



USQ

UM68031

CREATIVITY IN ENTREPRENEURSHIP

X CHRISTINE MOODY

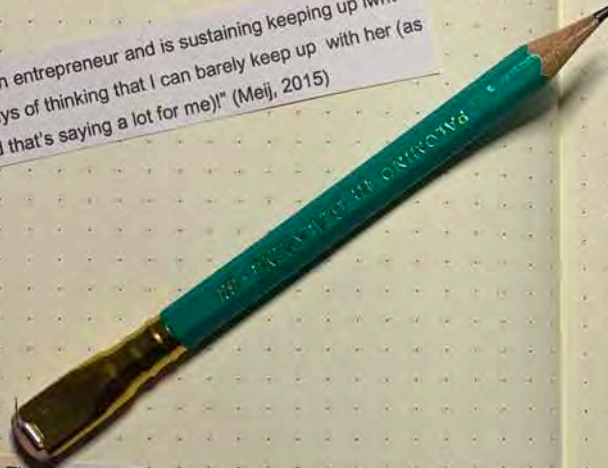
DUE: MONDAY 29 JUNE, 2020

Rediscovering my
"CREATIVE MOJO"!

QUOTES

Def Entrepreneur

"Christine is the true definition of what it means to be an entrepreneur and is sustaining keeping up with emerging trends, business strategies, and creative ways of thinking that I can barely keep up with her (as CEO and Managing Director of an International brand that's saying a lot for me)" (Meij, 2015)



"Creative personalities are imaginative. They can 'see' how a solution might 'look' in their mind's eye before it has even been put to paper. Creative people are also innovators. Breaking with norms or conventions whenever possible, they are open to explore and try what hasn't been tried before. If these are not requirements for the people in your company, you might want to take another look at who's working for you, or with you. I'm not just talking about the people on your graphics team or the video producer you hired. Creative-minded individuals can be found in all disciplines, from the accounts payable analyst to the IT administrator. It's equally important that these traditionally 'non-creative' positions are considered areas for creativity. These people, after all, are in charge of building and maintaining the system infrastructure of the business." (Morstad, 2013).

> Importance of creativity

"Creative thinking is among the most sought-after life and work skills in the 21st century." (Ritter, Gu, Crijns, Biekens, 2020, p. 1)

"We had to rethink how we work, and the learnings have been inspiring. Ingenuity has been born of necessity." McCann, 2020.

①

USQ UMG8031 Creativity in Entrepreneurship

Due: Monday Week 8 (Monday 29 June 2020)

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Word count: 850-1000 words

Outcome: A 12-month personal professional development plan of activities for enhancing my creative capabilities.

Introduction

The reason I undertook USQ's mini-course *Creativity in Entrepreneurship*, was to make the most of my time during the Covid-19 lockdown period. In fact, I managed to complete over eight online courses during the lockdown but it's this course that I found the most rewarding. Not only did it 'reset' my entrepreneurial direction, it also offered a very practical outcome—a plan!

It was rewarding for many other reasons as I continue my life-long journey of learning, researching, and writing. Firstly, it allowed me the 'luxury' of time to get organized before I jump head long into my next entrepreneurial project. And secondly, it gave me the opportunity to devote time and effort to revisiting and researching creativity, innovation, and entrepreneurship to enable me to combine the formal research with my extensive entrepreneurial experience across a range of my own businesses ie, Poppy Cakes, The Wrap Dress, and Travel Stitch et al, as well as through my consulting business, Brand Audits. The timing was perfect as I refocus my attention away from brand consulting services and back to my area of passion—creating new brands with a physical products.

This new-found focus was achieved after I conducted an extensive literature review as well as an audit of my current creative activities. The audit helped me to identify gaps in my current activities and update my plans to include new creative activities. This plan (and associated *Creative Thinking Boards*) was designed to be flexible and visual as well as linked to my other tools ie, iCal diary and my Moleskine journals. The most important element I added to my plan is the evaluation of the impact my activities have on my creativity. This is reflected in my output (new business ideas and execution of these) as well my energy and engagement in my work evident by return of my 'Creativity Mojo'.

The outcome of the four-week, mini-course was to create a "12-month personal professional development plan for enhancing your creative capabilities". My assignment includes my work completed during the mini-course which I captured in my workbook/journal, as well as photographs from my workbook created for this assignment. The assignment is presented as a creative piece both in its content and its design because I wanted to demonstrate the application of my creative activities and the impact it has had on my work and my life.

QUOTES

"Creation of new and useful products including ideas as well as concrete objects" (Mayer, 1999, p. 450)
 "...distinctively human capacity to generate new ideas, new approaches, and new solutions and one of the key factors that drive civilization forward" (Hennessey & Amabile, 2010, p. 80)
 There are many definitions of 'creativity' within the context of entrepreneurship

Many definitions of 'creativity' [citations see topic 1] but the definition that I have chosen
 When I hear the word 'creativity' I think of those who see things differently and I think of those who connect the dots differently (Jobs, 2005)

"capacity to challenge the existing order of things, by deliberately forcing ourselves out of our usual way of thinking to see the status quo from a new and enlightening perspective, to form new ideas and find practical ways to implement change in the light of fresh insights" (Bills & Genasi, 2003, p. 7)

"ability to combine ideas in a unique way or to make unusual associations between ideas" (Coulter, 2003, p. 52)

"has become a core business skill, and entrepreneurs lead the way in developing and applying that skill...creativity and innovation often lie at the heart of small companies' ability to compete successfully" (Zimmerer, Sarborough & Wilson, 2008, p. 43)

"...to beget or give birth to" (Merriam-Webster, n.d.)
 "process of developing ideas that are both novel and useful"
 "Creation of new and useful products including ideas as well as concrete objects" (Mayer, 1999, p. 450)

"the ability to develop new ideas and to discover new ways of looking at problems and opportunities" (Zimmerer, Sarborough & Wilson, 2008, p. 43)

"Creativity will become one of the top three skills workers will need. With the avalanche of new products, new technologies and new ways of working, workers are going to have to become more creative in order to benefit from these changes." (Gray, 2016)

"distinctively human capacity to generate new ideas, new approaches, an new solutions and one of the key factors that drive civilization forward" (Hennessey & Amabile, 2010, p. 80).

"The language of creativity is used in different ways by different people and differently from one generation to the next." (Epstein, 1980, p. 65).

"various perspectives exist, creativity can be defined as the application of a person's mental ability and curiosity to discover something new...the act of relating previously unrelated things...the ability to relate or connect, to put things together in a novel way...the capacity to develop new ideas, concepts and processes" (Morris & Kuratko, 2002, p. 104)

②

Why creativity is the 'secret' ingredient to business success

I know from first-hand experience of what it takes to take an idea to a product or service and launch a new brand. I have done this many times for my clients at Brand Audits or with my own diverse, start-up businesses (refer *Appendix L*). What I loved about the research (refer *Appendix A*) was a deeper understanding of the definition of 'Creativity'. At first, I really struggled with the definitions as I always believed that you born 'creative' or not and that creativity did not come 'naturally' to everyone (nature vs nurture).

At the beginning of the course, 'Creativity' to me was 'see things' others didn't and join the dots to create a new business opportunity (refer *Appendix M*). As I really struggled with this 'nature or nurture' concept, I also conducted some 'quick and dirty', three-question, quantitative research with four successful CEO's (refer *Appendix B*). I was hoping in a way that they would agree with me and indeed the data confirms this however, it was not until researched further that my definition changed slightly.

While there are a variety of definitions I now define 'creativity' is the ability to see a 'problem' and find a solution by joining the dots to create new products and services. This is approach to creative thinking is more 'evolutionary' which builds on existing ideas (think Dyson vacuum cleaners); than 'revolutionary' which is a brand new idea (think Tesla cars). What they both have in common is that business today needs creativity to be successful. Without creativity we don't have innovation which is the cornerstone of any sustainable business.

Creativity leads to innovation

Creativity leads to innovation and innovation is an imperative for all business whether the business is selling products or services. My literature review (refer *Appendix A*) revealed many instances of creativity habits and discipline leading to innovation from the initial 'brand new' idea to developing new products and services. This is also demonstrated by my many seemingly disparate ideas that have one thing in common—seeing a gap or an opportunity in the market and developing an idea from a scribble in a notebook to the execution of that idea.

The one that I concentrate on and suits my way of 'creative' thinking is 'revolutionary'. All my ideas have come from looking at ideas and applying them in a different way or building on an existing idea. It's also about making creativity the centre of my thinking and starting with a small idea and seeing it grow into a new business venture (ie, Poppy Cakes).

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Some myths

Myths—creative people are different and eccentric, arts not about business, ideas come out of the blue, comes from working solo, for big business with big budgets. (Taylor, 2013, p. 3)

According to Shambaugh (2019): "...being creative and innovative are the top critical success factors — not only for companies, but for leaders and their teams"

Research suggests that general curiosity leads to higher creativity (Hardy, Ness, & Mecca, 2017).
"...capacity to challenge the existing order of things, by deliberately forcing ourselves out of our usual way of thinking, to see the status quo from a new and enlightening perspective, to form new ideas and find practical ways to implement change in light of fresh insights..." (Bills & Genasi, 2003, p. 7)

"You can also train yourself to think more creatively, if you're willing to put in the effort" (Clark, 2017)

Not limited to creative types undertaking creative pursuits ie, painters, illustrators, designers, photographers et al (Bill & Genasi, 2003, p. 9) but a tool to look at the world differently which underpins the design thinking course at Stanford University (d.school, n.d.).

"...the ability to develop new ideas and to discover new ways of looking at problems and opportunities..." (Zimmerer, Scarborough & Wilson, 2008, p. 43)

Creativity is a skill that can be developed and nurtured (Dobbins & Pettman, 1997, p. 525)

"...can't be innovative at work without having creative ideas..." (Taylor, 2013, p. 4)

"...lack of clear separation between the definition of creativity of products, people and creativity potential in literature..." (Piffer, 2012, p. 263)

We are all born to be creative but some of us just forget it (Spivak, 2019, para 12).

"These are challenging circumstances, but by following the strategies above, you can plan, prepare, and set yourself up for success over the long-term." (Carl & Clark, 2020).

"Combine ideas in a unique way or to make unusual associations between ideas..." (Coulter, 2003, p. 52)

Creativity from three different perspectives of a person, product and process (King & Anderson, 2002)

3

Doing the hard work on creativity

There is no easy way to incorporate creativity into your everyday work life—but I believe I just have to "do the hard work". I treat my creative endeavors as my job and I schedule my time accordingly as I do for client work—via in my diary. This disciplined approach includes waking up at 5am every day to spend one hour of working on a creative idea that may lead to a new business concept. This is how The Wrap Dress went from an idea to a new business (refer Appendix L).

Scheduling creative time every day

For me, it is crucial for my business and I have made a 'creativity' habit. My research revealed that not only is having a routine of spending deliberate creative thinking time but also where you spend that time just being 'creative'. Every Sunday I plan my week ahead to ensure that I am organized for whatever the week throws at me. This includes time for 'creative' activities including visits to QAGOMA et al.

One approach to develop creativity is being curious. A study of successful entrepreneurs suggested curiosity as 'the creators' most important tool' (Wilkinson, 2016, p. 48). It should therefore be developed as much as possible.

"huge eureka moments and flashes of insight". Small innovations - evolutionary changes - are powerful, too. Creativity is not about developing 'initiatives that are not rooted in reality, are impractical, or that are never carried into effect' (Bills & Genasi, 2003, p. 91)

"...creativity for the real world: it is about doing those 1000 things 1 per cent better, rather than searching for the one big thing which will make things 1000 per cent better..." (Bills & Genasi, 2003, p. 91)
"...see the challenge clearly" and 'apply the right creative resources...' (Bills and Genasi 2003, p. 91).

(USQ, n.d.) In topic 2 ... "You might change your mind about the most appropriate definition as you progress with the minicourse" USQ course website.

"...some have defined creativity from three different perspectives of person, product, and process (e.g., King & Anderson, 2002) with Piffer (2012) identifying a 'lack of clear separation between the definitions of creativity of products, people and creativity potential in the literature' (p. 263)."

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"His [the head of a major motion picture studio PIXAR] belief is rooted in a misguided view of creativity that exaggerates the importance of the initial idea in creating an original product" (Catmull, 2008, p. 64).

> "using hands to make something for creativity"
(Nimkulrat, 2012)

(Graeber, 2020) "Museums have become extraordinarily creative in throwing open their virtual doors to young people still on lockdown. Educators are providing at-home opportunities to emulate renowned artists, go on odysseys to the stars, collaboratively create a picture book on women's history and even chill out with a skink". —The Guggenheim Museum, The Museum of Modern Art, Metropolitan Museum of Art

Design Shift: Tech vs. Humans (Australian Graphic Design Association, n.d.)

"The act of walking itself, and not the environment, was the main factor. Across the board, creativity levels were consistently and significantly higher for those walking compared to those sitting." (Wong, 2014)

"Visualisations point to opportunities and serve as a springboards into innovation." (Kalbach, 2016, p. xiv).

the subject that matters, it's the routine. "Drawing has creative, expressive and educational value; it remains fundamental to translating and analysing the world." (Taylor, 2014)

"...iterating constantly to uncover opportunities with the fog of uncertainty." (Van der Pijl et al 2016, p. 14)

(Simmons, 2018) "...build atypical combination of skills and knowledge across field and then integrating them to create breakthrough ideas and even brand new fields and industries where this is little competition."

Staying curious—"Most of the breakthrough discoveries and remarkable inventions throughout history, from flints for starting a fire to self-driving cars, have something in common: They are the result of curiosity. The impulse to seek new information and experiences and explore novel possibilities is a basic human attribute." (Gino, 2018)

"For years, science has known that moving energizes your brain and makes you a little smarter. But that's not the whole reason walking is so good for creativity." (Stillman, 2019)

(Fisk, 2017) Melanie Perkins (Founder, CANVA): "seeing the little idea turn into reality..."

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Audit of current creative activities

Some of the creative activities I currently undertake are (now supported by my research and shown on my Creative Thinking Boards—refer Appendix I):

1.0 Daily creative activities:

> 1.1 **Reading everyday**—Selecting library books online and when collecting these at the library also selecting 'random' books that I would have not considered reading ie, different topic—"How to tie a knot". I read at least two books a week (refer Appendix D.)

> 1.2 **Drawing daily**—Daily practice of drawing/sketching every day—ie, from my breakfast to a coffee cup. It's not the subject that matters, it's the routine and the habit of analysing the world via my drawings (refer Appendix E).

> 1.3 **Connecting with creative 'peeps'**—Hanging out with creative people is a must to stay creative. It's the energy, buzz, and excitement that creative people exude that gives me the energy! I attend as many webinars, forums, and conferences as possible that connect me with global creative thinkers.

> 1.4 **Identifying and documenting global trends**—I purchase many subscriptions to a range publications from *The New York Times* to *Monocle* to locally-produced magazine *Frankie*. It's important that I regularly take the time to scan various publications to get a global perspective and pick up new trends (refer Appendix J).

> 1.5 **Observing street life**—Staying curious by getting 'out and about'. Taking a note of things around me whether walking, on public transport, or waiting for client, write a note for 'Creative Thinking Board' on what I have I seen today. I make a quick sketch and make notes to document this (refer Appendix F).

> 1.6 **Appreciation society**: By appreciating what I have allows me to be more creative ie, I show my appreciation of family, friends, and clients by sending hand-written "thank you" notes (refer Appendix G).

> 1.7 **Learning from the creative class**—I ensure I read, listen, or watch creative case studies everyday ie, Sara Blakely, Founder of Spanx who creates "fake commutes" because her best ideas come to her when she is driving around in her car.

> 1.8 **Walking to think**—Walking for exercise, walking for thinking, and walking for meetings. From Charles Darwin to Steve Jobs many of the great thinkers used walking to think or to hold 'walking meetings'. I continue this tradition.

> 1.9 **Committing to paper**—I put pen to paper to problem solve as much as possible. If I have an idea that I know has the makings of a business, I commit to the project by giving the project a name and a new Moleskine journal/notebook. This is what I work on every morning. Note: It's a must to use good quality tools such as Moleskines and Kikki-k notebooks/journals (Refer Appendix H).

2.0 Weekly creative activities:

> 2.1 **Scheduling art dates**—Solo trips to art galleries/museums (I am a member at QAGOMA) or even art supply stores—anything related to "art"—anything to surround myself with creative ideas and tools.

> 2.2 **Craft afternoons with friend**—Sewing, embroidery, or any craft that uses my hands—and my heart—to create a hand-made item. Created "Stitch 'n' Bitch" group to ensure it's a social event with like-minded women (pivoted to online/Zoom during Covid-19).

> 2.3 **Field trips to places unknown**—Get away to where things are made ie, The Wrap Dress to the manufacturers to meet the team and see first-hand the manufacturing process.

QUOTES

According to Anna Abraham (Kaufman, 2019)—"There is a surprising level of unanimity in the field when it comes to a boilerplate definition. Most experts agree that two elements are central to creativity. First and foremost, it reflects our capacity to generate ideas that are original, unusual or novel in some way. The second element is that these ideas also need to be satisfying, appropriate or suited to the context in question." (Kaufman, 2019)

"...creativity is not the traditional view of being good at art or full of new ideas, but it is the ability to shape our own brain by what we expose it to, designing our own future through proactive choice." (Swart, 2019)

Creativity + innovation—

"...can't be innovative at work without having creative ideas..." (Taylor, 2013, p. 4).

Duverge, 2015 creativity in the workplace essential—inspires better team work and teambonding and attracts better staff and benefits from increase in problem solving.

Enhances innovative behavior (Dul & Ceylan, 2014).

> importance of play to creativity
(Russ & Wallace, 2013)

> Embrace "magnificent mistakes"—(Fisk, 2017) Rick Baker (Co-Founder, Blackbird Ventures): "...it's the learnings they [entrepreneurs] get from the things that don't succeed that drives them to the next success..."

Not letting self-doubt or lack of self-confidence stopping you being creative or censoring your ideas (Kelly & Kelly, 2013).

Solitude and collaboration—sometimes I like to work (and think) alone (Bowker, Stotsky, & Etkin 2007,) whereas other times I like the energy from work and feedback from others (Bill & Genasi, 2003).

Hard work—there is not getting around hard work (Pressfield, 2015) you have to treat your creativity as not on a whim but as a job — Creative people are distinguished for their 'sheer hard work' focused upon a very narrow field: a dogged persistence allied to creative powers that intrinsically, are not so much greater than our own' (Bills & Genasi, 2003, p. 8). Ashton (2015) explains that having ideas is not the same thing as being creative, because many people have ideas but do not make the effort and take the steps to turn them into reality. 'Creativity is execution, not inspiration' (p. 51).

"It is argued that, to encourage and enhance creativity, managers should address the effects of self-doubt, fear of risk taking, and fear of opposition and criticism." (El-Murad & West, 2004, p.188)

5

Audit findings—what crucial element is missing in my creative activities?

From my 'audit' of my current creative activities, I have added—and implemented in June 2020—a few new ideas from my literature review (refer Appendix A). For me it came like a lightning bolt—my missing piece of the creativity jigsaw puzzle was fun—in fact 'play' for no other reason than fun or random acts of fun/play!

Fun had been missing from my work and my life for the past 10 years. Much of this is due to 'challenges' beyond my control. My literature review revealed not only the importance of 'play' but also the important to creative thinking. So I have incorporated this in how roster of daily activities which now includes 'fun' activities (refer Appendix I).

Making my plan visible to make it work

While my plan started as a matrix and morphed into my *Creative Thinking Boards* (refer Appendix I) that sit in clear sight from desk and updated on a daily basis. The idea for these boards came while I was sitting in a specialists' waiting room, I noticed the number of brochures, posters et al that are displayed on the walls. Some of this information was current while others were standard health messages but all of them fighting for attention. I wondered how I would organise this information better to give a hierarchy and order to the information. I pulled out my Moleskine notebook and pen and sketched a hierarchy of information based on three boards. This inspired my three *Creative Thinking Boards*.

Overcoming barriers to creativity

My EECI-I test (refer Appendix C) and my audit also revealed my low appetite for risk. This was not always the case—in fact I have always been a 'risk taker'—and it's this newly-acquired trait that I need to work on this barrier to creativity. As taking risks enhances creativity and I used to seek out situations deliberately to face my fears and opportunity for growth—both personally and professionally.

3.0 To overcome these barriers, I have added extra activities to my daily routine:

> 3.1 Jump into my 'uncomfortable' zone—Getting out of my comfort zone and taking risks. Putting ideas 'out there' via social media or within my circle of contacts. Aim is to get feedback and comments and see what people say—good and bad.

> 3.2 Embrace my 'polymath' traits—I describe myself as a multi-passionate entrepreneur as I have many interests and many ideas come from my many journal notetaking and observations. Some colleagues see this as unfocused and undisciplined, but I embrace it as great trait to have as it enhances my creativity.

> 3.3 Celebrate my 'magnificent mistakes'—I have really f*cked up in some of my past venture, but I continue to show resilience by using my creativity to solve both work and personal problems—journaling, positive growth mindset, and learning from my mistakes. I even wrote a book that reflects my lessons that mistakes have taught me. I call it 'Post-Traumatic Growth'.

QUOTES

"Creativity doesn't just involve, as some people think, producing a work of art. It exists among people in every department, across job functions and levels. In the workplace, creativity happens any time an employee thinks of a novel way to solve a problem—whether it's improving the customer experience in some way or streamlining a cumbersome internal process. Thought of in this way, it's clear that creativity is not just needed in some departments within accompany—it's a necessity for all." (Lee, 2019)

"Today's corporate world needs more ambidextrous organisations: companies that execute and innovate at the same time. This setup will be hard to understand and realise because of the immense power that the CEO role has held for decades. But as Steve Blank points out, every large company must face the reality of continuous innovation and disruption or risk becoming obsolete." (Kemp, n.d.)

Measuring creativity

"To the extent that organizations are successful in creating a healthy organization culture, stimulating creativity among its members, and promoting innovative behavior within the organization, a sustainable organization will result..." (Allahar, 2018, p. 56)

> Metrics matter—"The right metrics are the ones that show you if you're on the right track, as opposed to 'vanity metrics' that give a false sense of security. Find the metrics that correlate the strongest with growth of your business and help you scale." Van der Pijl et al 2016, p. 247

> Metrics matter—"The right metrics are the ones that show you if you're on the right track, as opposed to 'vanity metrics' that give a false sense of security. Find the metrics that correlate the strongest with the growth of your business and help you scale." Van der Pijl et al 2016, p. 247

"...measure your progress toward this goal by tracking the activity you're done and the results you've achieved." (Osterwalder, A., et al, 2014, p. 242)

> Random acts of creativity—Creating space just to do random and unexpected things ie, choosing a card from the Frankie (2020, July/August) 'Inking outside the box' a set of cards with questions ie, "Which old trend do you wish would make a comeback?" (Frankie, 2020, July/August p. 128)

> Deliberately seeking out creative peeps—in the past I let my memberships to AGDA et al lapse but I have included attendance at webinars et al (Australian Graphic Design Association, n.d.)

Torrance Test of Creative Thinking, et al "These studies strengthen the empirical evidence that the ability to think divergently in childhood predicts creativity in adulthood." (Russ & Wallace, 2013, p. 140)

6

Evaluating and monitoring my plan—How do I know if these activities are making a difference?

The most important learnings from this mini-course is the fact that I need to add accountability and metrics into my creative strategy. Without this in place, how do I know if I creativity is having a positive effect on my work and my life? The outcome I want to achieve is more passion and energy, as well as the successful launch of my new projects.

4.0 With this is mind I have developed a system of reviews and evaluations:

- > 4.1 Ongoing, regular audits and reviews—Weekly / Monthly / Annual reviews (refer Appendix K)
- > 4.2 Micro course corrections/pivots—Look at the outcomes adjust my plan as required either by adding detail or deleting activities.
- > 4.3 Reflection—Ensuring to document daily and weekly updates in my journals by noting 'what worked' and/or 'what could be done differently'.

Conclusion

Enhancing my creative capabilities is not a 'set and forget' project but rather an ongoing project of continuing improvement as I review and pivot my creativity activities on a weekly, monthly, and annual basis. Most importantly, it is a time to reflect and reset for the post-Covid 19, 'new normal' world and whatever that looks like! I look forward to seeing the return of my Creative Mojo!

FUN!

Creative work makes work so much more fun (Shailey, Gilson, & Blum, 2017)

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☒ PDFs → Appendices

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Kaufman video

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MYTHS - NOT "CREATIVE" ONLY FOR "CREATIVES" "ARTISTS" "ECENTRIC"

Taylor, 2013
Kaufman, 2019
Catmull, 2008

THEMES FROM LITERATURE REVIEW:

- DEF. OF "CREATIVITY"
- DEF. OF "INNOVATION"
- DEF. OF "ENTREPRENEUR"
- WHY "CREATIVITY" IMPORTANT?
- WHAT CONDITIONS TO THRIVE? (+ MYTHS)
- BARRIERS TO CREATIVITY

RELATIONSHIP: CREATIVITY/INNOVATION
Sheldon, 2013

McCaughy, 2010
Creativity/Innovation
May, 2015
Bacigalupo, et al 2016

Burke, 2013

Carl & Clark, 2020
Glavean, 2013
Taylor, 2014 Drawing
Australian Graphic Design Assoc., n.d. Hang out & Creative people
Haslam, 2018 field trips
Valentine, 2019
Pink, 2008
Sponseller, 2018
Stillman, 2019
Wong, 2014
Van der Pijl et al, 2016
Kalbach, 2016
Simmons, 2018
Biro, 2018
Barnett
Evans, 2018
Brooklyn Library, n.d.
ASDA (2011)

TECHNIQUES TO USE EVERYDAY

FEAR OF MISTAKES

Risk, 2017
El-Murad & Wesi, 2014
Canicis & Rietzel, 2015

RELATIONSHIP TO WORK + PLAY

MEASURING CREATIVITY
12-MONTH PLAN
RELATING TO NEXT 12 MONTHS
JUNE/JULY 2020 -> 2021

MEASURING CREATIVITY
Barnett & Davies, 2018
Van der Pijl et al, 2016
Osterwalder, 2014
Epstein, 2019
D. School, n.d.
Clark, 2017

TOOLS
FEEL-IT
FAIL FIRST
HAPPY WORK

Types -> REVOLUTIONARY/EVOLUTIONARY

Bills & Benasi, 2003
Coulter, 2003
Swart, 2019
Albinos, 2006
Kaufman, 2019
Ashton, 2015
Gray, 2016
Ritter et al, 2010
Puss & Wallace, 2013
Gray, 2016
Lee, 2019
Deloitte, 2019
Kemp, n.d.
Shambaugh, 2019
Allard, 2016

MOVSTAD, 2013
Merriman-Webb, n.d.
Mayer, 1999
Hennessey & Amabile, 2010
Zimmerer & Scarborough, 2008
Moms & Kuratko, 2002
King & Anderson, 2002
Piffar, 2012

DESIGN THINKING
Model
Creative Solution
Diagnosis Scale
Consensus
TOPIC TEST
OF CREATIVE THINKING

DTM
ESDS
Piffar, 2012
Puss & Wallace, 2013

MEASURING CREATIVITY
Barnett & Davies, 2018
Van der Pijl et al, 2016
Osterwalder, 2014
Epstein, 2019
D. School, n.d.
Clark, 2017

TOOLS
FEEL-IT
FAIL FIRST
HAPPY WORK

Appendix A: Literature review summary

TEAM & ORG CREATIVITY FOSTERING CREATIVITY IN WORKPLACE

EU REPORT PROPOSED-A NEW SKILLS AGENDA FOR EUROPE: WORKING TOGETHER TO STRENGTHEN HUMAN CAPITAL...

FEARS

VIDEO

CREATING SOLUTION
FOSTERING CREATIVITY IN THE WORKPLACE
CREATIVE + INNOVATIVE ACTIVITIES + WHAT IS CREATIVITY?

What is a creative person?
Creative not env.
Selecting team members for creativity
Championing creativity
Successful Implementation

Kaufman video

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developing a creative sustainable org.
key issues in fostering creativity
leaders must take responsibility
greater understanding required
x business practices
...In order to survive and prosper
organisations must embrace
creativity, innovation, and
entrepreneurship as keys
to success.
- Individual Creativity
- Team
- Org Creativity + Collaborative
- Effective Org CULTURE

Creativity Research
Creative vs innovative
activities

ECCT-i test
transforming ideas into value

VIDEO - emergency bra
using creativity to find
a solution - making
something out of nothing

5/16/2020

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why right-brainers will
rule the future
- Clayton M. Christensen

- how does this relate to learning → creativity

- little c \rightarrow keeps practicing
collaboration/practice
being expert/professional.
under our control now
much we practice

- are more than one C
- MODEL
 - where to be creative
 - when to be creative
 - how to be creative

- What can I do to bring more creativity into every day?

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- 1) Fostering an inclusive and fun team environment

- Promoting creativity
- Image of office design
- Challenging status quo →
- How to challenge / change:

- ENVIRONMENTS → inspire creative energetic eg-

- 4) offering space for knowledge sharing

- the same thing over & over

- BRING THIS MISDEED BACK TO THE DRG.

- embrace mind set of failure
Fail fast / fail early

- Now \rightarrow PROTOTYPES experiment

- STORYTELLING spreading ideas
day story telling

- BRING THESE BACK TO WORK

- _____

→ ^{arg to} Barriers → identify + remove barriers
MINORITARY FORCES
Cause: resistance to new ideas +
processes / uncomfortable
Effect: old habits, beliefs and assumptions
 sometimes don't want to change
Analogy: Show stories about
 creativity + innovation in the work place
 "IDEA LIBRARY"

JUDGEMENT:

Cause: Fear of new idea

Effect: Employees reluctant to
share more well liked
idea, possible failure.

Strategy: handle ideology
with all leadership, to
become involved in innovation

PLAYING BY THE RULES

Cause: Rules are too strict

Effect: Oppressive / fatalistic

Strategy: Rules OK but
some rules relaxed
to enable innovation

Homework

Cause: Org don't want to deplete
time/resources

Effect - lack of faith in process

Strategy - Go beyond
Have competition
Encourage employees
to put ideas
forward

Process
Cause: Just suggesting an idea
Effect: Nothing comes of ideas
Strategy: make it easy for
employees to put ideas
forward → need total
action

Secs
ling
ENN.

Participant A:

1) Part of the hypothesis is that "anyone is creative" ie, you can learn to be creative. Do you think this is true / false? And why?
Yes, I do believe this to be true. Creativity is a skill that can be learned, but practice is required. This is essentially what art and design schools teach.

2) Is 'Creative' one of the top three traits of a successful entrepreneur/business? Yes / No? What do you believe are the most important traits are ie, Resilience, Passion, others?
Aside of having creative thinking skills, entrepreneurs need to have critical thinking skills as well. However, resilience is also probably one of the most important traits that they need to have. Starting a new business is an incredibly stressful thing. The good thing is that resilience can also be developed over time, but this takes practice - same is the case for creative and critical thinking.

3) Is 'Creativity' important in your business? And why?
Creativity is important in any business. There is a constant flow of obstacles and challenges that every business deals with. Often, these cannot be solved by following standard procedures. This is when taking a creative approach to solving problems can be very helpful.

Participant B:

1) Part of the hypothesis is that "anyone is creative" ie, you can learn to be creative. Do you think this is true / false? And why?

Rather than anyone is (i.e. can be) creative, I think that everyone is born creative. Creativity is innately human. Every child is creative. What happens is education and socialisation thwart our creativity and people either learn to suppress it, to de-value it, or even to be ashamed of it. I think that rather than 'learn to be creative' we need to unlearn the things that suppressed our creativity. We need to 'unlock' or 'uncover' what's already there to let our natural creativity shine.

2) Is 'Creative' one of the top three traits of a successful entrepreneur/business? Yes / No? What do you believe are the most important traits are ie, Resilience, Passion, others?

Yes. Others: Comfort with ambiguity, decisiveness in the face of uncertainty.

3) Is 'Creativity' important in your business? And why?

Yes, every business has to adapt to changing circumstances. Creativity is an important part of that. Successful strategy requires differentiation from your competitors and this means being creative about what you offer and how you solve problems.

Participant C:

1. I do believe that you can learn to be creative and that there is creative potential in all of us. To be creative you do need disciplinary skills, understandings and motivation. Of course, human biology, the brain and our genes, will contribute to or diminish the likelihood of us having creative lives.

You do need to keep alive the mind and sensibility of the young child and there is no one size of creativity that fits all.

2. "Creative" is one of the top three traits of a successful entrepreneur/business. As Howard Gardner says, creativity is the interaction of the individual, cultural domain and the social field. In the social field, it is in the area of entrepreneurship that you have the opportunity to perform.

Creativity is one of the key components of leadership. A creator needs a generous supply of intelligence, skill and discipline. The most important traits are definitely resilience, passion, commitment, energy and maybe a strong dose of the "gift of doubt" as Gladwell tells us.

3. Creativity is critical to any business. Without it, innovation and growth simply don't happen. Stagnation and decline do. Creators fail most frequently but understand the need to pick themselves up to forge creative achievements. Creativity may be limited to one endeavour, but there is a variety of creative endeavours and skill in one may not entail skill in another. The acid test for creativity is has the domain in which you operate been significantly altered by your contribution? The creator is dissatisfied with current work, current standards, current questions and current answers. A clear fit with entrepreneurship. With a baseline of literacy and discipline, we can all have creating minds.

Appendix B: Data from interviews with business leaders conducted 14 May 2020 (via email)

Interview questions:

> Q1: Part of the hypothesis is that "anyone can be creative". Do you think this is True/False? And why?

> Q2: Is "Creative" one of the top three traits of a successful entrepreneur/business? Yes/No? What do you believe are the most important traits are ie, Resilience, passion, others?

> Q3: Is "Creativity" important in your business? Why?

KEY POINTS:

- > Creativity is a skill that can be learned (in practice) * This is what I used to do!
- > ✓ important in business → overcome obstacles + challenges + adapt to changing circumstances
- > Creativity is innately human
- > ✓ we learn to SUPPRESS IT, TO DE-VALUE IT, OR EVEN BE ASHAMED OF IT * DURING COVID-19 → Creativity even more important
- > Creativity is one of the key components of leadership
- > ✓ critical to any business ← If it's CRITICAL - why aren't more businesses EMBRACING IT?
- > ✓ → a clear fit in entrepreneurship

Participant D:

1) Part of the hypothesis is that "anyone is creative" ie, you can learn to be creative. Do you think this is true / false? And why?

True, we are all creative. Creativity is often best defined by those who are or have been creative. Creativity to one is not necessarily creative to others.

2) Is 'Creative' one of the top three traits of a successful entrepreneur/business? Yes / No? What do you believe are the most important traits are ie, Resilience, Passion, others?

No.
Resilience, timing, determination and great advisors around you.

3) Is 'Creativity' important in your business? And why?

To a point.

I'd say in business creativity equals adaptability and flexibility.

Appendix C: Epstein Creativity Competencies Inventory (ECCI-I) for individuals (Epstein, 2019)
test results (15 May, 2020)

5/15/2020

The Ultimate Creativity Test: Do You Have the Skills You Need To Be Creative?

Do You Have the Skills You Need to Express Your Creativity?

Epstein Creativity Competencies Inventory for Individuals (ECCI-I) v. 1.0 (2007, 2019) by Susan Epstein

Results for chris m
May 14, 2020

Thanks for taking the ECCI! Your scores, which are listed below, are an indication of the level of competency you currently have in 4 different skill areas that are important for the expression of creativity. Your Total Score reflects your overall skill level. While it is not necessary that you be adept in all of these areas, the stronger your skills, the more creativity you are likely to express. The good news is that all of these competencies are trainable; that is, there are books you can read, seminars you can attend, and videos you can view that will improve your abilities in each and every area. *The Big Book of Creativity Games* contains 48 games and exercises you might find helpful.

The highest possible score in each area is 100, and so is the highest possible Total Score. Whenever your score is under 100, some improvement is possible. If your score is below 85, you probably should be concerned. If your score is below 65, it is especially important that you work on your skills in this area. If your creativity skills are poor, you will probably have trouble expressing creativity; strengthening your creativity skills can boost your creative output dramatically.

Here is your profile!

Your Total Creativity Competency Score is 81%

Your scores in each of the 4 different skill areas are as follows:

Preserves New Ideas: 92%

This is the most important of the 4 competency areas and also the easiest to learn and master. People who express a lot of creativity capture and preserve their new ideas as those ideas occur to them. They capture now and evaluate later, recognizing that almost any new idea might have value. They use devices to help them capture ideas: artists carry sketch pads, for example, and writers carry memo pads or voice recorders. When no recording device is available, they scribble on napkins or call their own answering machines to avoid losing an idea. People who are good at capturing also make themselves aware of certain times and places that help the ideas to flow, and they deliberately use those special times and places to observe their own thoughts and record new ideas. They also make deliberate use of dreams, daydreams, and the hypnagogic (semi-sleep) state as sources of new ideas; both Thomas Edison, the great inventor, and Salvadoré Dali, the great artist, did so frequently.

Preserves New Ideas: 92%

Seeks Challenges: 59%

Broadens Skills & Knowledge: 100%

Changes Environment: 83%

Seeks Challenges: 59%

Challenge, and even failure, help stimulate new ideas through a process Epstein calls "resurgence." People who express a lot of creativity often seek out challenging situations deliberately. They don't fear failure; rather, they see it as an opportunity for growth. Strong stress-management skills can be especially helpful in allowing people to flourish in difficult situations.

Broadens Skills and Knowledge: 100%

Epstein's laboratory research has shown that new ideas occur as previously established ideas compete and become interconnected; the more interesting and diverse the previously established ideas, the more novel and interesting the potential interconnections. Therefore, one of the most powerful ways to spur creativity is by learning new things—the farther outside one's current areas of knowledge and expertise, the better. This can mean taking courses on exotic topics, surfing new areas of the Internet, subscribing to magazines on topics one knows nothing about, and so on.

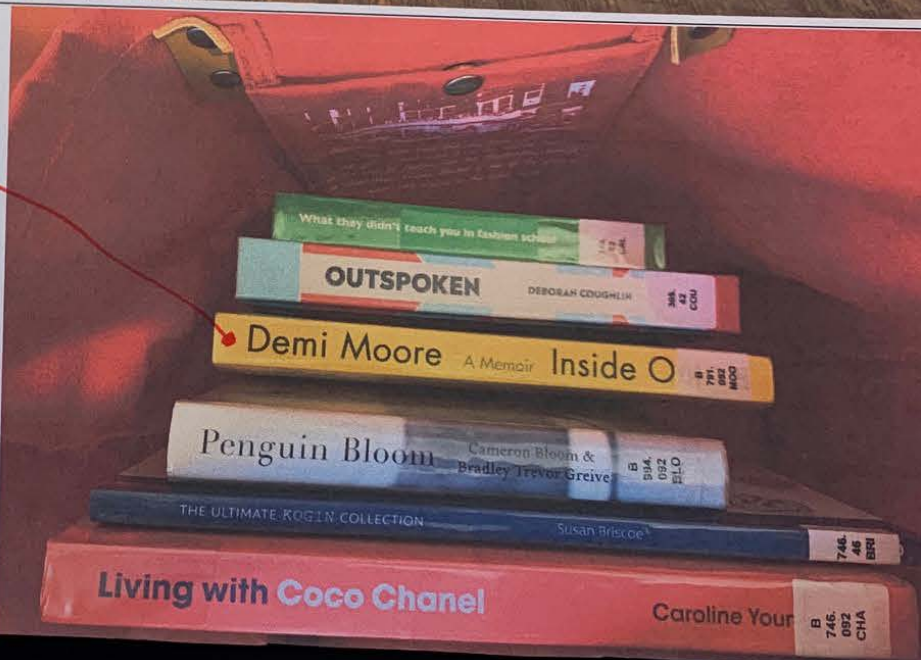
Changes Physical and Social Environment: 83%

Epstein's research also shows that creativity is stimulated when we are exposed to novel or ambiguous stimuli. Therefore, one can increase one's creative output by deliberately manipulating both the physical and social environment: redecorating one's work or living space, putting unusual objects on one's desk, hanging out with new and unusual people, bringing together unusual combinations of friends, and so on. Static, boring environments generally inhibit creative expression.

> SURPRISED X
THIS

Appendix D: Library of books (excerpt)

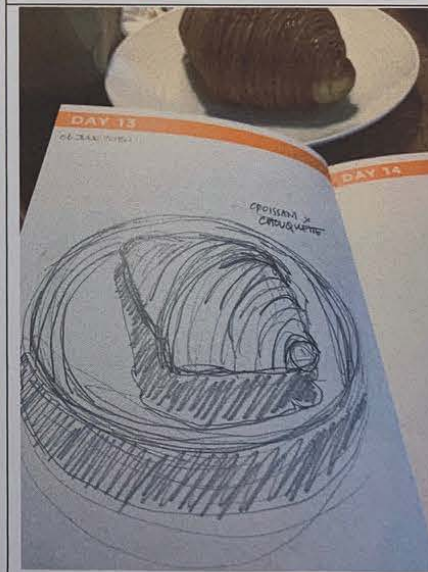
> Photograph of my books—personal (3000+ books); and Brisbane City Council Library (take out one to three books per week).



> CHOOSING RANDOM BOOKS
OFF SHELF OUTSIDE OF 'DESIGN'
+ BUSINESS.

Appendix E: Daily drawings

> One drawing a day routine.



> A DRAWING/DAY... ONLY
A FEW MINUTES BUT A DAILY
HABIT

> OUT + ABOUT IN #MY HOOD
@ POUFOMEN

Appendix F: Photographs from my daily travels

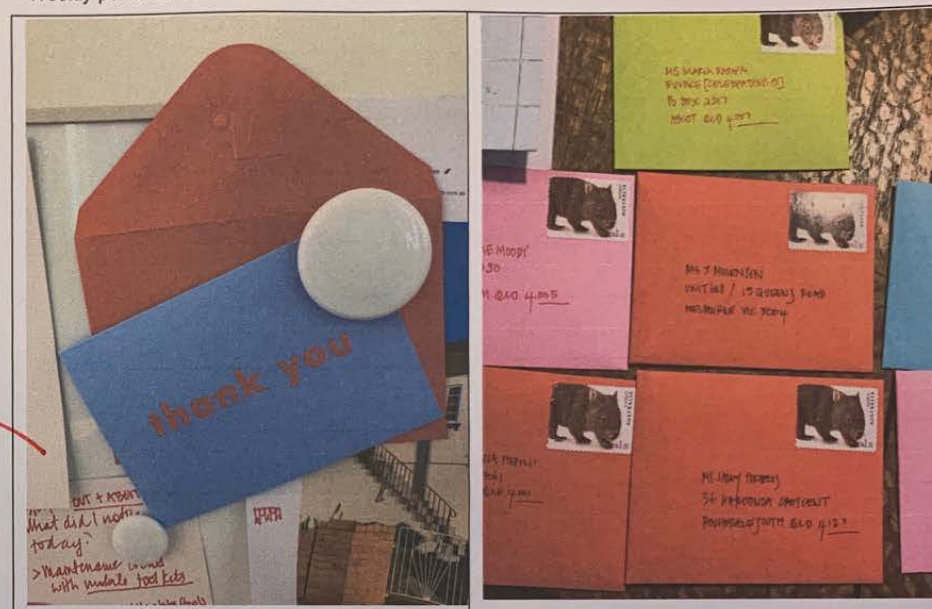
> Street life



> ALWAYS HAVE BEAUTIFUL CARDS
'IN STOCK' TO SEND TO FRIENDS + CLIENTS ...
VERY THANKFUL / SHOWING GRATITUDE ☺

Appendix G: Hand-written notes

> Weekly personal notes to friends and clients.



> my stationery — a stack of Moleskines from years of journals/writing/notes/ideas → great source of inspiration!

Appendix H: Quality notebooks and stationery

> Important that my creative "tools" are of the highest quality—eg, Kikki-k and Moleskine.



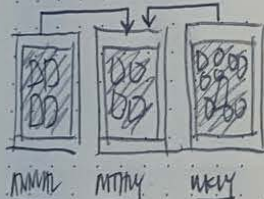
INSPIRATION → DR'S WAITING ROOM

HOW TO ORGANISE INFO ← including long-term short-term



SO MUCH VISUAL CONFUSION!

> WHAT'S IMPORTANT?
> WHAT'S SPREAD?
> MESSY BUT?



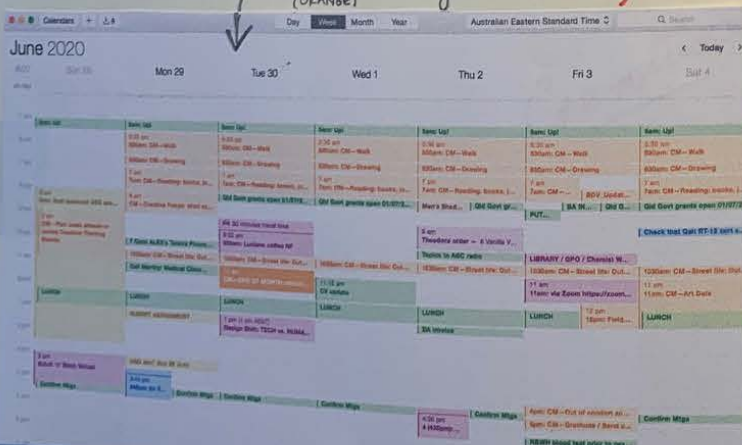
> MY 12-MTH PLAN → IN CLEAR SIGHT ON A DAILY BASIS → POSSIBLE

→ VISUAL

→ FUN/ENGAGING!

THINKING HOW GROUP INFO INTO DIFFERENT HIERARCHIES

* COMBINE w/ ical
electronic diary
(ORANGE)

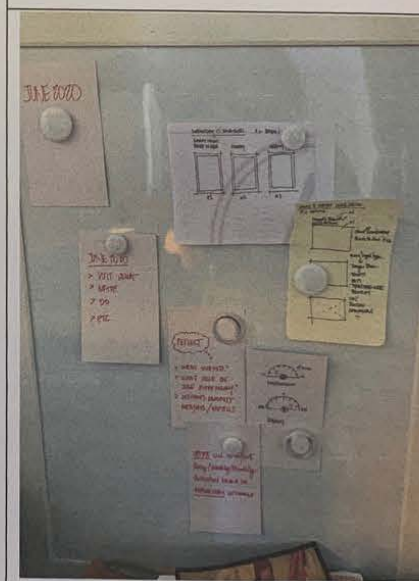
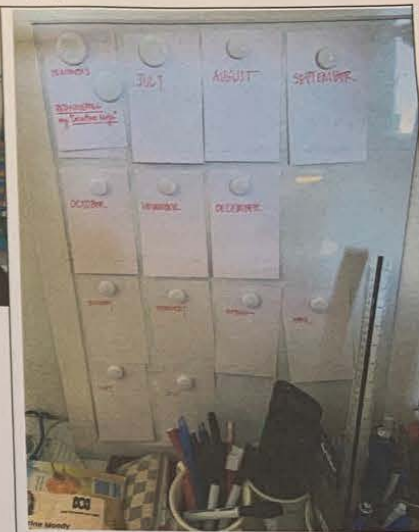


Appendix I: Creative Thinking Boards in office

> Photograph of work-in-progress for June 2020—(left to right) Year/Month/Week.



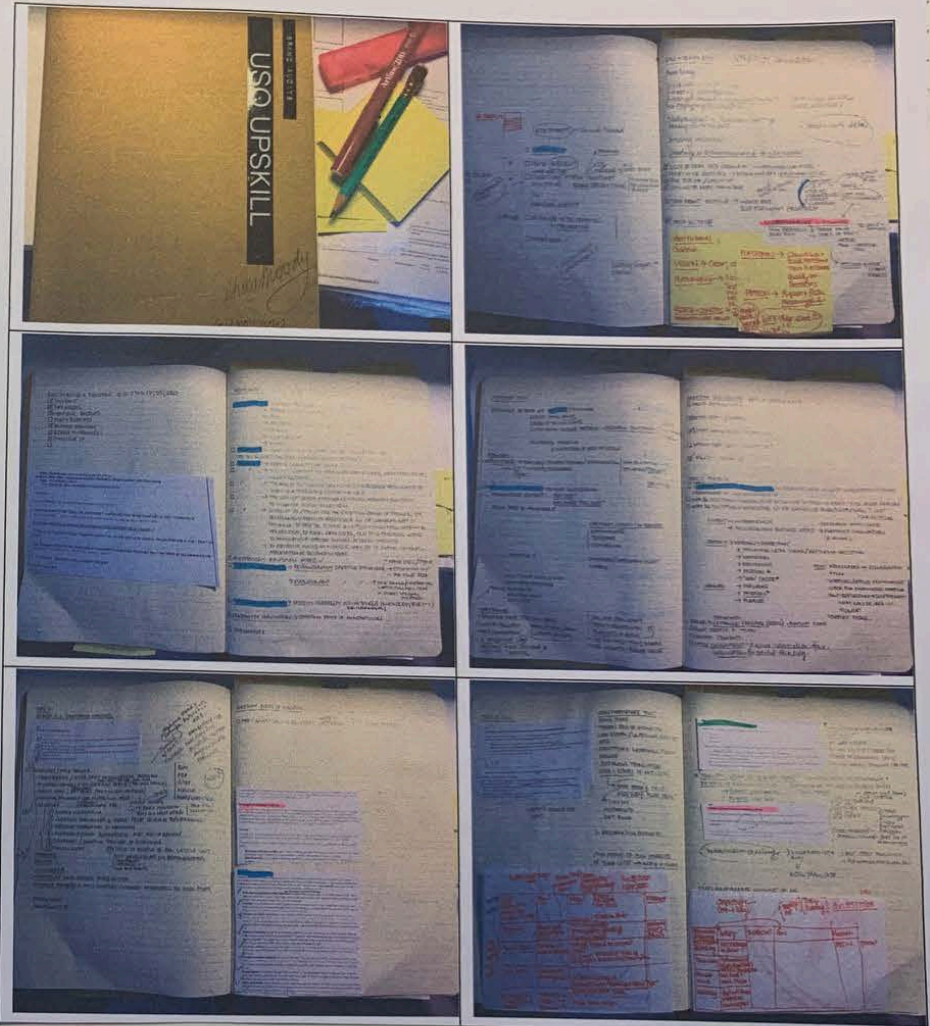
Creative Thinking Boards @ 20 JUNE 2020



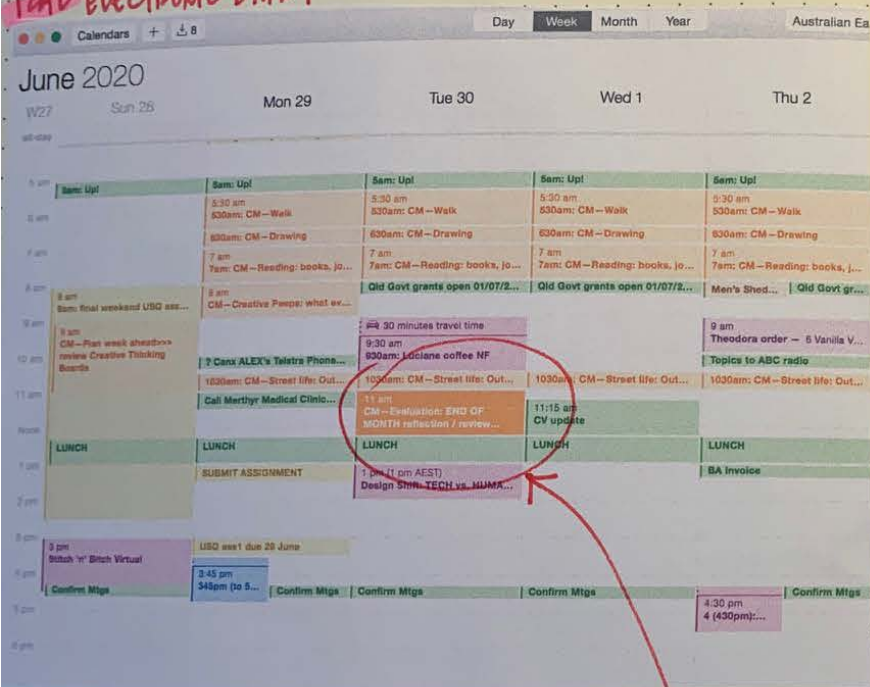


Appendix J: Creativity in Entrepreneurship workbook/journal

> Weekly topics 1, 2, 3. homework, tutorials (live and recordings of other groups), and reading list notations and quotes.



ICAL ELECTRONIC DIARY

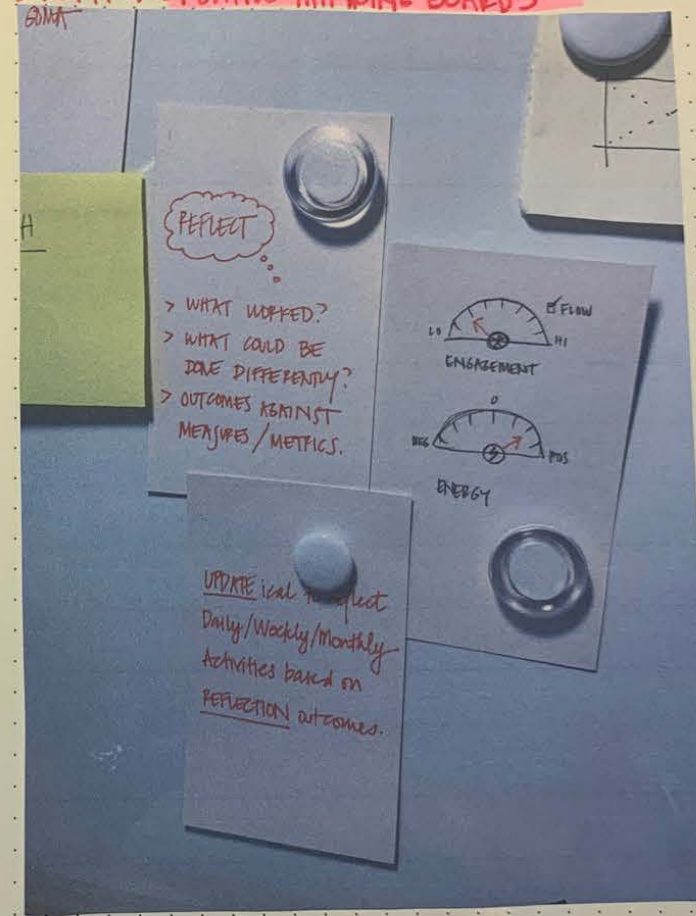


END OF
MONTH +
ANNUAL
REVIEW

Appendix K: Evaluating and monitoring my success

- > Combination of tools from *Designing your life workbook* (Burnett & Evans, 2018)—Engagement and energy measures and reflection journal.
- > Used in combination with iCal diary reminders and monitoring.

EXCERPT → CREATIVE THINKING BOARDS



DAILY +
MONTHLY
MONITORING
+ ANNUAL
REVIEW

PDFs → Appendices

□ optimise in PDFs

REF ☒

A ☐

B ☐

C ☐

D ☐

E ☐

F ☐

G ☐

H ☐

I ☐

J ☐

K ☐

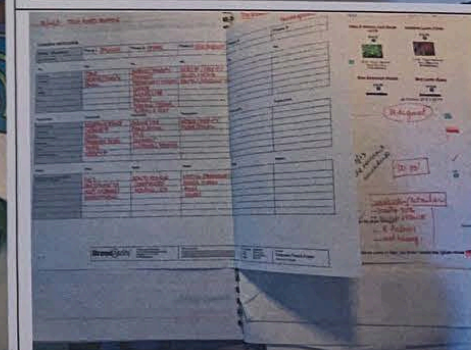
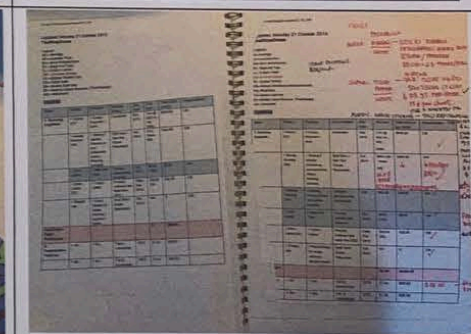
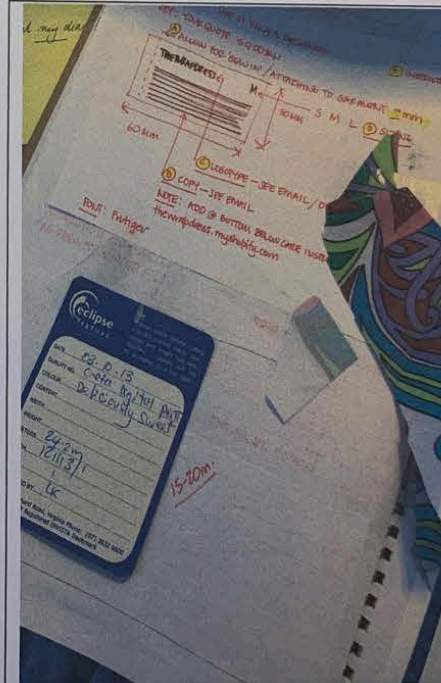
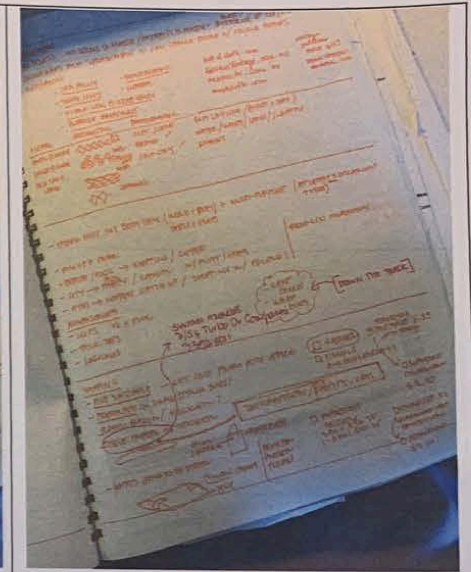
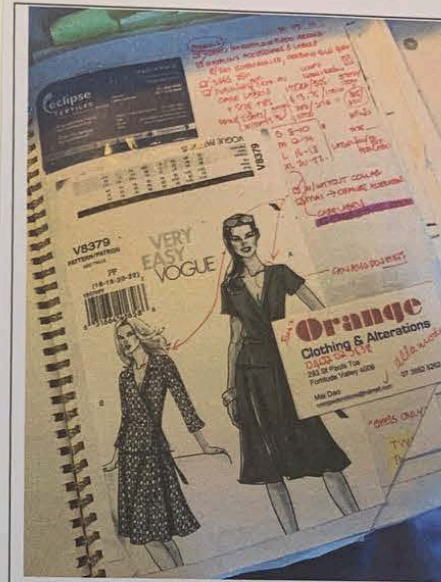
L ☐

M ☐

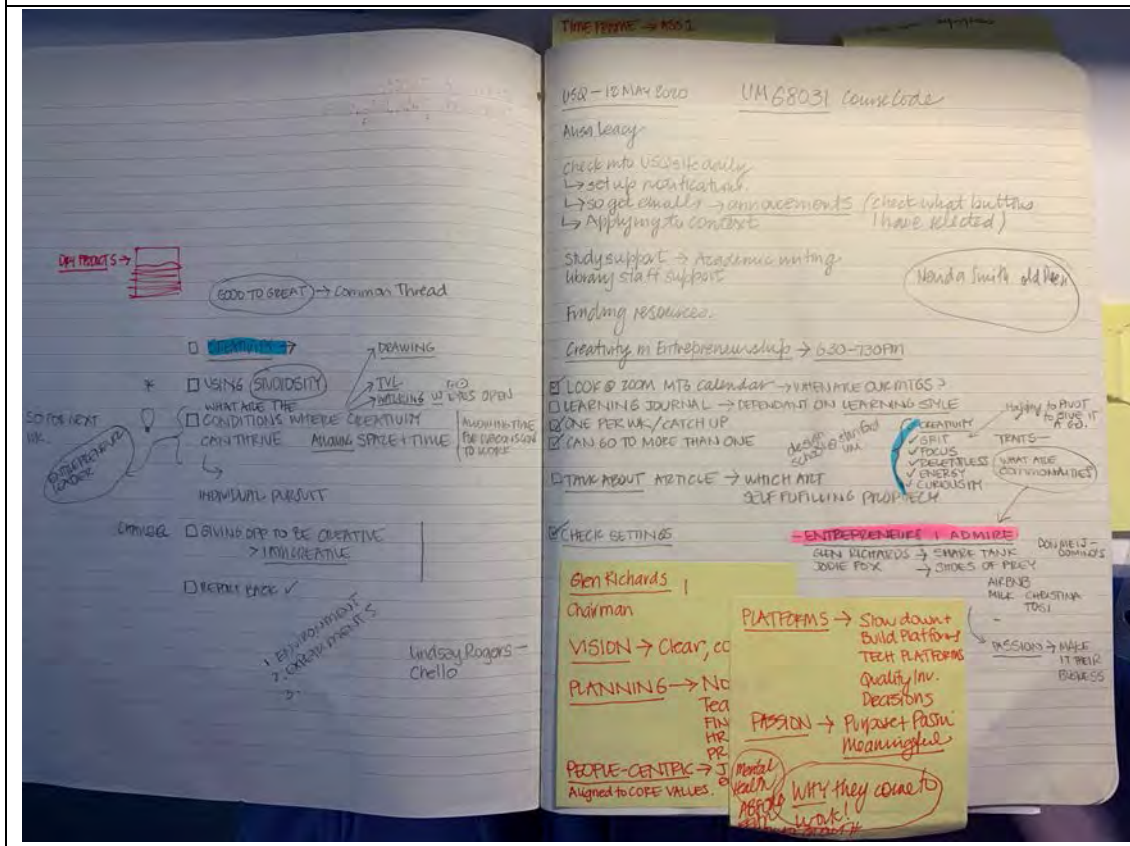
□ COURAGE

Appendix L: Daily work-in-progress entries—The Wrap Dress (excerpt from journal/notebook)

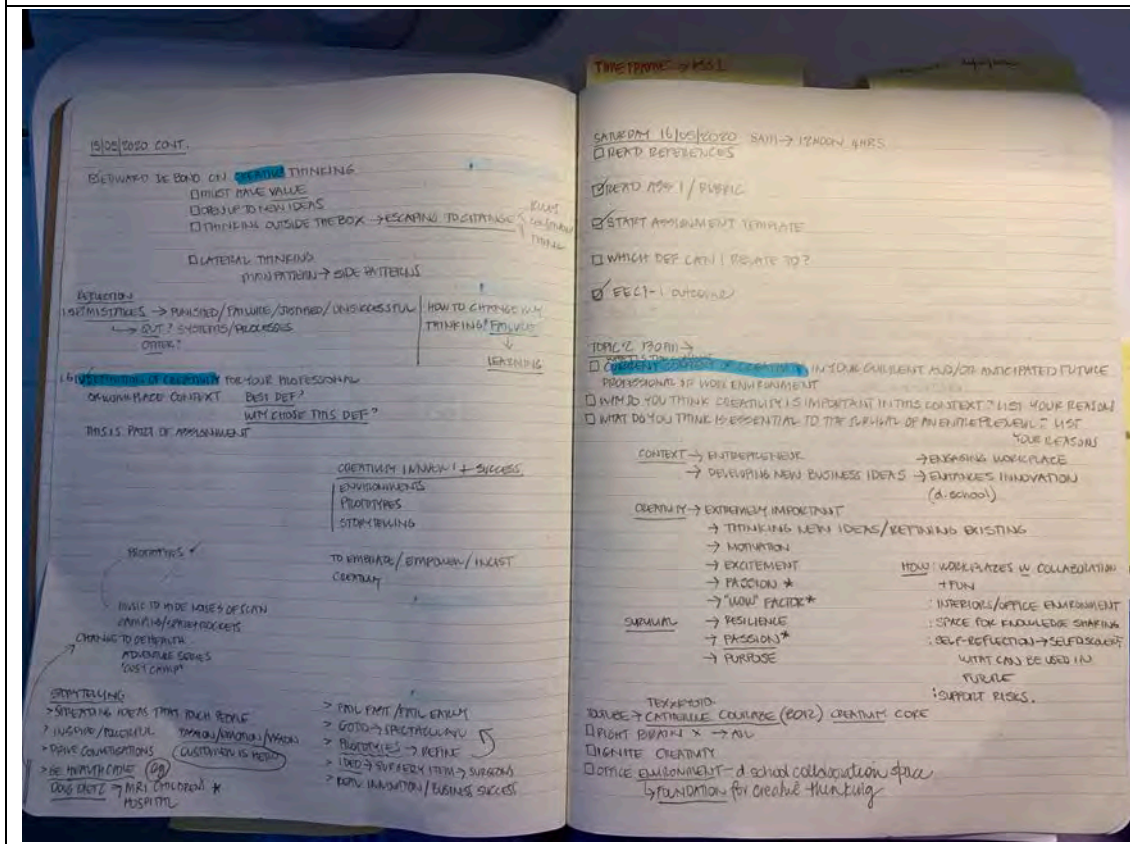
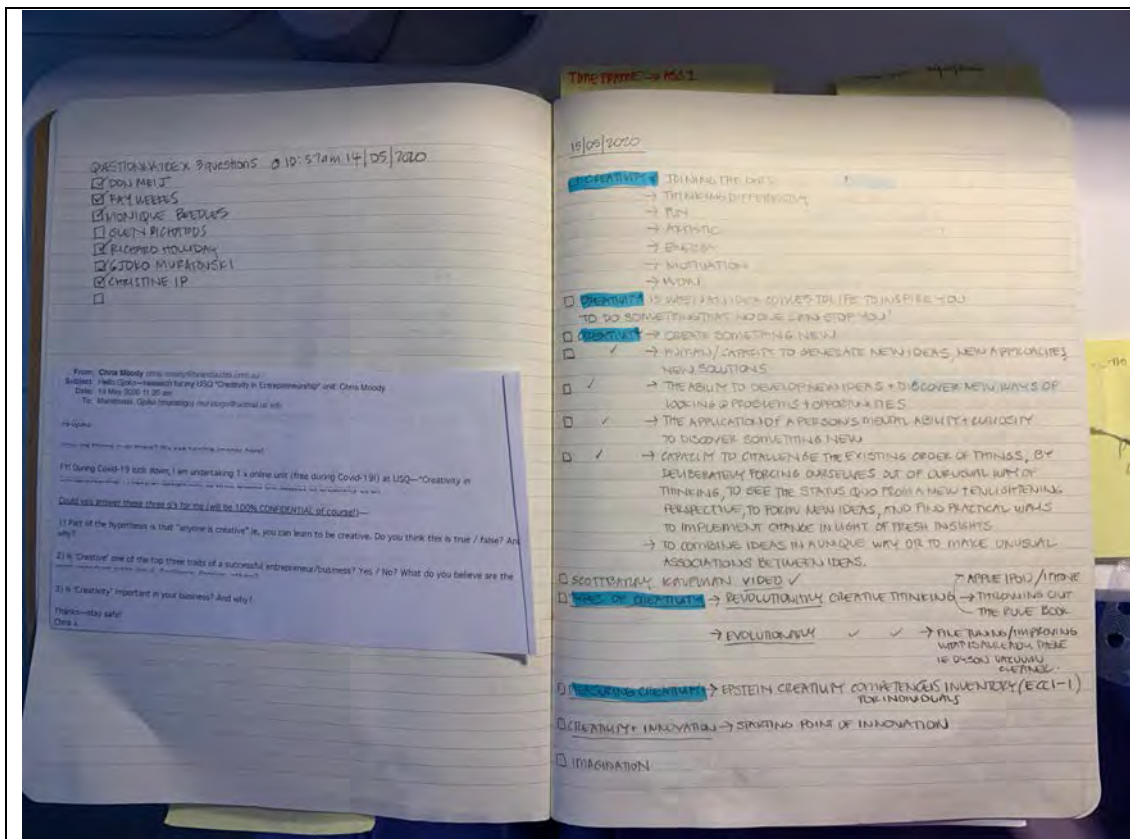
- > Daily updates and research on design, product, packaging, and shipping et al.
- > From idea/concept to product in one month—prototyping at every stage of design, manufacturing, and logistics.



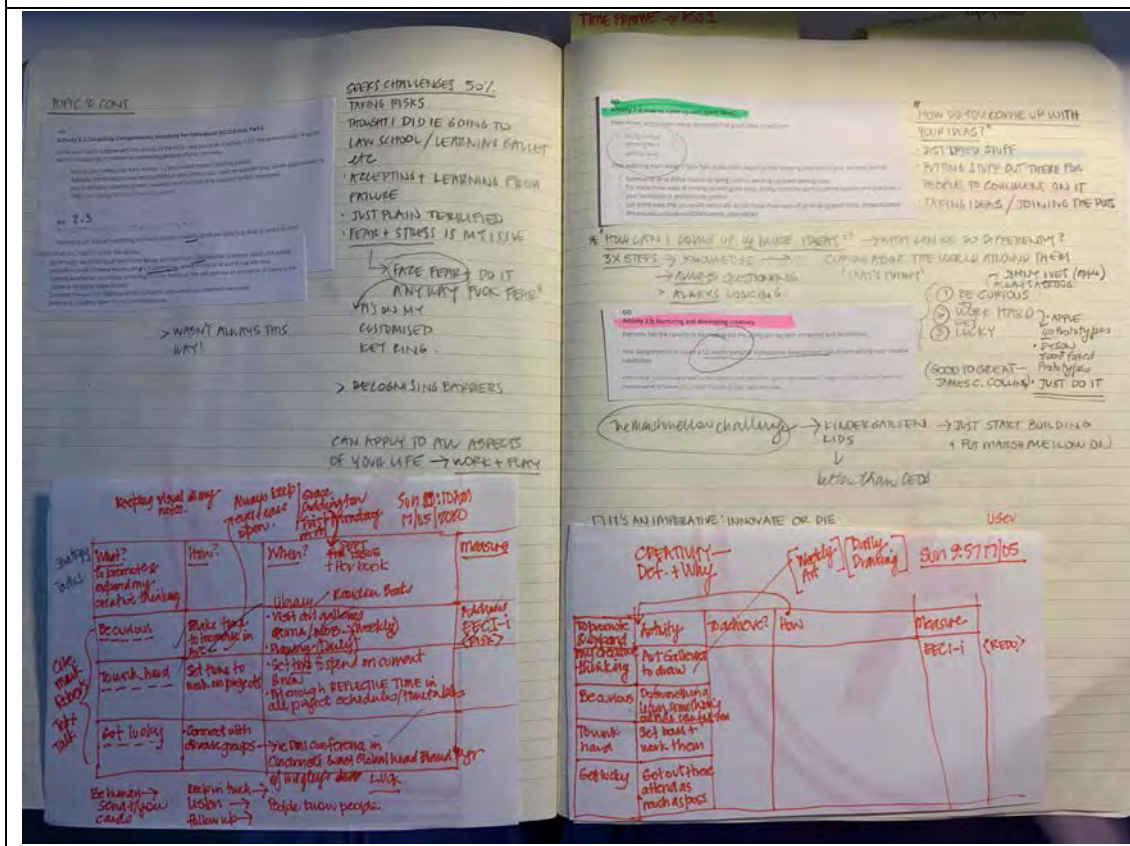
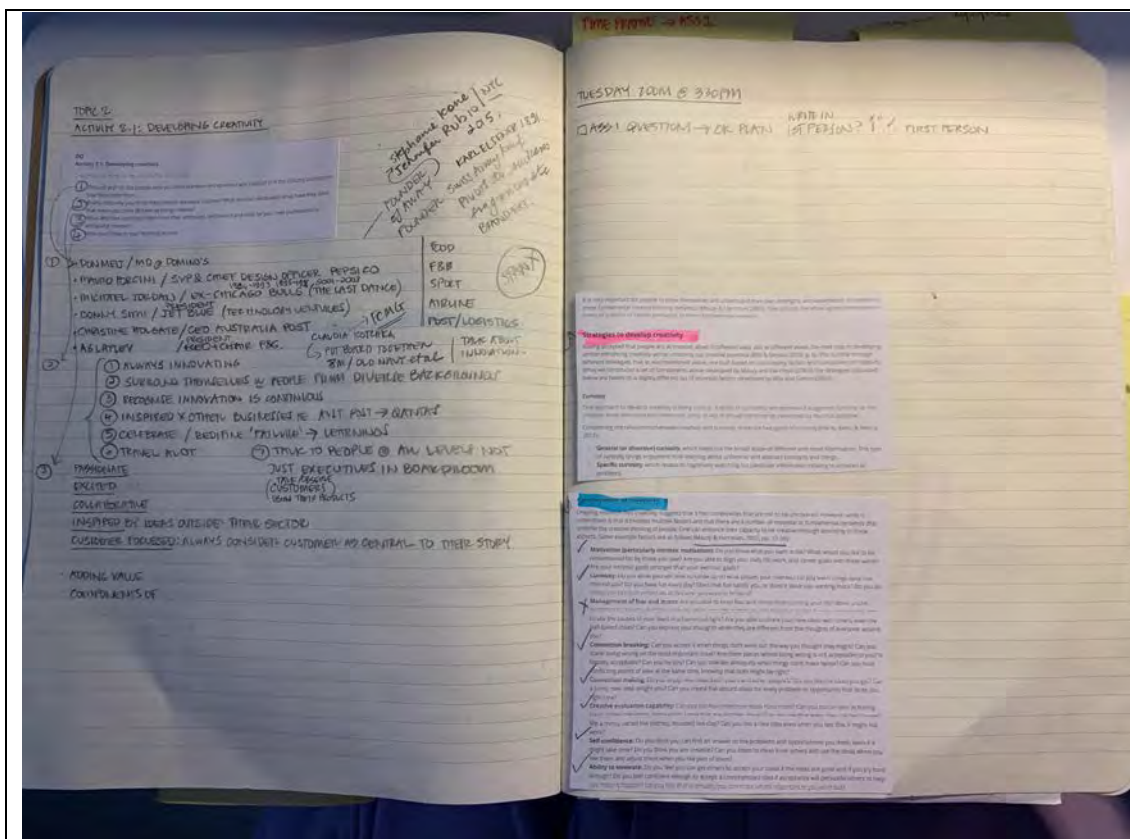
> Notes from course materials, research, and zoom tutorials.



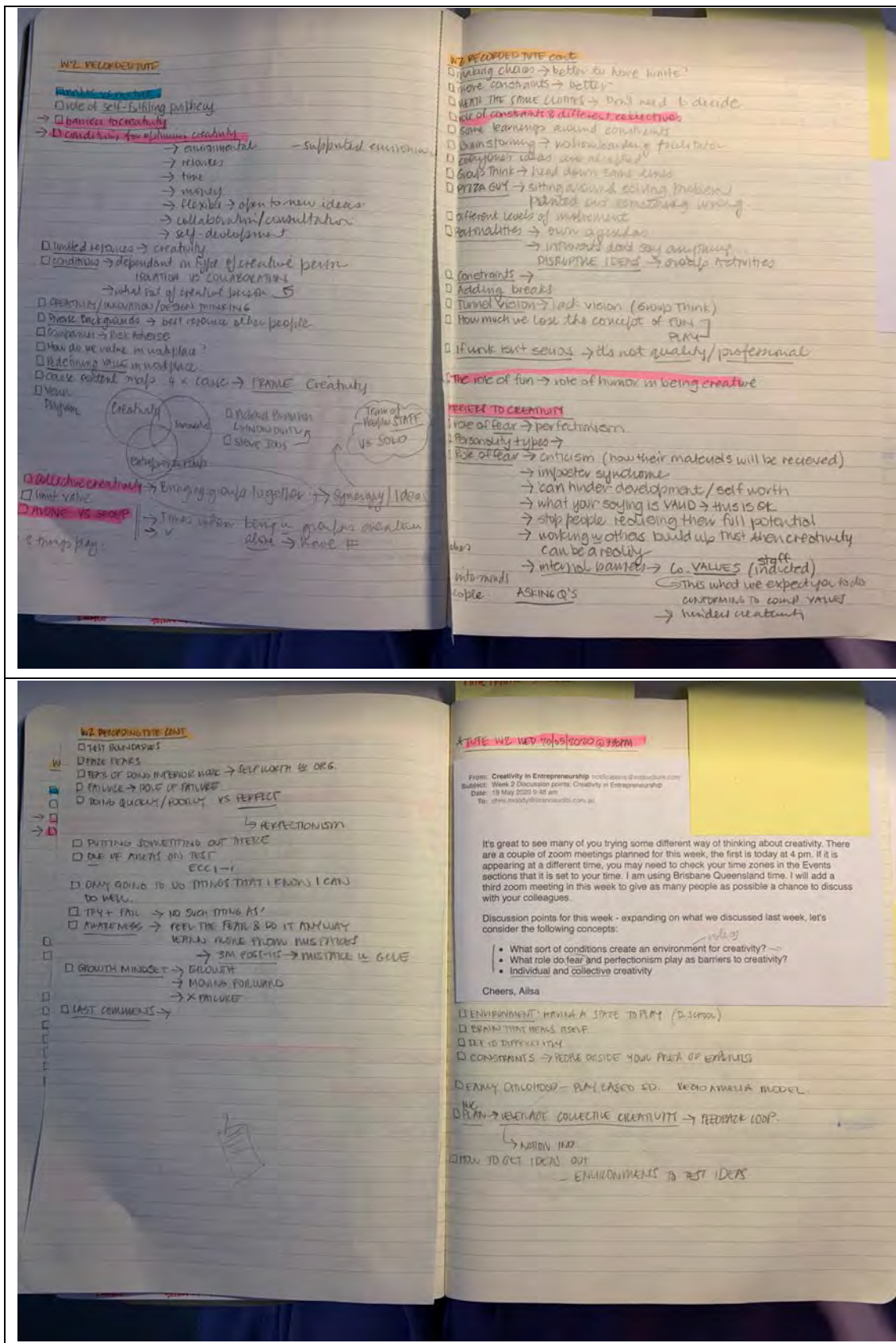
Appendix M: USQ UpSkill UMG8031 Creativity in Entrepreneurship course notebook/journal
(continued)



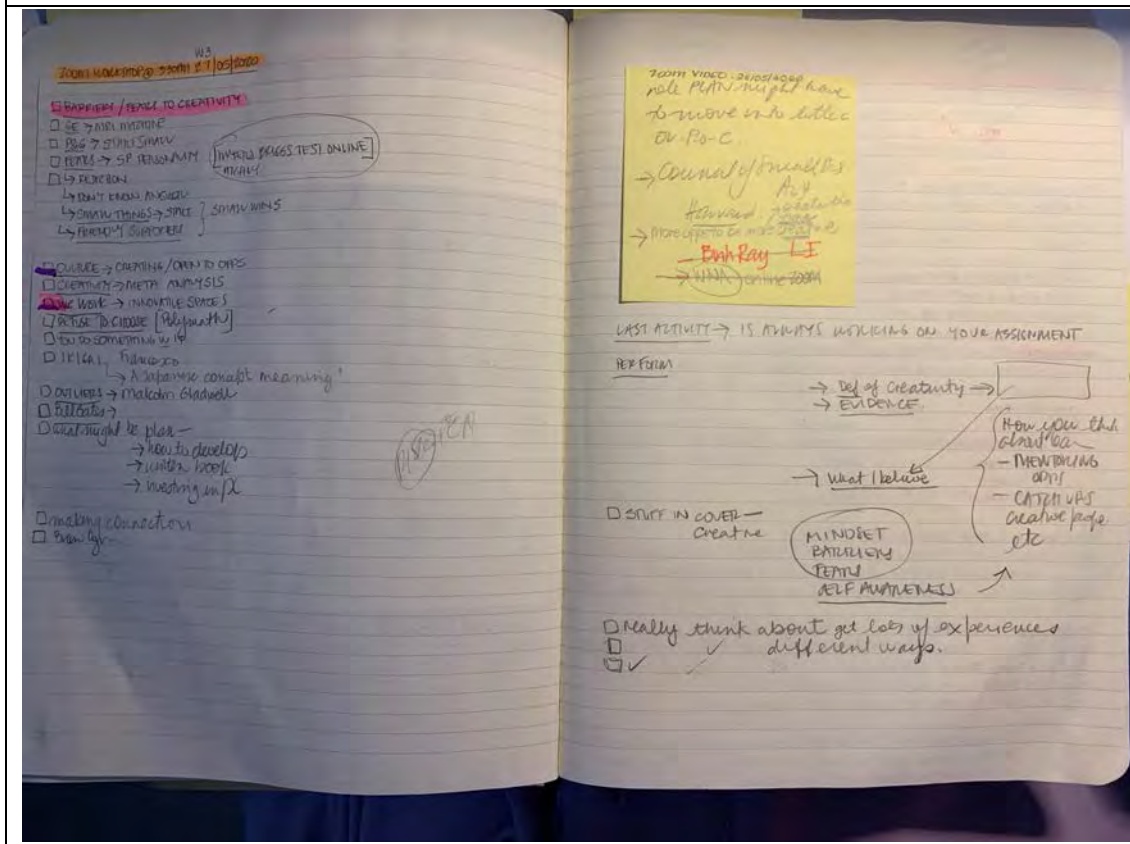
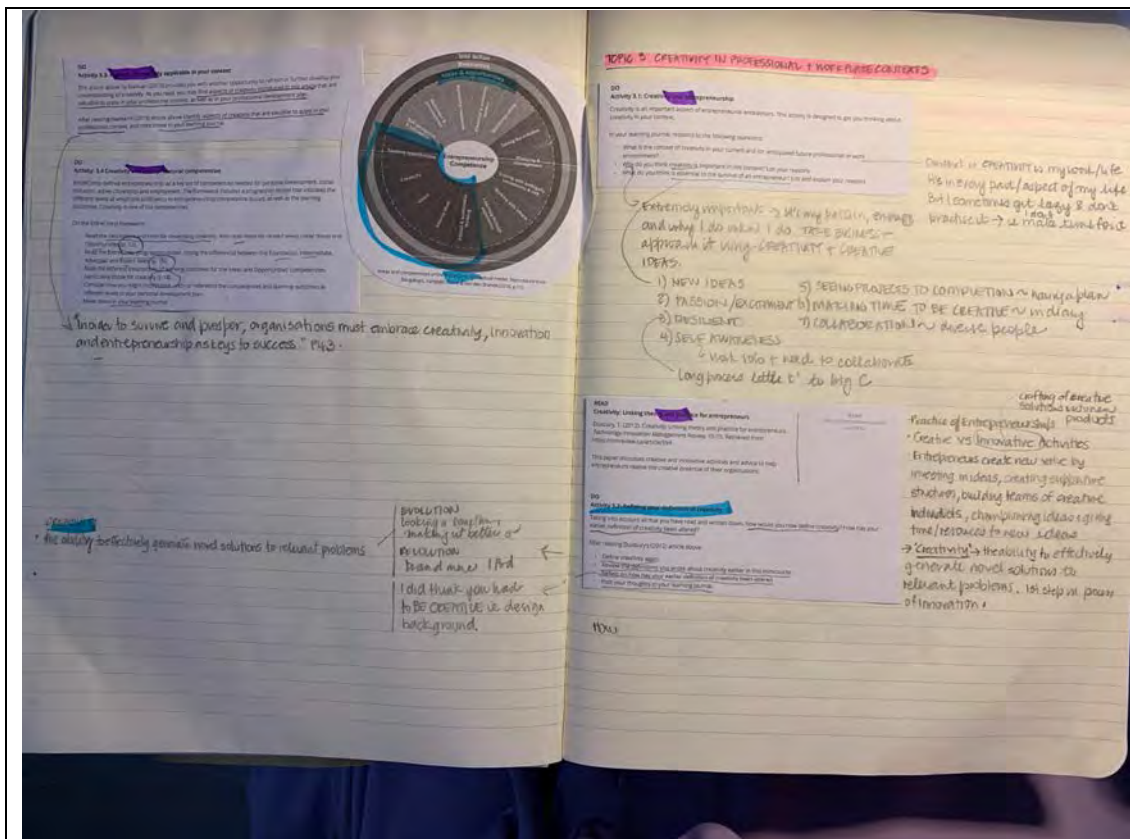
Appendix M: USQ UpSkill UMG8031 Creativity in Entrepreneurship course notebook/journal
(continued)



Appendix M: USQ UpSkill UMG8031 Creativity in Entrepreneurship course notebook/journal
(continued)



Appendix M: USQ UpSkill UMG8031 Creativity in Entrepreneurship course notebook/journal
(continued)

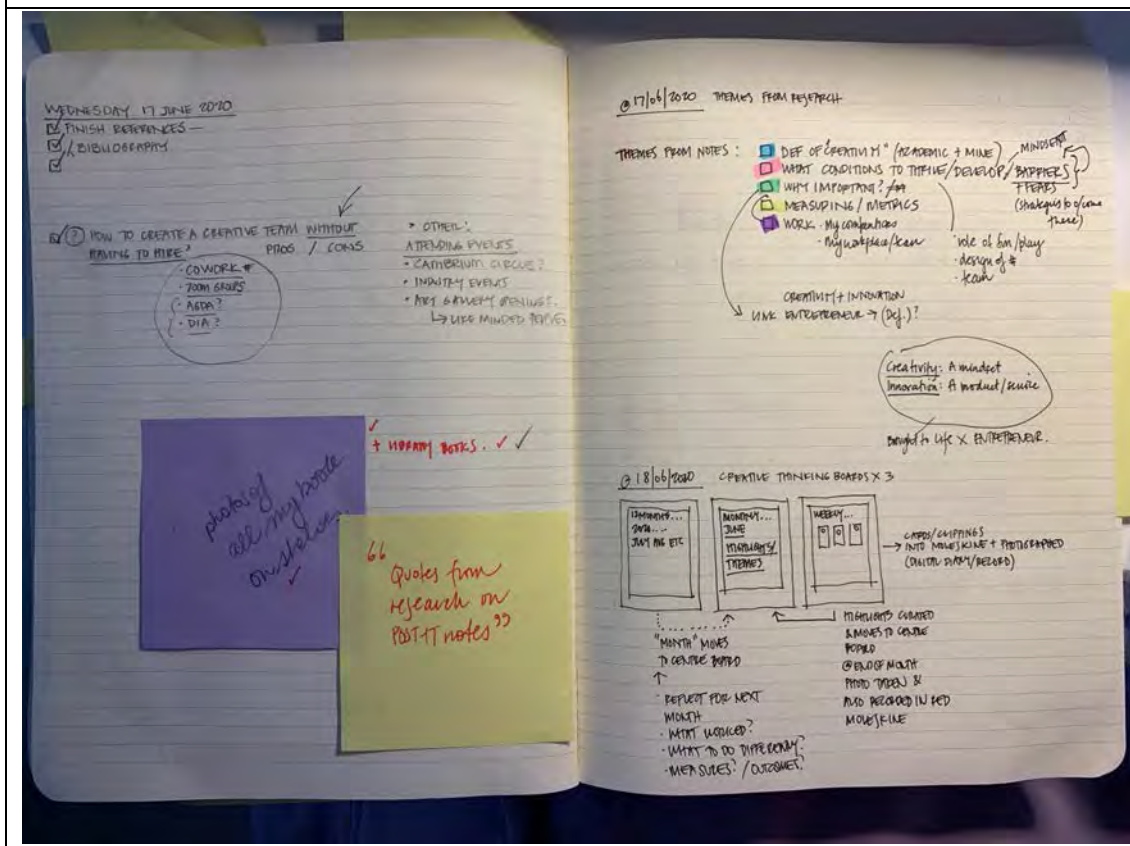
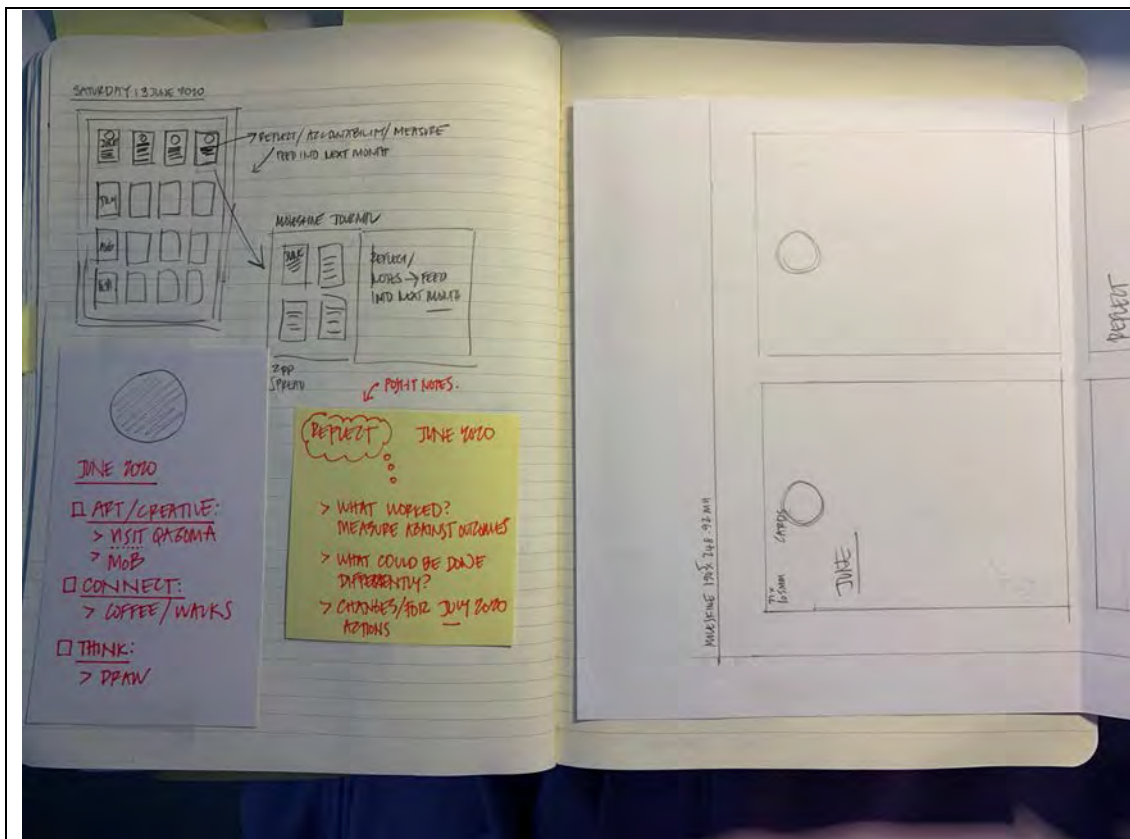


[illegible]

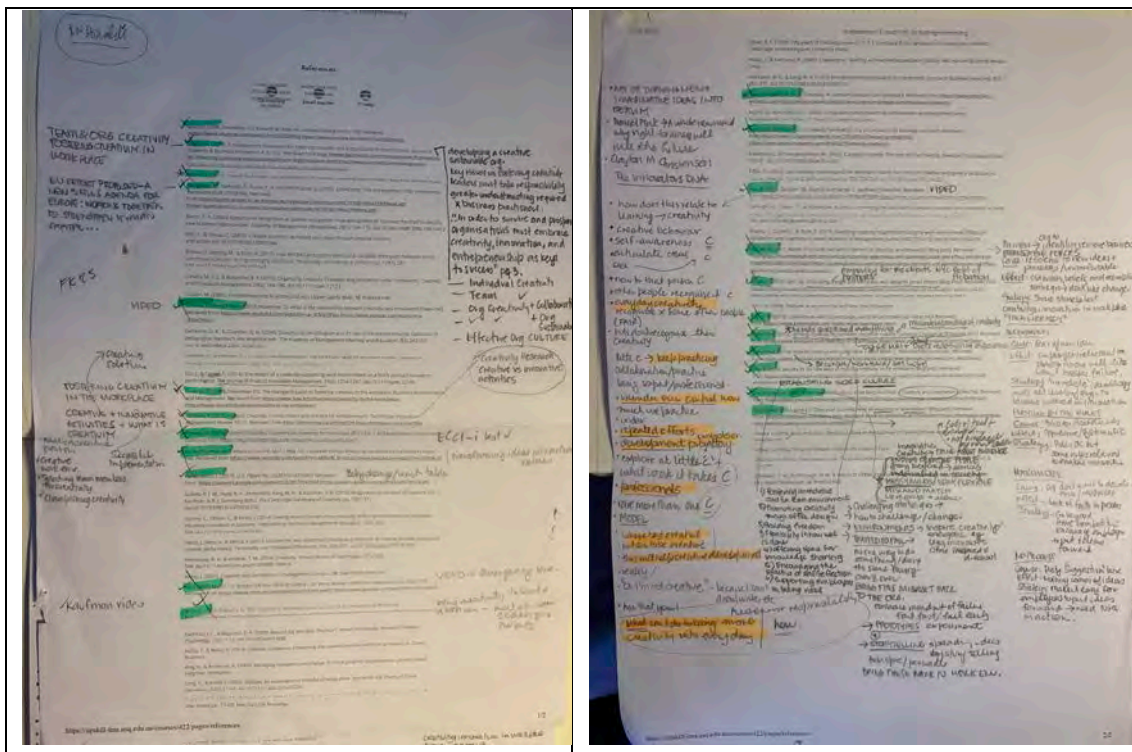
USQ UMG8031 Assessment 1 x Christine Moody 2020



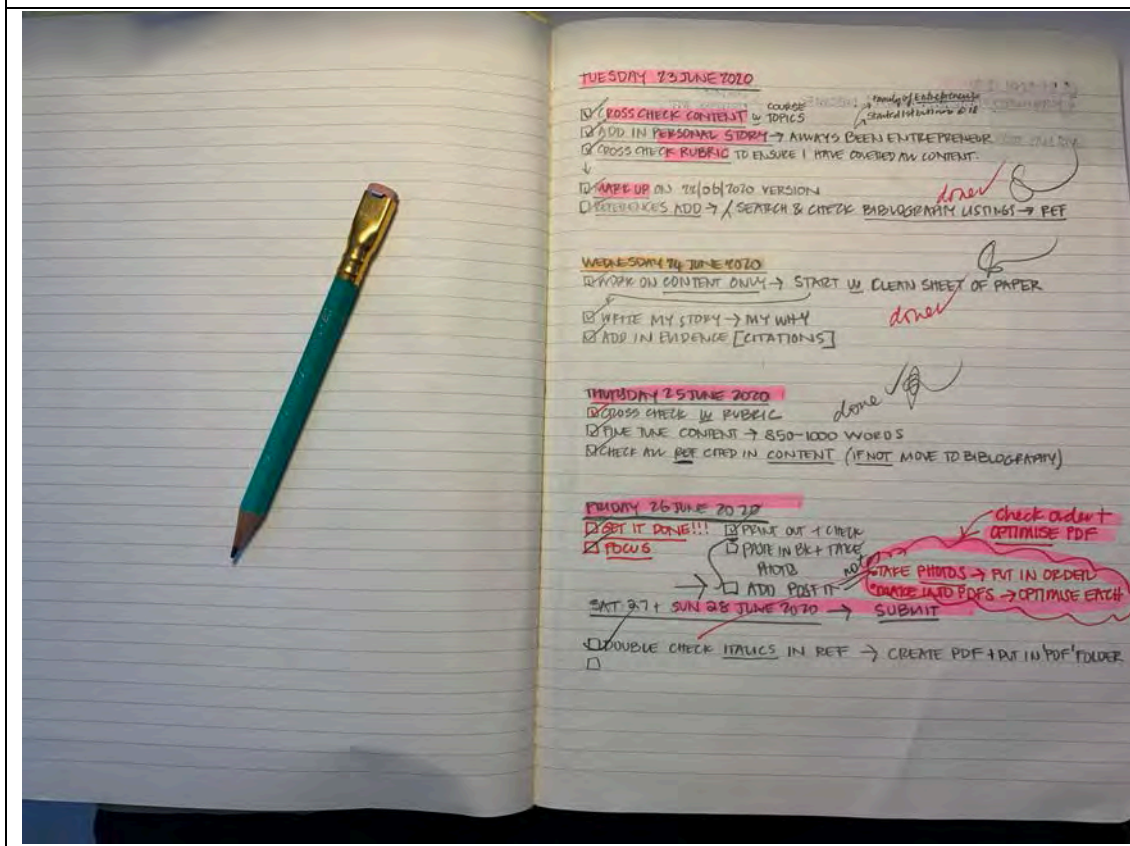
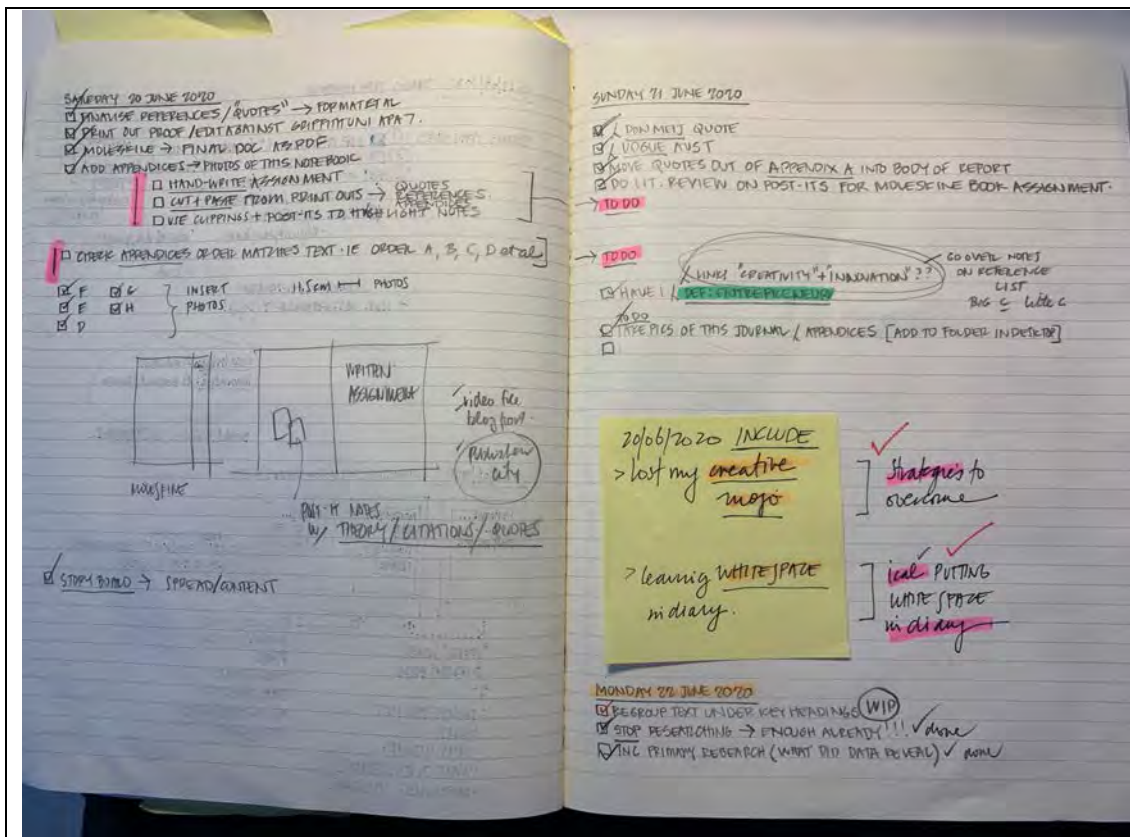
Appendix M: USQ UpSkill UMG8031 Creativity in Entrepreneurship course notebook/journal
(continued)



USQ UMG8031 Assessment 1 x Christine Moody 2020



Appendix M: USQ UpSkill UMG8031 Creativity in Entrepreneurship course notebook/journal
(continued)



Appendix M: USQ UpSkill UMG8031 Creativity in Entrepreneurship course notebook/journal
(continued)

RESUBMIT UNTIL ASSIGNMENT 1 DEADLINE...

MY 2020

professional development plan x Christine Moody

Creativity in Entrepreneurship
Week 8 (Monday 20 June 2020)
https://www.creativebusinessplan.com.au
5-1000 words, MATRIX @ 10, 20, 3000.
A set of activities that promote and expand my creative thinking.
activity: none

Goal	Measure	When (Frequency/Justification)	How (Activities/Tools)	Who (Accountability)	Measures of success (Evidence)
Identify trends to influence potential business ideas	Daily	Keep eyes/ears open and record in dedicated notebook. Read magazines/newsbooks outside normal (design) interests. Visit art galleries/museums for inspiration. Draw/sketch daily to observe and focus. Go to visit a suburb where I haven't been before. Catch public transport and look up from phone. Schedule working on new ideas time	CM	Completing everyday Monthly check in Reads EEC + rep	
Schedule working on new ideas time	Daily for one hour - before starting the 'other work'	Go to visit a suburb where I haven't been before. Catch public transport and look up from phone. Schedule working on new ideas time	CM	Completing everyday Monthly check in	
Connections and discussions through mutual connections and contacts	Weekly	Continue to connect with business people outside of sector. Reach out - update LinkedIn. Follow leaders on LI and make comments on their posts. Send hand-written thank you notes. Write letters/emails - share your leadership perspective. Follow up on any leads with information in relevant HR articles.	CM	Completing weekly Monthly check in	

REWORK/REPLENISH NIP

REDUCING MY "CREATIVE MODE"

> CREATIVE THINKING BOARDS

- SO MUCH MORE ENGAGING/EXCITING/VISUAL!
- FLEXIBLE
- ACCOUNTABLE → MEMORIES IN PLACE.

INSPIRING CREATIVITY

FROM THIS 'MATRIX' TO THIS VISUAL SYSTEM

CREATIVE THINKING BOARDS

22 JULY 2020

QUOTES HERE

"Write something and" (Taylor, 2014, p. 4)

CITATIONS HAVE TO TEXT

Taylor, 2014
Smith, 2013

PROTOTYPE OF ASSIGNMENT @ 15/06/2020

Eyes wide open

So when I was confronted with the different definitions of "creativity" (cite here) I as forced to take away my blinkers and revisit my definition of "creativity". As well as secondary research and to 'fact check' this I also conducted some primary research (very 'quick and dirty'). To do this, reached out to four CEO's who are leaders in their business and industry sectors to get their opinions on the meaning (Refer Appendix B) because perhaps I was carrying around a bias all these years.

Highlight Appendices IN TIME