



EXTENSION

Working Together to Solve Problems:

Adaption-Innovation Theory in Veterinary Practice PART I

Dr. Lauren Lewis Cline

Department of Agricultural Education,
Communications & Leadership

A personal story . . .



Me & my sister, Mary Catherine



EXTENSION

Overview

**Part 1a: Understanding
Adaption-
Innovation
Theory**

.....



**Part 1b: How differing
problem-
solving styles
prefer to work**

.....



**Part 2: Better problem-
solving in
veterinary
medicine**

.....



How do you define . . .

Creativity?

Problem-solving?

Decision making?

We are all creative.

We all solve problems,

All the time, every day.

Problem solving is the key to life.

Case Study

9 Most Common Vet Practice Management Problems:

- Unpaid fees
- Clients missing appointments
- Forgetful team members
- Bad reviews/complaints
- Task prioritization
- Poor retention rates
- Team conflict
- Charging appropriately
- Retaining clients

9 Most Common Vet Practice Management Problems:

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How do you decide to tackle each problem?

How do you decide which problem to address first?

Understanding Adaption-Innovation Theory

- What it is
- What the KAI measures

Understanding Adaption-Innovation Theory

What is it?

- ✓ Thinking, or cognitive, style
 - ✓ The manner in which one brings about change
- ✓ ALL is change
 - ✓ "No man steps in the same river twice"
(Heraclitus, 5th Century BC)
- ✓ Learning and ability to solve problems is our prime resource



Understanding Adaption-Innovation Theory

When it comes to creativity, we differ in our:

- **Level:** How creative are we?
How much skill, knowledge, or experience?
- **Style:** How are we creative?
In what way, with how much structure?

Understanding Adaption-Innovation Theory

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- **Level:** How creative are we?
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In what way, with how much structure?

The KAI measures your preferred style for problem-solving!

Understanding Adaption-Innovation Theory

Preferred Problem-solving Style:

- ✓ Probably genetically determined
- ✓ You didn't choose it – like eye color
- ✓ You can't change it – like eye color
- ✓ Is readily apparent in very young children
- ✓ Can be reliably measured by mid-teens
- ✓ Doesn't alter with age or experience

How Differing Problem-solving Styles Prefer to Work

- Adaption v. Innovation styles
- Your KAI score
- Perceptions

Differing Problem-solving Styles

#1: When coming up with new ideas, do you prefer to . . .

1. produce few ideas, but these are typically manageable, relevant, sound, safe, ready for immediate use



OR

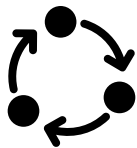
2. produce many ideas, some seen as exciting, blue sky, new dawn, outside the box



Differing Problem-solving Styles

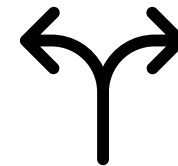
#2: When trying to solve problems, do you prefer to be a . . .

1. precise, reliable,
methodical, thorough,
"showing attention to
detail" thinker



OR

2. a tangential thinker,
approaching tasks from
unsuspected angles



Differing Problem-solving Styles

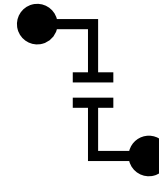
#3: When trying to solve problems, do you prefer to . . .

1. welcome change as an improver



OR

2. welcome change as a mold-breaker



Differing Problem-solving Styles

#4: When trying to solve problems, do you prefer to . . .

1. seek solutions in tried
and tested ways
(i.e., do better)

OR

2. manipulate the problem
– questioning its basic
assumptions
(i.e., do differently)



Differing Problem-solving Styles

#5: When trying to solve problems, do you prefer to . . .

1. use rules as they are



OR

2. alter the rules



Differing Problem-solving Styles

#6: When trying to solve problems, do you prefer to . . .

1. only challenge rules
when supported by
group consensus



OR

2. challenge rules, customs
and consensual views
often, regardless if there
is group consensus



Differing Problem-solving Styles

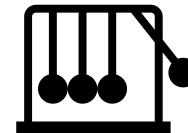
#7: When trying to solve problems with others, do you prefer to . . .

1. maintain continuity, stability and group cohesion, showing prudence with authority



OR

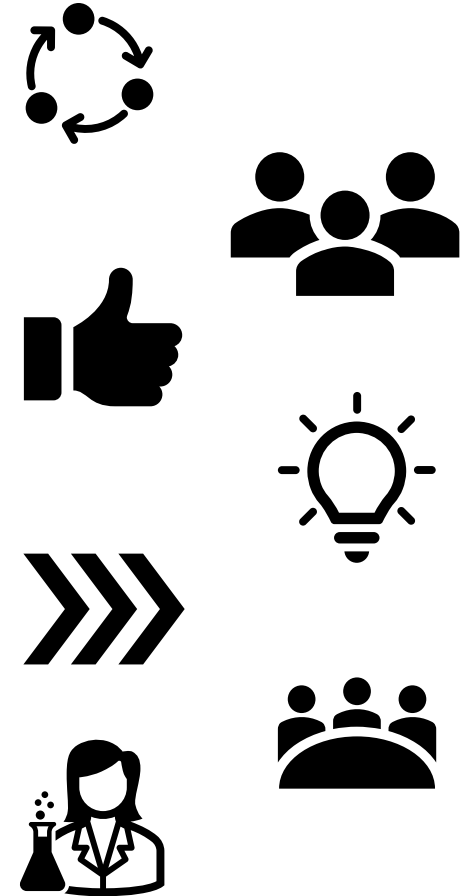
2. act as a catalyst to settled groups and consensual views



Differing Problem-solving Styles

Style 1: 'Better' Problem-solving:

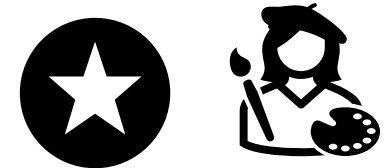
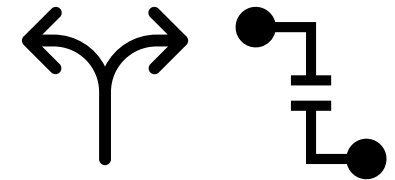
- ✓ Decreases the cost of operations
- ✓ Increases the efficiency of operations
- ✓ Institutes standard operating procedures
- ✓ Defines a quality tracking system
- ✓ Institutes continuous improvement
- ✓ Revitalizes today's semester for tomorrow



Differing Problem-solving Styles

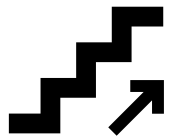
Style 2: 'Different' Problem-solving:

- ✓ Finds new way to save/make money
- ✓ Finds totally unexpected markets
- ✓ Develops new technology
- ✓ Changes to a new system rather than fixing an old one
- ✓ Generates discontinuous novelty



Differing Problem-solving Styles

Key KAI Definitions:



- More Adaptive Style:

A person who solves problems by making things *better*. [Style 1]

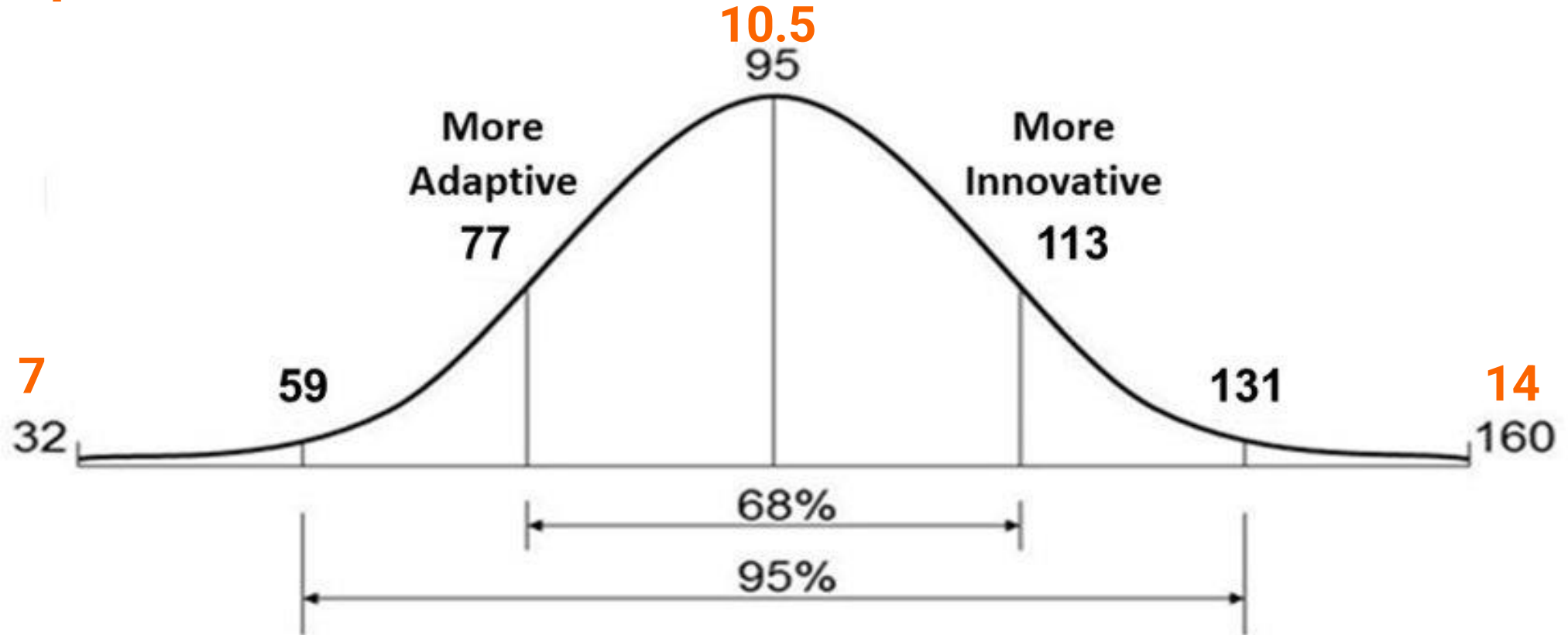


- More Innovative Style:

A person who solves problems by making things *different*. [Style 2]

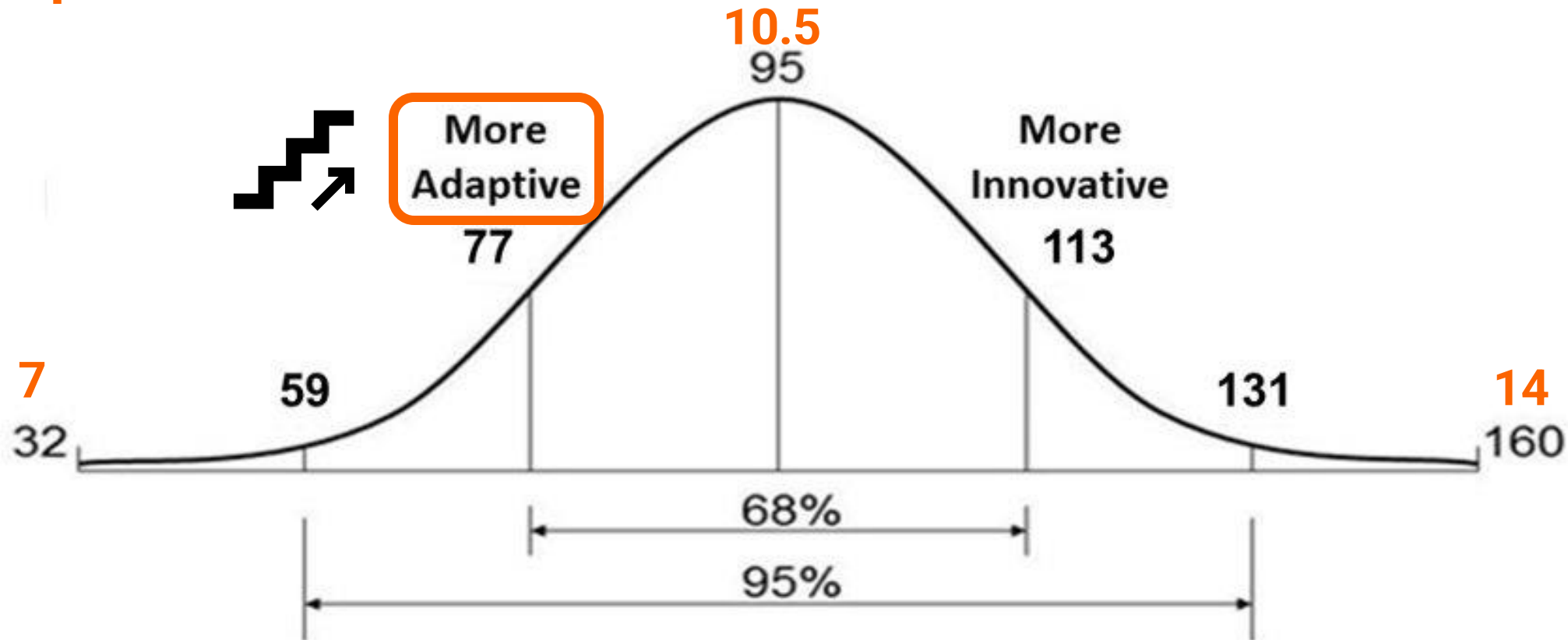
Differing Problem-solving Styles

Adaption – Innovation Continuum:



Differing Problem-solving Styles

Adaption – Innovation Continuum:



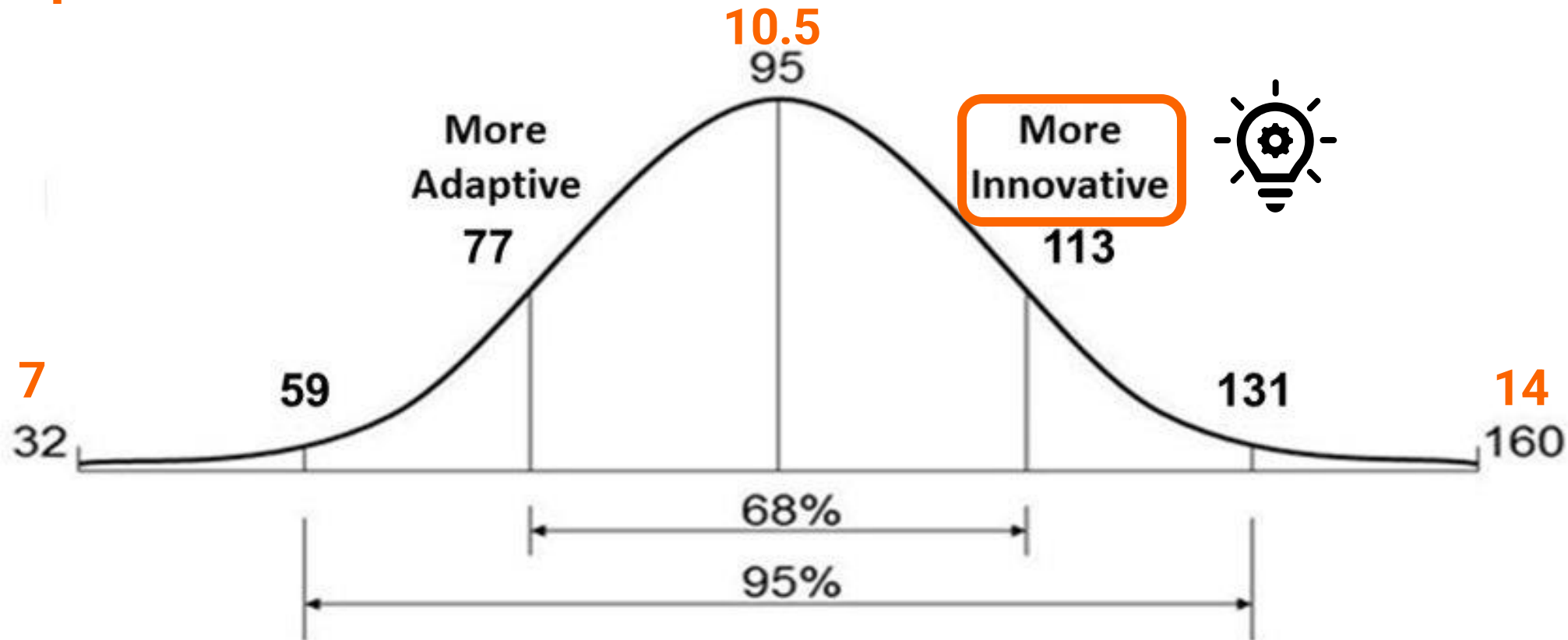
Differing Problem-solving Styles

More **adaptive preference** typically:

- ✓ Prefer more structure
- ✓ Are sensitive to people and groups
- ✓ Target ideas
- ✓ Master details
- ✓ Are consistent
- ✓ More prudent risk takers

Differing Problem-solving Styles

Adaption – Innovation Continuum:



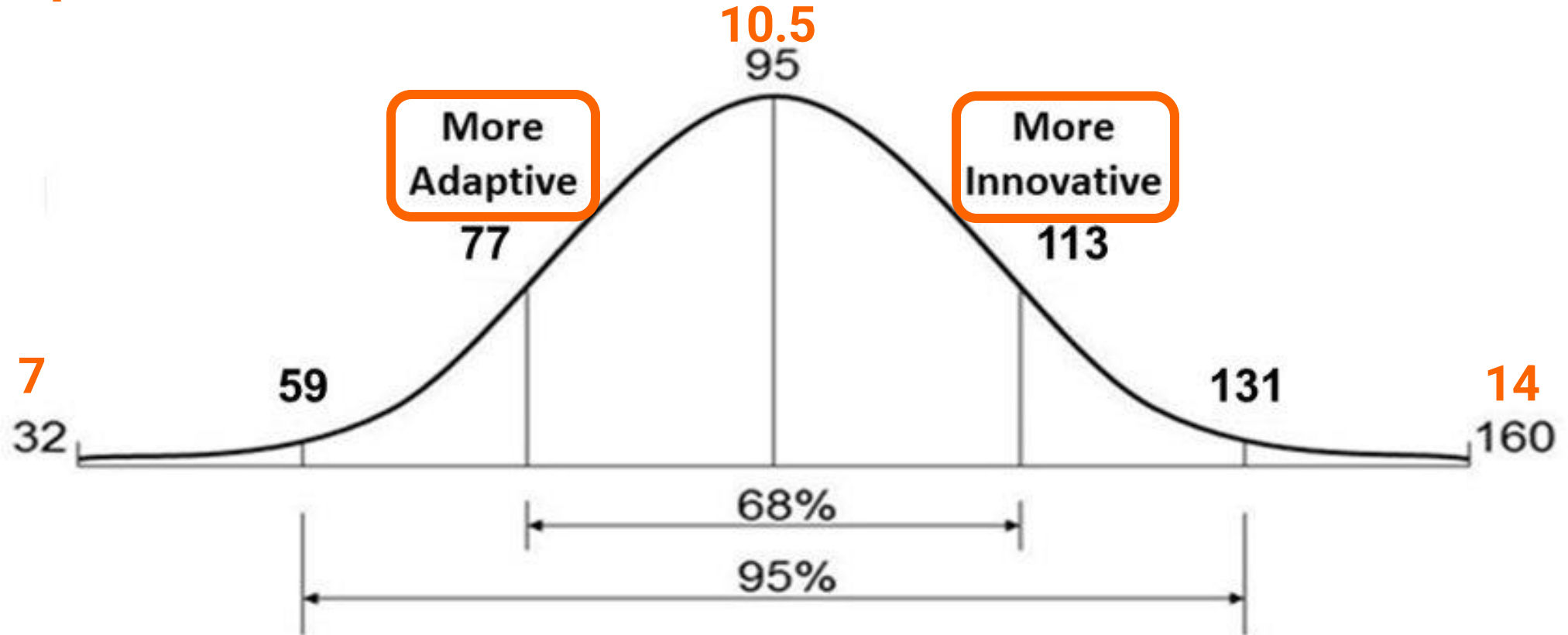
Differing Problem-solving Styles

More **innovative preference** typically:

- ✓ Prefer less structure
- ✓ Prepared to ruffle groups
- ✓ Proliferate ideas
- ✓ Less constrained by past
- ✓ Challenge assumptions
- ✓ More daring risk takers

Differing Problem-solving Styles

Adaption – Innovation Continuum:



Differing Problem-solving Styles

Idea Generation:

More Adaptive

- ✓ Produce few ideas, but these are typically manageable, relevant, sound, safe, ready for immediate use
- ✓ Expect high success rate

More Innovative

- ✓ Produce many ideas, some seen as exciting, blue sky, new dawn, outside the box
- ✓ Tolerate high failure rate

Differing Problem-solving Styles

Methodology:

More Adaptive

- ✓ Be precise, reliable, methodical, thorough, attention to detail
- ✓ Welcome change as an improver
- ✓ Seek solutions to problems in tried and tested ways

More Innovative

- ✓ Think tangentially, approach tasks from unsuspected angles
- ✓ Welcome change as a mold breaker
- ✓ Manipulate the problem, question its basic assumptions

Differing Problem-solving Styles

Management of Structure:

More Adaptive

- ✓ Maintain continuity, stability, group cohesion, be prudent with authority
- ✓ Solve problems by use of rule
- ✓ Challenge rules rarely and usually when supported by consensus

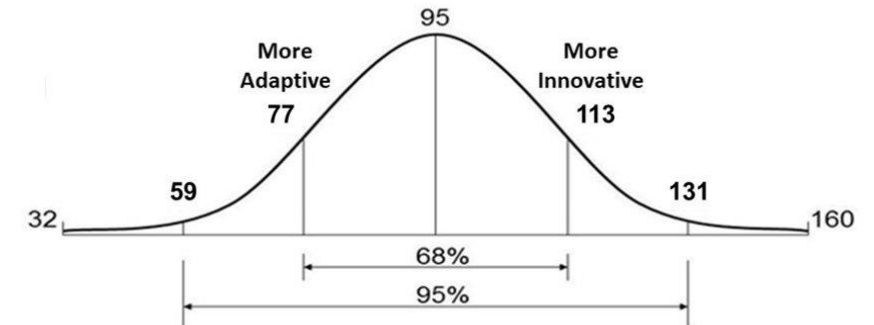
More Innovative

- ✓ Be a catalyst to settled groups and consensual views, be radical
- ✓ Alter rule to solve problem
- ✓ Challenge rules, customs, and consensual views

Differing Problem-solving Styles

Position on the KAI Continuum:

- ✓ Neither is better at using their creativity, problem-solving, or making decisions.
- ✓ There is no right or wrong place on the scale.
- ✓ In particular situations, different degrees of adaption and/or innovation may be judged more appropriate.



Your KAI Score

- Where do you think your preferred style falls on the continuum?
- How do you feel your preferred style might describe you?
- What surprises you about your preferred style?
- What do you find easy and excel at – what can you offer others in group that might approach problem-solving differently?
- What frustrates you about the way others work?
- What do other people need to do to make the most of what you can offer?

Differing Problem-solving Styles

Perceptions:

Adaptors see Innovators as:

- ✓ Unsound, impractical
- ✓ Abrasive
- ✓ Cavalier towards others' ideas
- ✓ Generators of turbulence
- ✓ Creating confusion and dissonance
- ✓ Risky
- ✓ Challenging rules and customs

Innovators see Adaptors as:

- ✓ Timid in ideation
- ✓ Compliant with authority
- ✓ Stuck within their system
- ✓ Picky, narrow, pedestrian
- ✓ Overly cautious, conforming
- ✓ Taking an "in group" view
- ✓ Intolerant of ambiguity

Things to think about . . .

- How does knowing your own preference for problem-solving impact how you approach problems in your veterinary practice?
- How might knowing the problem-solving preferences of those you work with impact your veterinary practice?



Dr. Lauren Lewis Cline

Agricultural Leadership

O | 405.744.8138

C | 863.557.1713

E | lauren.l.cline@okstate.edu

444 Agriculture Hall

Stillwater, OK 74078

aged.okstate.edu

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References

For more information on Adaption-Innovation Theory and KAI, please visit www.kai.foundation

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