finally proving itself to be the creative career that Joshua and Morgan always knew it could be. The face of Cardinal Designs finally reflects the products they create; clean, well-crafted and professional.

The financial aspect of the business is finally firmly rooted. As a result of deliberate attention to their FourSight preferences, Joshua and Morgan have been able to come up with sound business practices that work for their needs.

### **In Conclusion**

By fully engaging in the Creative Problem Solving process, specifically the CPS: Thinking Skills Model, Cardinal Designs was able to move through their previous barriers. New products were developed and refined, marketing solutions with measurable and tangible results were implemented, and finally the financial order of the business was set into a clear course of action.



In fully understanding their individual FourSight preferences, Joshua and Morgan were able to come to the business table with a greater appreciation of each others attributes to the business. Furthermore, they were able to look back and see where problems had existed and see how they could move forward in the future, avoiding potential issues because of their greater awareness of themselves.