

# **Developing Innovation and Creativity for Business Advantage**

**Week – 2 (Part 1)**  
**Creativity, Innovation, & Entrepreneurship**

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# Recap

- Week 1 (Part 1) – Introduction to DIB
- Week 1 (Part 2) – **Innovation, Growth and Competition: Knowledge Economy**

This week – we will look “Creativity, Innovation, and Entrepreneurship”.

# Creativity; Past, Present & Future.....

- *“How Can we Know Where We’re Going Without Knowing First Where We ‘ve Been?”*



# Creativity: What is it???.....

*“The ability to create and innovate has been observed throughout history and even though the fundamental tools may have changed the ability has been prevalent in every civilisation”* (Hisrich, Peters and Shepherd, 2005, p. 8).

“May our species be resurrected and awakened by the Spirit of Creativity for this coming century”  
(Fox, 2002).

# The Past.....



“Throughout history, the process of creation whether;  
paintings or musical compositions were thought of as  
‘spiritual experiences in the service of whatever muse held  
the artist in her thrall”

(Thorsby, 2001, p. 95).

“The artist was a channel for a superior power, creativity a gift from the gods, and the imagination a divine spark”

(Thorsby, 2001, p. 94).

# A Gift from the God / Allah or a New Phenomenon?

**Or...Could Both Be True????..... Maybe?**

| <u>Natures Creation?</u>    | <u>or</u> | <u>Human Creation</u>            |
|-----------------------------|-----------|----------------------------------|
| Venoms & Poisons            | or        | Anaesthetics                     |
| The Leaf                    | or        | Solar Panel (energy from light)  |
| Brain                       | or        | Computer/Electronic Circuitry    |
| DNA                         | or        | Computer Program                 |
| Ear Drum                    | or        | Microphone                       |
| Eye                         | or        | Camera (lens, focus, iris, film) |
| Eye Lid                     | or        | Windshield Wiper                 |
| Tears                       | or        | Wiper Fluid                      |
| Incisor Teeth               | or        | Knife                            |
| Heart                       | or        | Pump                             |
| Spinal Chord/Nervous system | or        | Communication/Telephone Cables   |
| Song Birds                  | or        | Music                            |

# Creativity: Nature or Nurture?

- If we want to be great musicians what do we need?
  - A good “ear” – which may have some biological origin
  - Talent – again, an innate trait.
  - But also THEORY, STUDY, PRACTICE, PRACTICE, PRACTICE!
- If I am super-talented through natural chance, I may become a great pianist – but only if I study hard
- If I am not super-talented but I study hard, I may not be the greatest pianist in the world, but I can certainly become competent – and even make a living from it.

# Creativity: Nature or Nurture (2)

- If business creativity depends on nature, then only a few of us can operate in that sphere.
- Result – business grinds to a halt!
- Luckily, we know, from experience and from research that we can learn techniques which support creativity.
- So, we may not all be creative business gurus who come up with fabulous ideas while sitting in our armchairs

BUT

- We can apply creative techniques and thinking processes which help us develop new ideas and keep our businesses flexible and successful.

# Why is Creativity Important?

Business sectors seek novelty

- Consumer products
- Media
- Fashion
- Travel
- Even seemingly conventional sectors respond to novelty, e.g. medicine seeks new formulations of existing drugs.
- Note that some novelty may be “better”, e.g. better medicine, some is simply a response to the desire for something new, e.g. fashion.
- So, a continual drive for novel developments suggests that creative thinking is key to success.

# Creativity

*“There is no doubt that creativity is the most important human resource of all. Without creativity there would be no progress, and we would be forever repeating the same patterns”*

(Edward de Bono).

# Who is Creative?

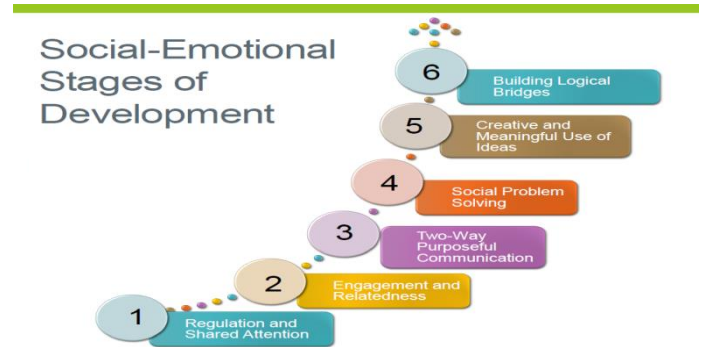
- Are creative people born or made?
- Think back to your first year management studies and discussions of what constitutes an entrepreneur, and whether these skills can be learned.
- The literature suggests that creativity can be innate (you're born with it), but can also be learned (you get better with practice).

# Two views of Creativity

## The Elite View



V's



## The Developmental View

# The Elitist View...

- Getting New & Valuable Ideas
- A Rare Talent
- Creating Great Works of Art or Scientific Discoveries
- Unable to be Taught
- Not Relevant in My Job/ Organisation
- A Lonely Individual Process

# The Developmental View...

- Available to Everyone
- Evident in Personal & Modest Insights
- Released Through Training & Development of Personal Potential
- Within the Scope of All Jobs
- Encouraged or Discouraged Within Groups According to their Climate
- Escape from 'Personal Stuckness' & Reveals Itself in Results Which are Original & Potentially Valuable

Which View Do You  
Agree With?  
Why?

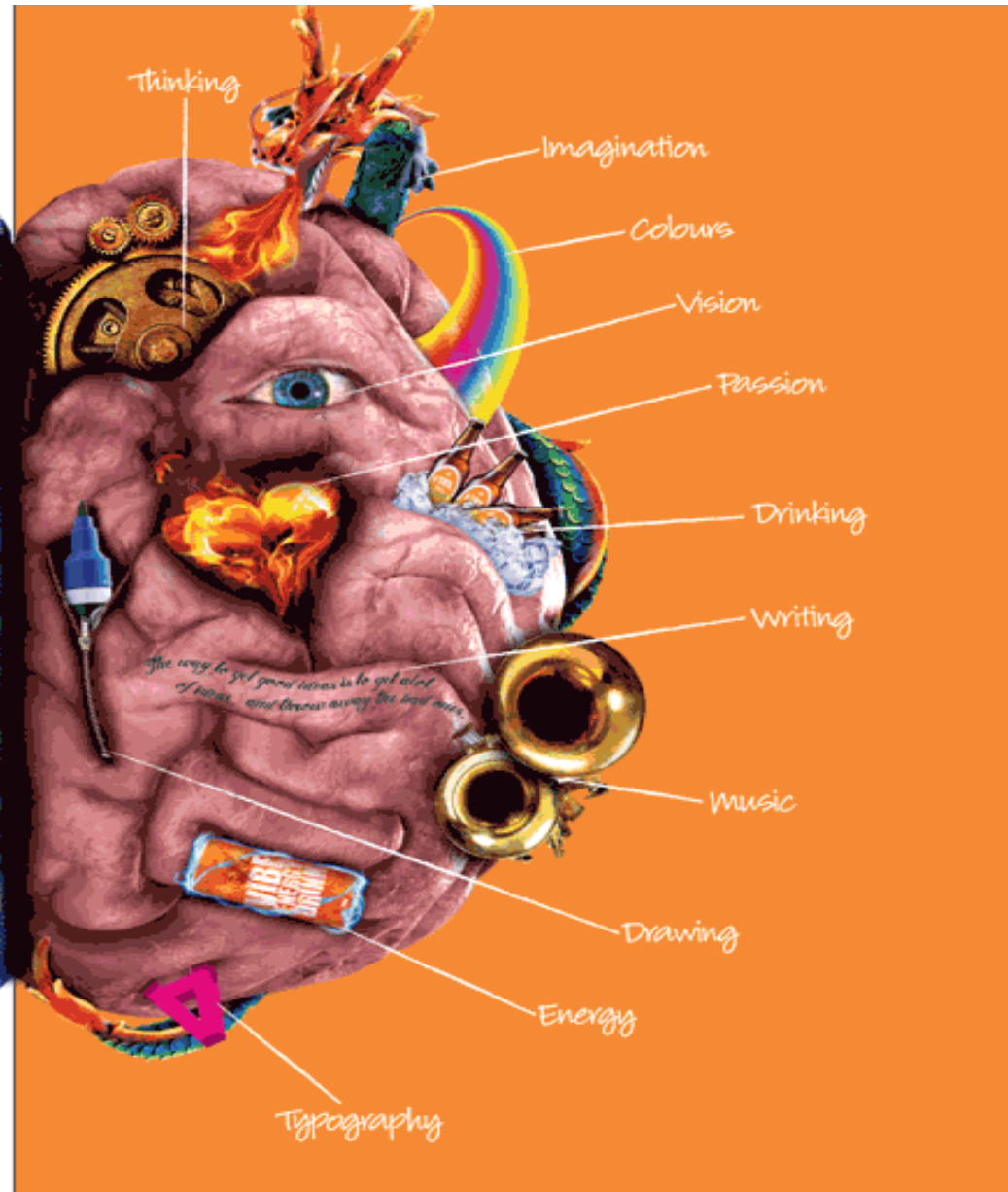
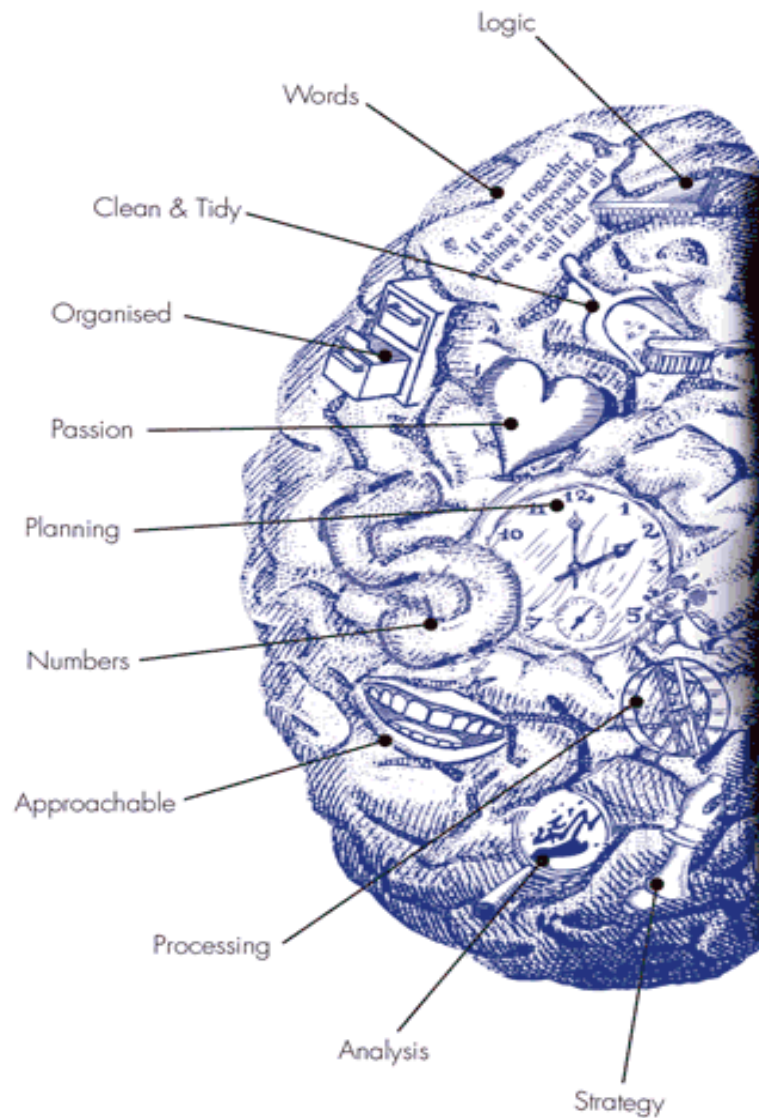
# The Reality.....

- Creativity Is Not Exclusively for 'Elite' People
- It Can be Developed in All Persons
- Creativity is a Personal Problem-solving Process of a Non-routine Kind
- It Can be Learned, Practiced & Successfully Applied by all – in Every Walk of Life

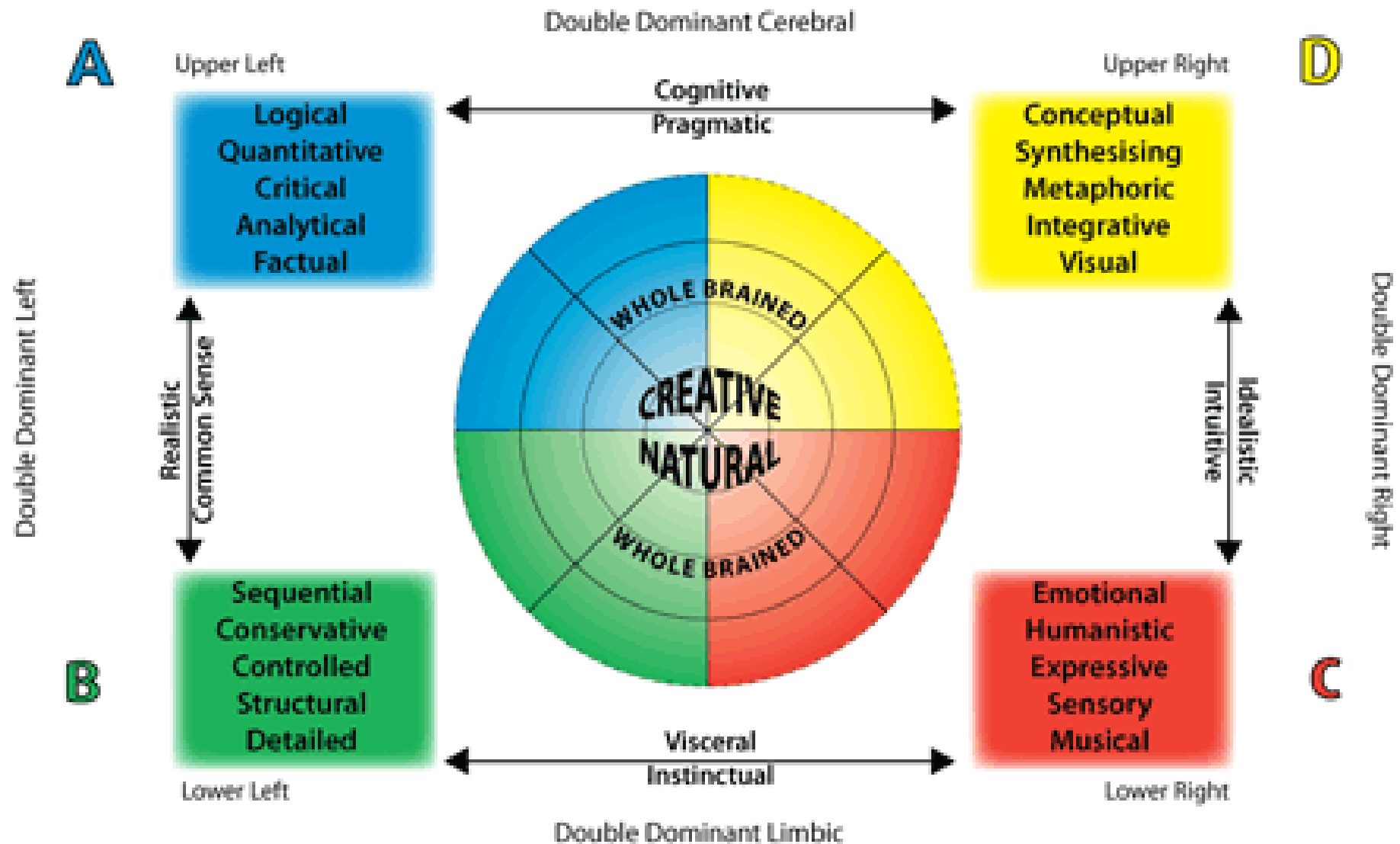
# Can We Learn

We can argue that although we might not be able to learn how to turn ourselves into creative people, we can learn how to think about business creatively.

# The Role of the Brain



# The Whole Brain: Universal Thinking Styles



# Three Components of Creativity

- Domain Relevant Skills



- Creative Processes



- Intrinsic Task Motivation



See; Amabile, Philips & Collins,

# Creativity

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*Without creativity there would be no progress, and we would be forever repeating the same patterns”*

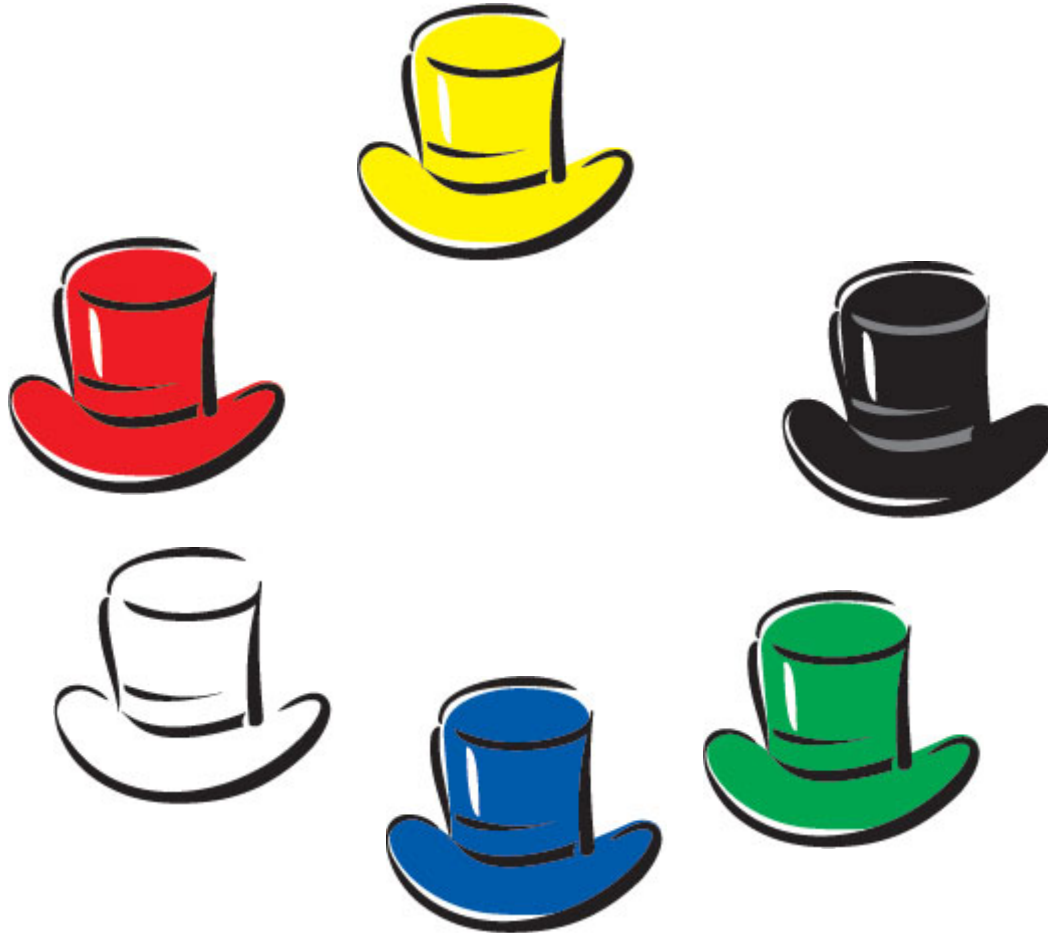
(Edward de Bono).

# De Bono's creative

1. Generating knowledge and awareness
  - Reading, learning, researching, finding out about the world in general and the area in which you wish to operate
2. Incubation
  - Time for reflection
3. Idea generation
  - Using your own knowledge and creative thinking techniques e.g. brainstorming, to create ideas
4. Evaluation and Implementation
  - Choosing your idea and making it work!

# Six Hats Thinking

(De Bono 1985)





**White Hat:** Information focuses on the data available and what you can learn from it, in particular examining the gaps in the knowledge you have and either trying to fill them or taking account of them.



**Red Hat:** Feelings looks at problems using intuition, gut reaction, and emotion as well as getting you to think about how others will react emotionally to the issue and how to understand the responses of people who may not follow your reasoning.



**Yellow Hat:** Benefits . At this stage, you begin to think positively and view all the benefits in an optimistic light, particularly in terms of the value of the decision. It is designed to keep your thinking positive.



**Black Hat:** Caution. Using 'Black Hat' thinking, you are encouraged to look at all the bad points of the decision both cautiously and defensively to understand why it might not work. This highlights any weak points in a plan and allows you to adjust, eliminate or prepare contingency plans to counteract them.



**Green Hat:** Creativity. This is where you can develop creative solutions to a problem through a unrestrictive way of thinking. This means very little criticism of ideas and is the point at which a number of creativity tools can be implemented.



**Blue Hat:** Managing the Thinking. The final hat stands for process control and is generally worn by those chairing meetings. It comes into its own when ideas are drying up or thinking becomes stagnated in which case the 'wearer' may direct things towards 'Green Hat' thinking to generate creativity or 'Black Hat' thinking when a contingency plan is called for

# **About SIX hats**

Which hat would like to wear?

And

Why?

Just your answer!

# Creative New meaning with New Innovation



# Revolutionise Existing Concepts



# Not all Innovations are Successful...



# Neither are All Fashion Trends



# Really!?!?



- Innovation = Invention + Commercialization

- Are all Innovations Opportunities?