

# CREATIVITY AND CHANGE



# GETTING TO KNOW YOU

How many artists do we have in the room tonight?

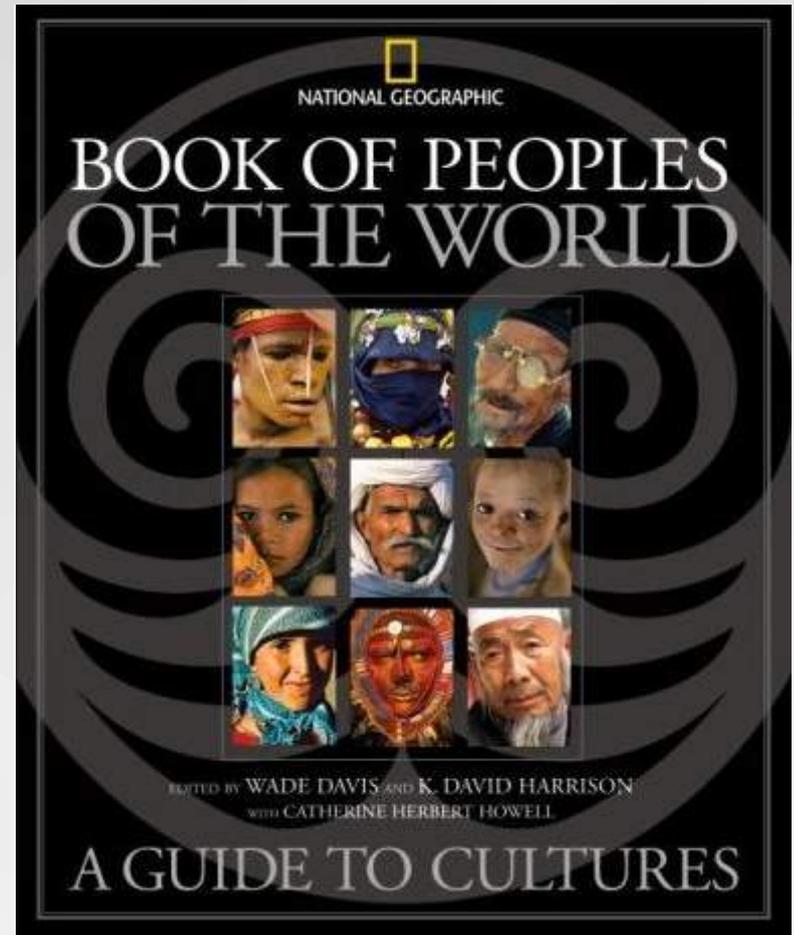
How many of you are creative?



# ARTS AS FUNDAMENTAL

I have been privileged to work in fields that help both preserve the old and create the conditions for the telling of our stories in a myriad of different art forms, contexts, etc.

I believe we are all artists, we are all born into a human instrumental with a pulse (rhythm), voice (pitch), movement (dance), colour, shape, texture, etc.



# I. WE ARE ALL CREATIVE

## Human Intelligence: Everyone's Creative World

For years, I have been captivated by Howard Gardner's theory of multiple intelligences - a theory focussed on the many varied ways humans make sense of the world or express intelligence. As presented I...



## Out Of The Ordinary

I remember reading Phoebe Gilman's award winning children's book "Something from Nothing" to my three children. It is a great book that Gilman herself describes as a story adapted from an old Jewish f...



## II. CONTEXT

“We are currently preparing students for jobs that don’t yet exist, using technologies that haven’t been invented, in order to solve problems we don’t even know are problems yet.”

Karl Fisch, “Did You Know”

# II. CONTEXT

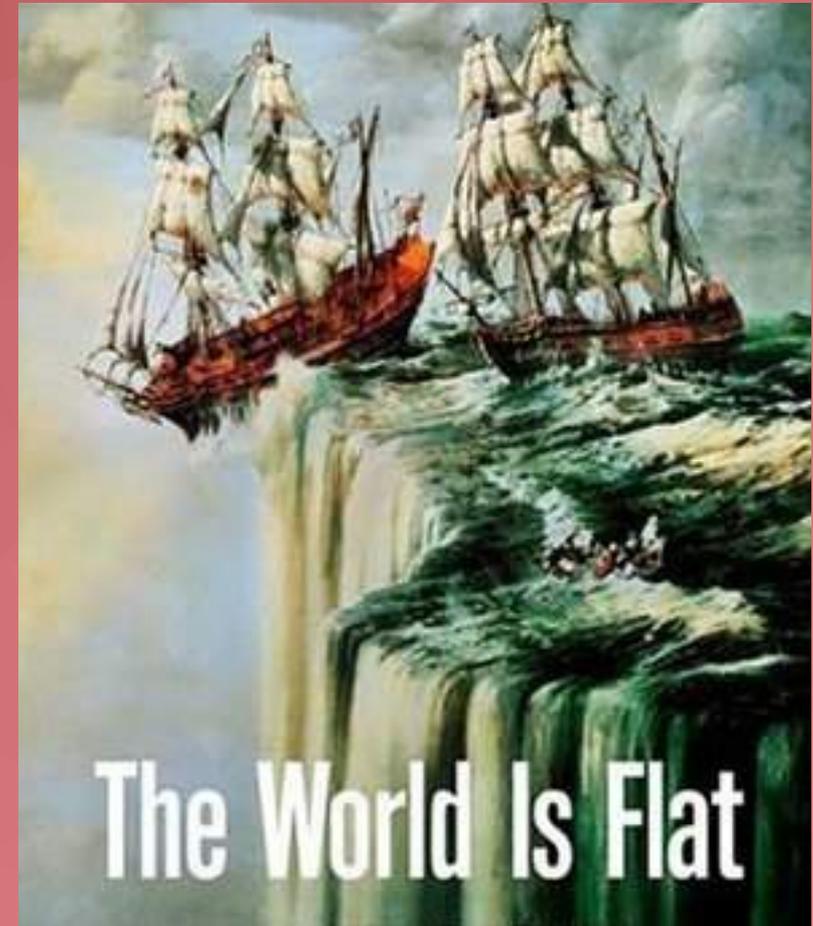
Organizational structure will have to change to meet the new reality of creativity as a core component of value and continuous innovation as the mechanism to sustain it.

The new organization will include structures that support innovation 24/7/365 and at increasing scale. They will be more like organisms than machines. They'll be structurally fluid — bringing individuals together in creative networks designed to adapt to an ever changing landscape of customer needs and desires, often at a moment's notice. Management will be the job of those who oversee creative economies, ecosystems, and communities; it will be the job of managing innovation on a continuous basis where scale is used to create differentiated products and services to solve problems and meet needs on a customer by customer basis — all in real or near real time.

Harvard Business Review Jack Hughes – May 17, 2013

# III. PERSONAL STYLE

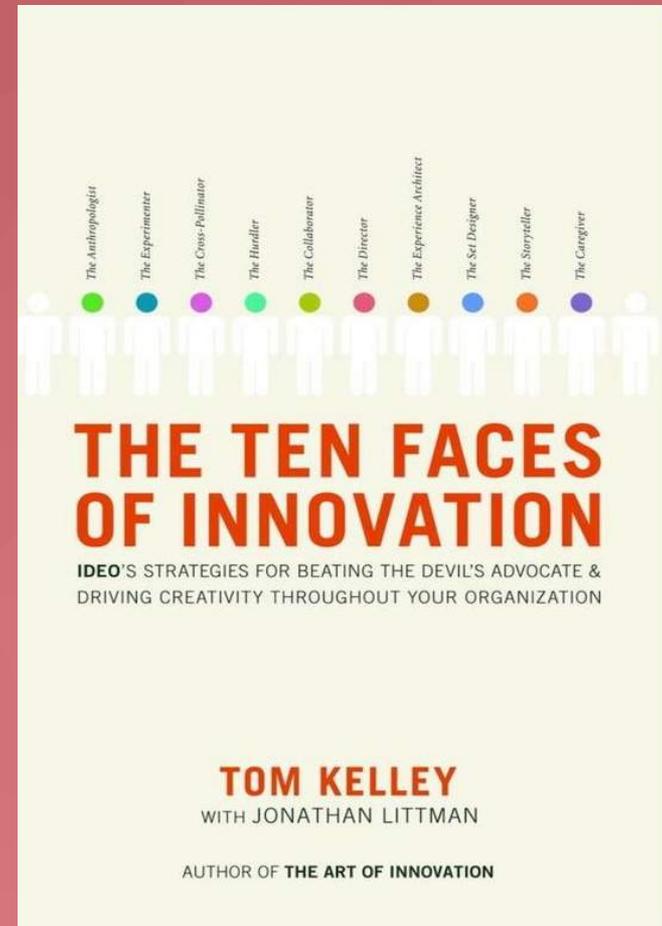
What if our assumptions are entirely incorrect?



# III. PERSONAL STYLE

## Design Approach

- The Devil's Advocate
- The 3 critical personas:
  - Learning
  - Organizing
  - Building



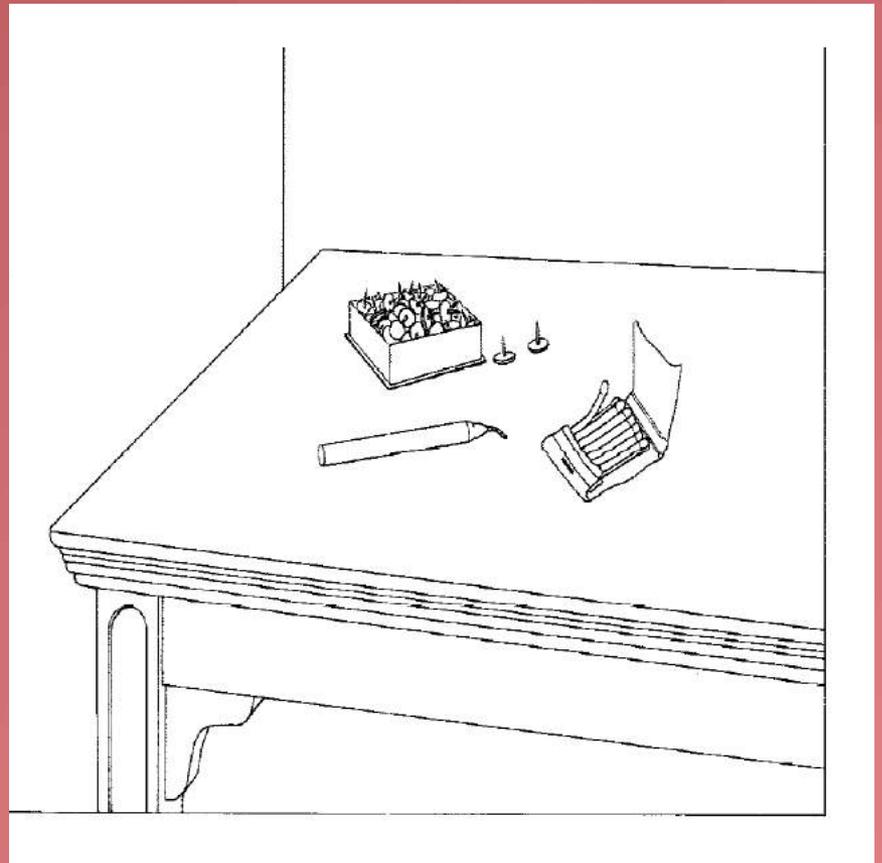
# III. PERSONAL STYLE

## Change Oriented

Experiment - Karl Duncker

- Cognitive psychology
- Functional fixity

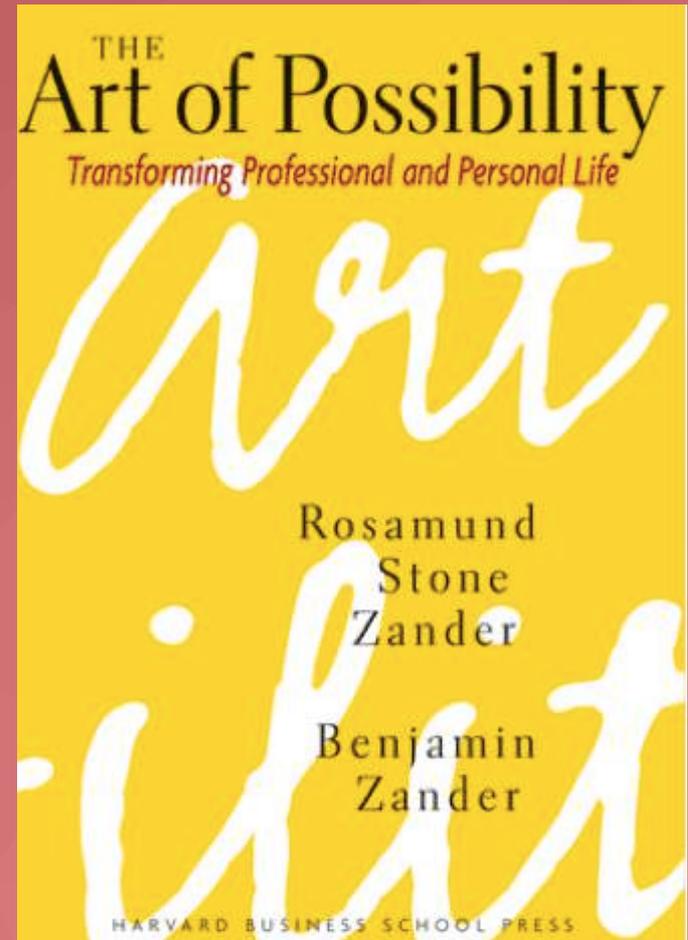
“Mental block against using an object



# III. PERSONAL STYLE

## Key Points - Orchestra

- The conditions for success
- Leading from any chair
- Potential & opportunity
- Giving way to passion



# III. PERSONAL STYLE

## Personal Development 1

- Set the tone
- Learn, learn, learn
- Fail harder
  - Widen + Kennedy 12

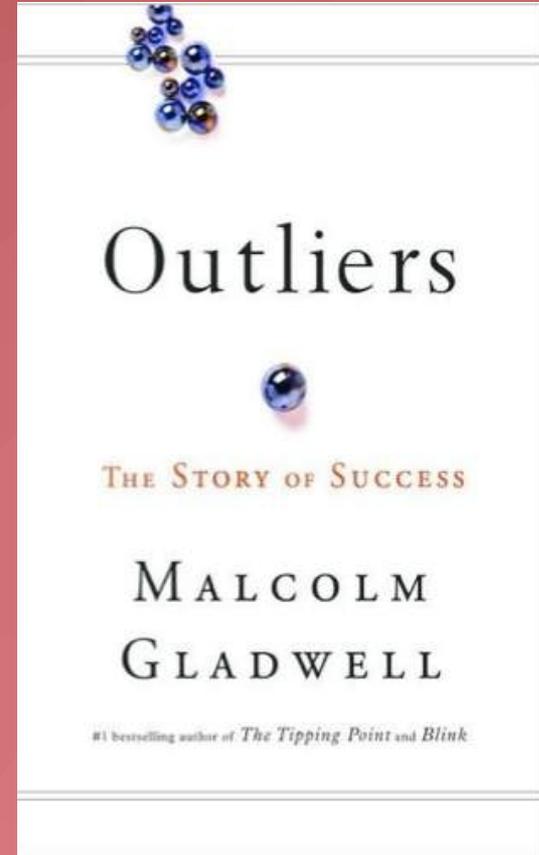


# III. PERSONAL STYLE

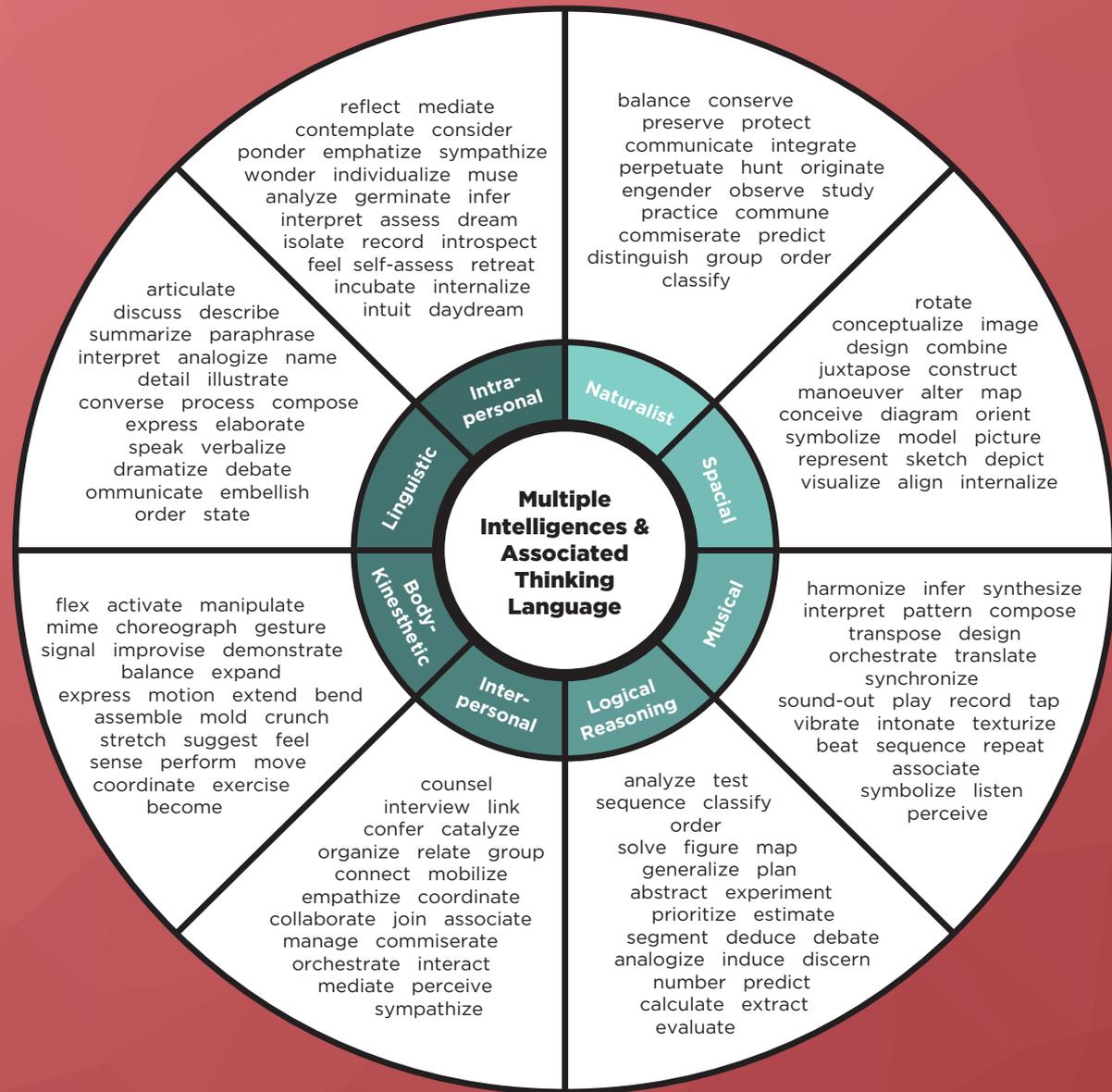
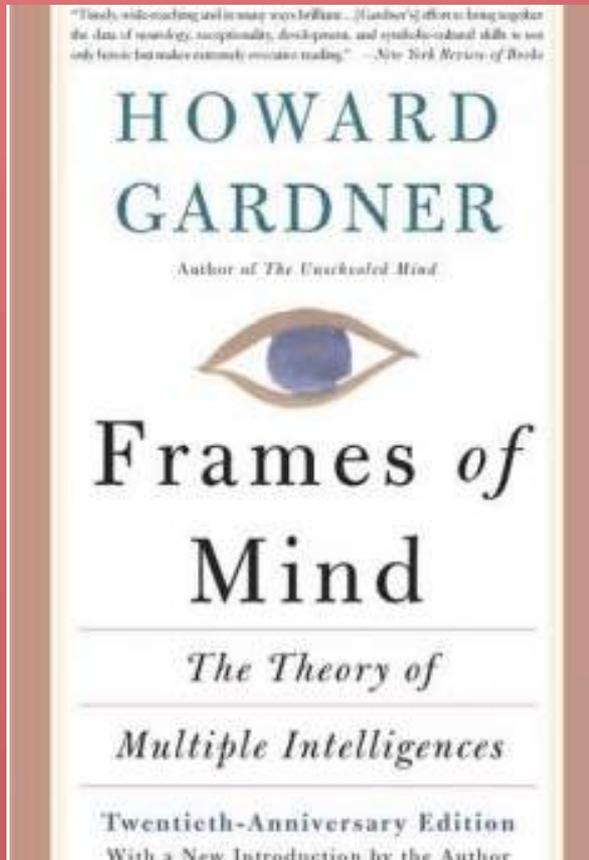
## Key Points

### - Extraordinary Success

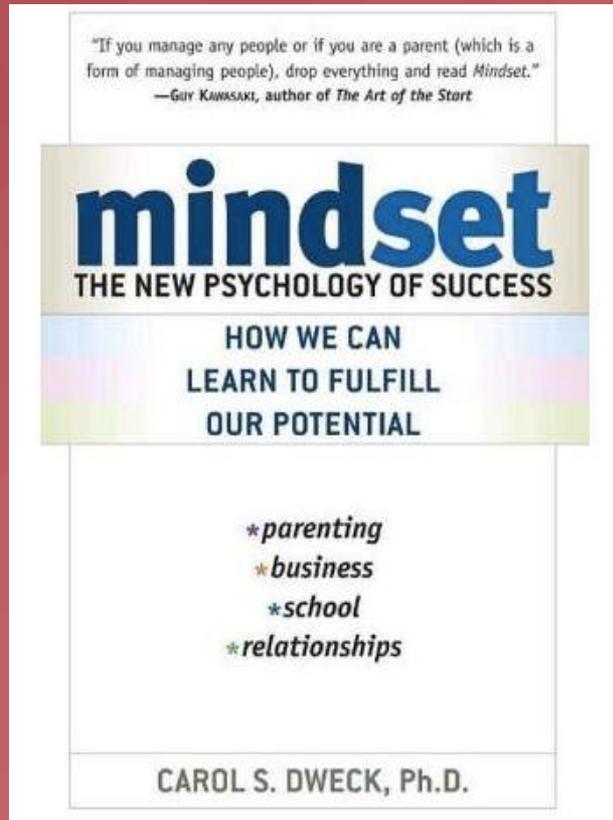
- 10,000 hour rule
- Individual capacity is essential BUT do not undervalue
  - Timing
  - Opportunity
  - Good fortune



# III. PERSONAL STYLE



# III. PERSONAL STYLE



Fixed Mindset	Growth Mindset
<b>Intelligence is static.</b>	<b>Intelligence can be developed.</b>
Leads to a desire to <i>look smart</i> and therefore a tendency to:	Leads to a desire to <i>learn</i> and therefore a tendency to:
<ul style="list-style-type: none"> <li>• <b>avoid challenges</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>embrace challenges</b></li> </ul>
<ul style="list-style-type: none"> <li>• <b>give up easily due to obstacles</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>persist despite obstacles</b></li> </ul>
<ul style="list-style-type: none"> <li>• <b>see effort as fruitless</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>see effort as path to mastery</b></li> </ul>
<ul style="list-style-type: none"> <li>• <b>ignore useful feedback</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>learn from criticism</b></li> </ul>
<ul style="list-style-type: none"> <li>• <b>be threatened by others' success</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>be inspired by other's success</b></li> </ul>

# III. PERSONAL STYLE

## **Our Limits Are What We Make Them**

Our sense of what is realistic or not might limit our own possibility. Consider running a four minute mile. It was thought to be impossible until Roger Bannister broke the four-minute barrier in 1954. The record now stands at 3:43 and the mile has been run into under four minutes at least 4,500 times.



# III. PERSONAL STYLE

## CROSS-SECTORAL INSIGHT

### ALIGNMENT/BIG IDEA

↳ to explore creative human potential at the intersection of arts, culture, business, science and research

### BUSINESS



### ALBERTA INNOVATES



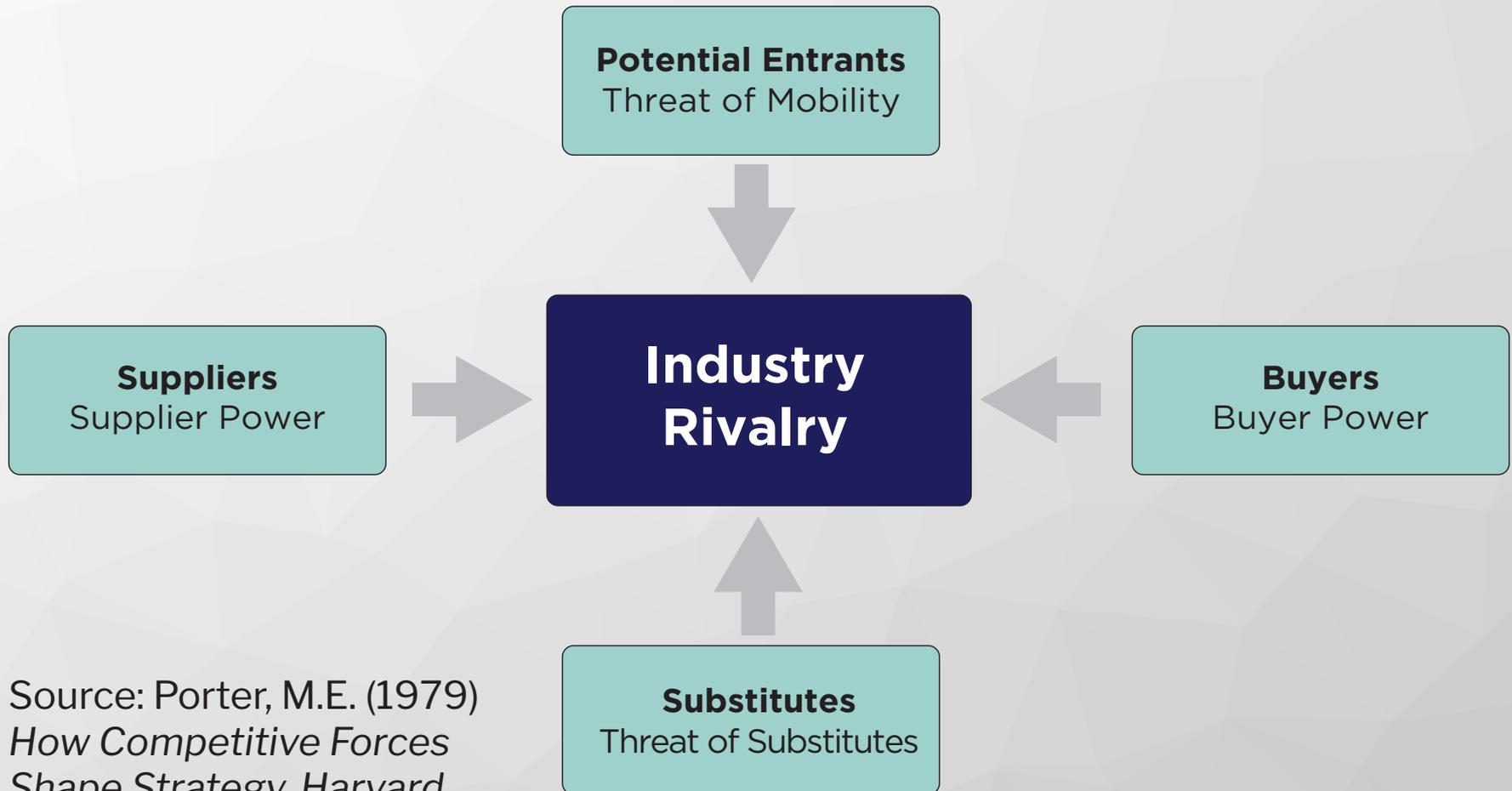
### ARTS



# IV. STRATEGY

		<b>Porter's Generic Strategies</b>	
Scope	Total Market	<b>Cost Leadership</b>	<b>Differentiation</b>
	Niche Market	<b>Cost Focus</b>	<b>Differentiation Focus</b>
		Cost	Differentiation
<i>Competitive advantage</i>			

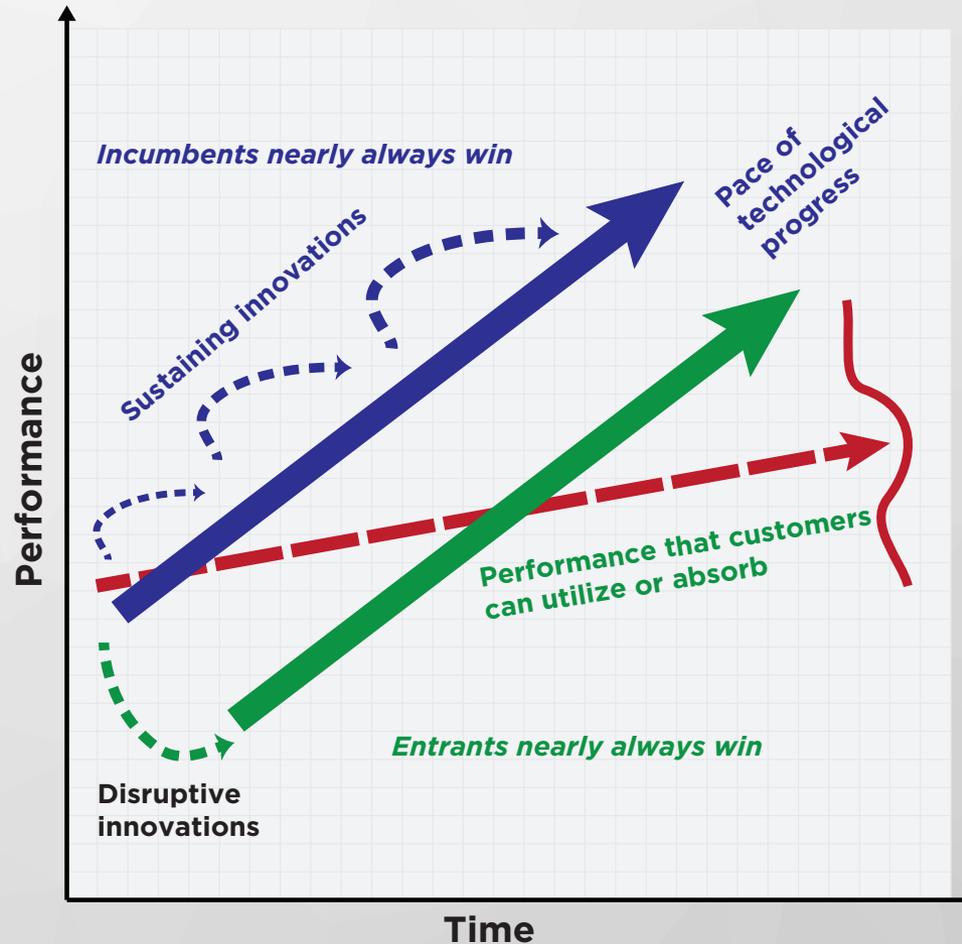
# IV. STRATEGY



Source: Porter, M.E. (1979)  
*How Competitive Forces  
Shape Strategy*, Harvard  
*Business Review*, March/  
April 1979

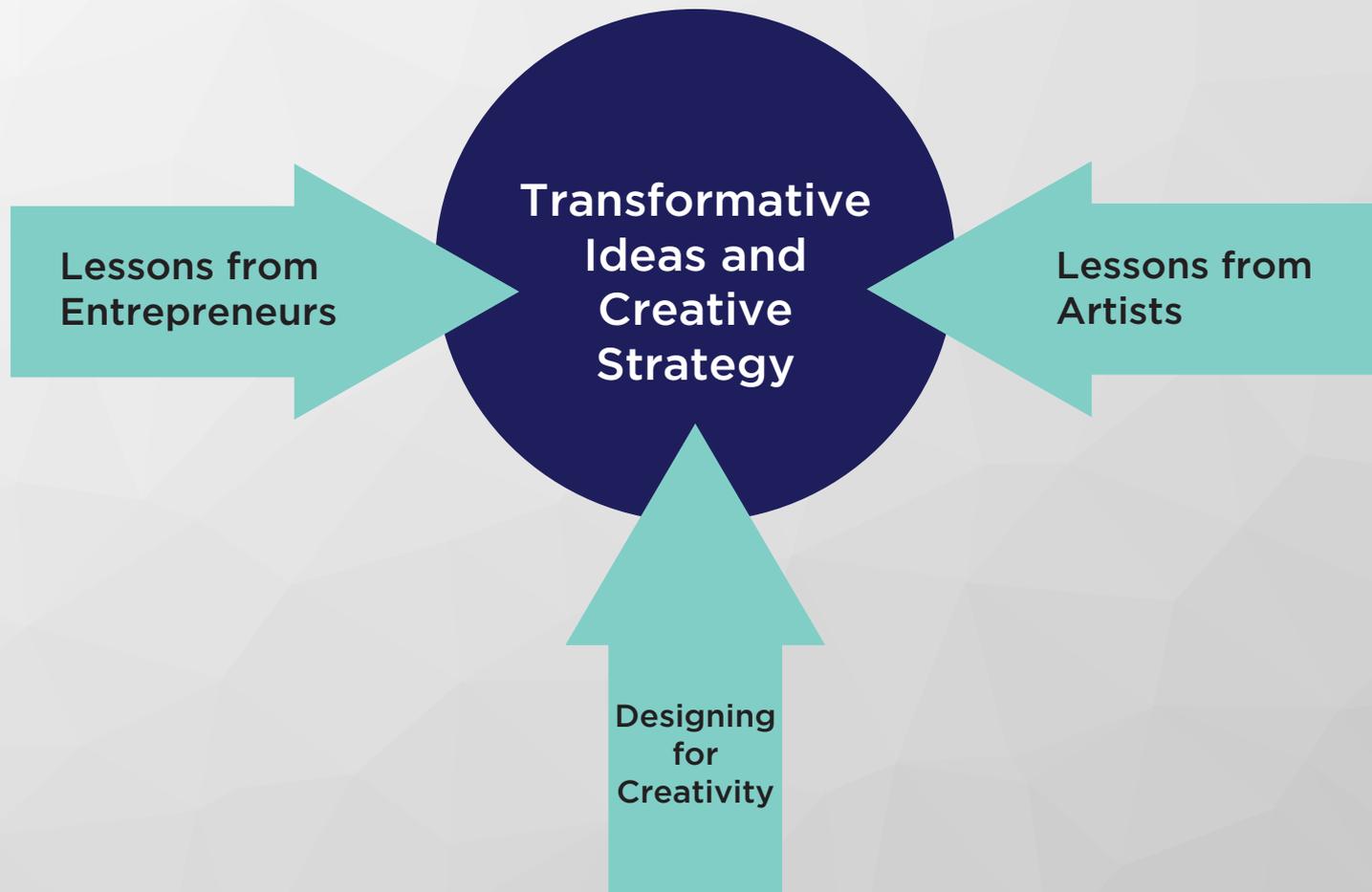
# IV. STRATEGY

## CHRISTENSEN - DISRUPTIVE INNOVATION

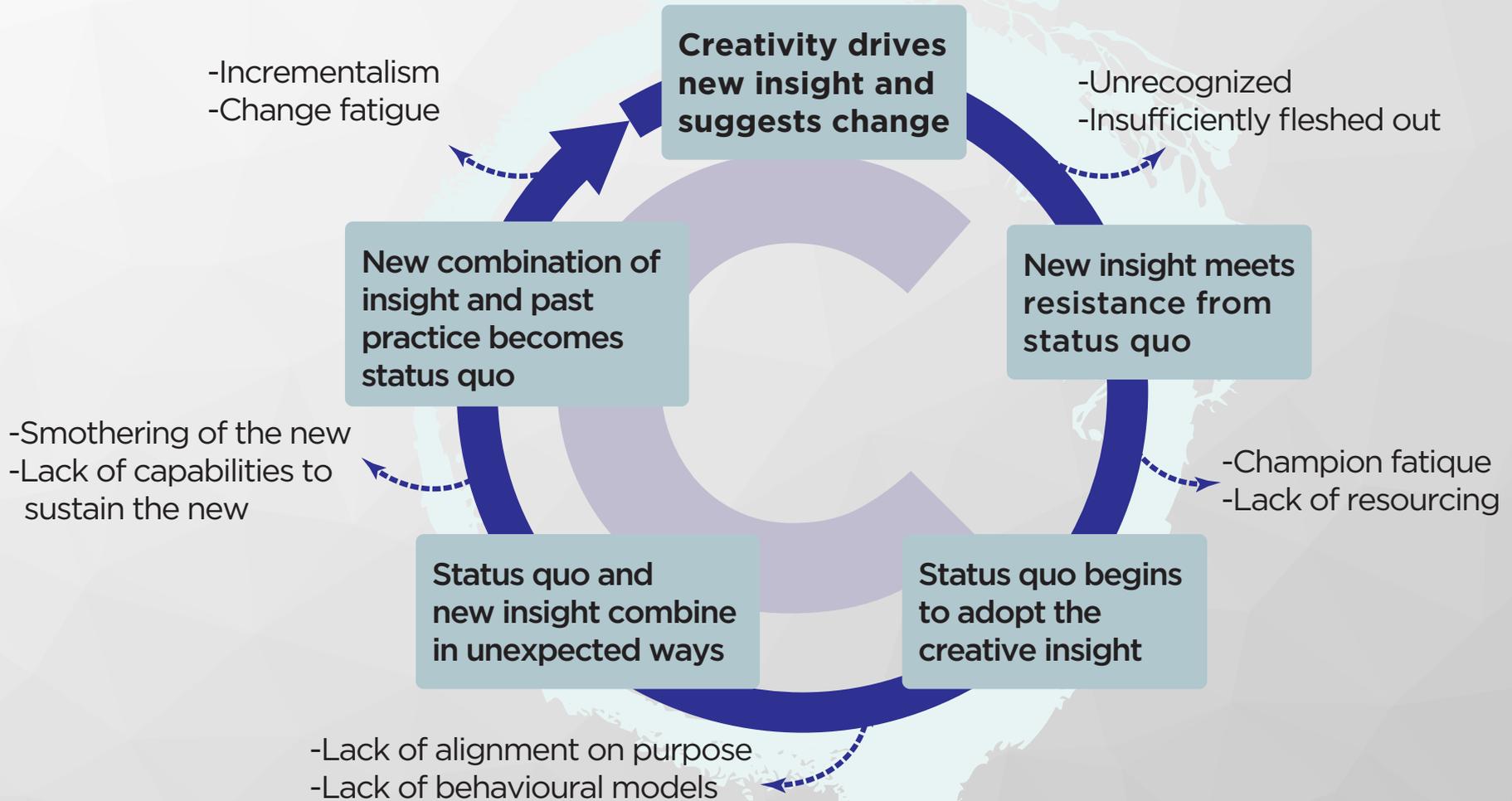


# IV. STRATEGY

There are many sources of how to catalyze Creativity.

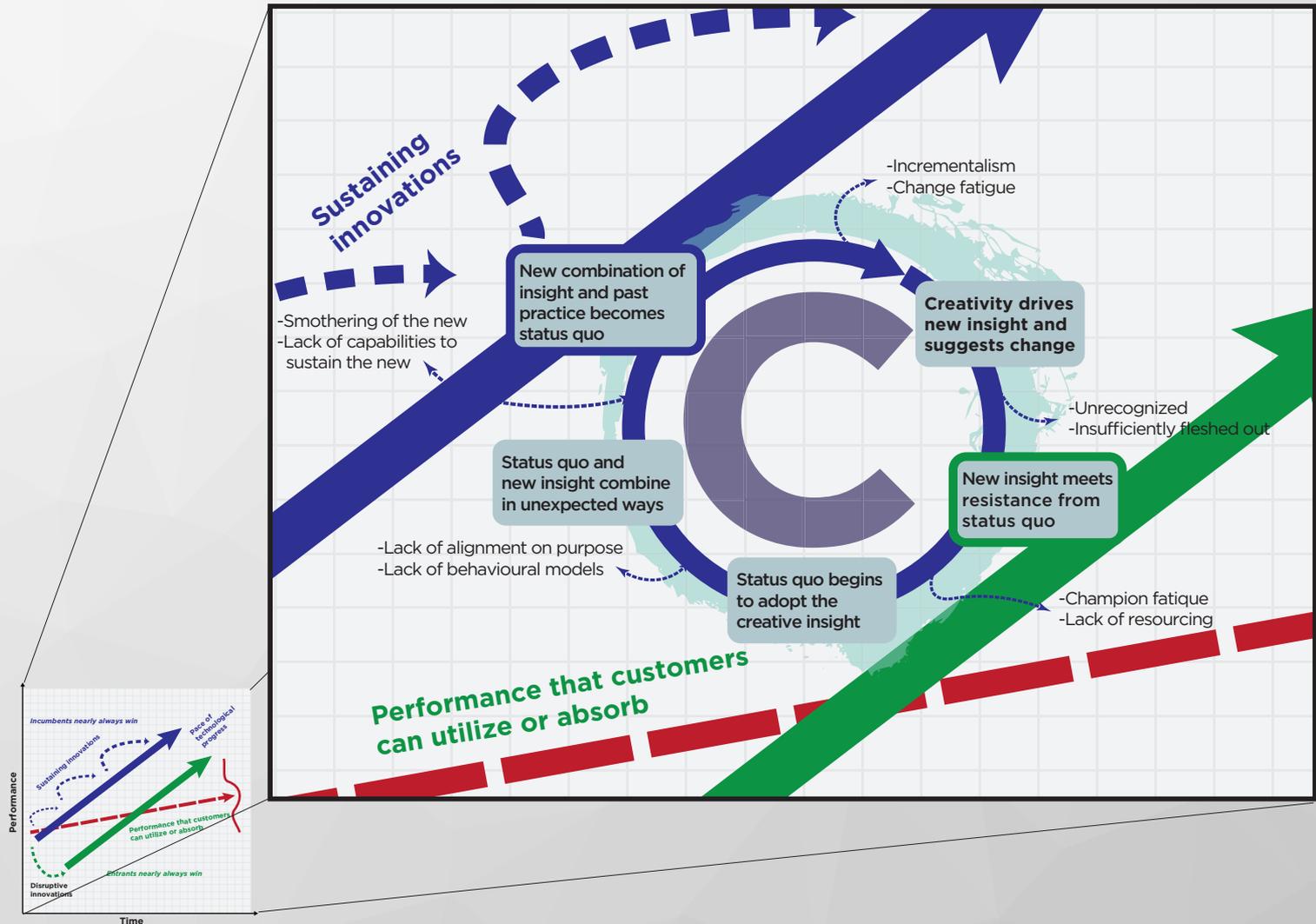


# IV. STRATEGY



# IV. STRATEGY

## CHRISTENSEN - DISRUPTIVE INNOVATION



# V. INNOVATION

**What is it?**

# V. INNOVATION DEFINED

**Innovation is the action  
or process of innovating**

# V. INNOVATION DEFINED - TAKE TWO

**Innovation = practical  
application of creativity**

# V. INNOVATION DEFINED

Innovation = **practical**  
application of creativity

# V. INNOVATION DEFINED

Innovation = practical  
**application** of creativity

# V. INNOVATION DEFINED

Innovation = practical  
application of **creativity**

# V. INNOVATION SUMMARY

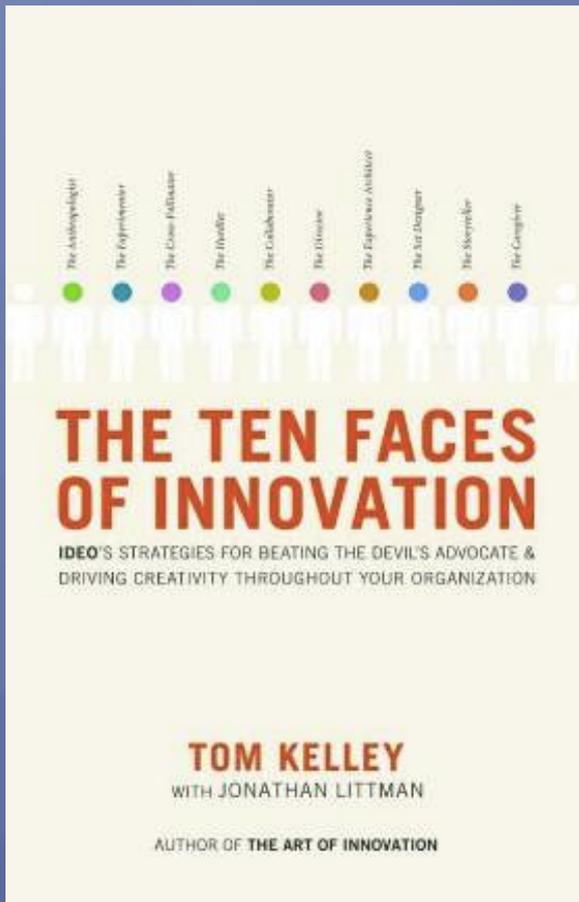
**Innovation = practical  
application of creativity**

**Must clarify**

- Why/ to what end?**
- Process/product focus?**
- Which domains/filters?**

# VI. APPROACHES

## IDEO & DESIGN THINKING



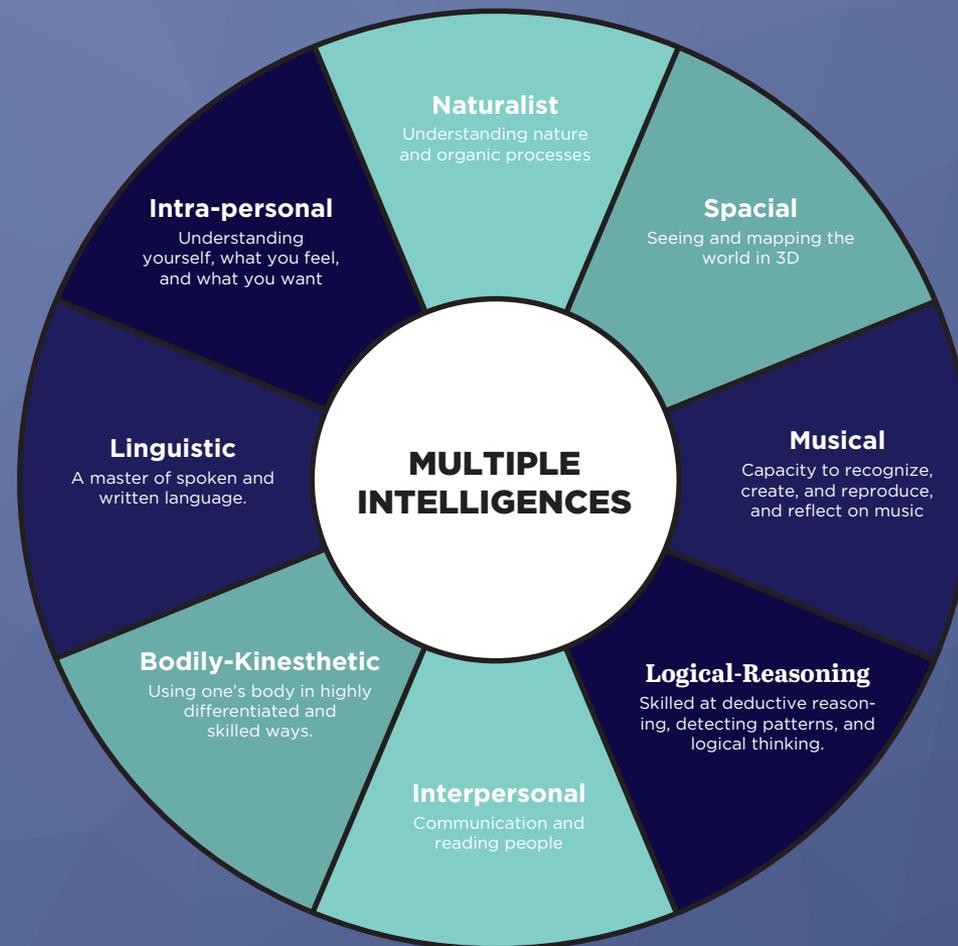
## THE TEN FACES OF INNOVATION

<h3>LEARNING</h3> <p><b>ANTHROPOLOGIST</b> Observe, Interact, Look Around Vuja De – see the common for the first time Keep a “Bug List” and an “Idea Wallet” Maintain a Spirit of Curiosity <i>“The real act of discovery consists not in finding new lands, but in seeing with new eyes.”</i> – Marcel Post</p> <p><b>EXPERIMENTER</b> Hard Work, Curious Mind Fail Often to Succeed Sooner Prototype everything! <i>“I have not failed. I have merely found ten thousand ways that won't work.”</i> – Thomas Edison</p> <p><b>CROSS-POLLINATOR</b> Draw Associations, Make Connections Wide sets of interests and Avid Curiosity Bring seemingly unrelated ideas together <i>“Leave the beaten track occasionally and dive into the woods. Every time you do so, you will be certain to find something that you have never seen before.”</i> – Alexander Graham Bell</p>	<h3>ORGANIZING</h3> <p><b>HURDLER</b> Tireless Problem Solver, Optimist Quiet Determination, perseverance Don't “just do your job” Do see beyond initial failures <i>“We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard . . .”</i> – John F. Kennedy</p> <p><b>COLLABORATOR</b> The team over the individual, shared journey Multidisciplinary teams More of a coach than a boss <i>“In the long history of humankind (and animal kind, too) those who learned to collaborate and improvise most effectively have prevailed.”</i> – Charles Darwin</p> <p><b>DIRECTOR</b> Big picture thinking Bring out the best in team members Give center stage to others Shoot for the moon and wield a large toolbox <i>“I dream for a living.”</i> – Steven Spielberg</p>	<h3>BUILDING</h3> <p><b>EXPERIENCE ARCHITECT</b> Fend off the ordinary wherever you find it Facilitate positive encounters with your products, services, organizations, spaces, and events</p> <p><b>SET DESIGNER</b> Liven up the workplace Promote energetic, inspired culture <i>“Every organization (and every employee) performs a bit better or worse because of the planning, design, and management of its physical workspace.”</i> – Franklin Becker</p> <p><b>CAREGIVER</b> The foundation of human-powered innovation Empathy for individuals Create relationships</p> <p><b>STORYTELLER</b> Capture imagination with a story (video, narrative, animation, drawing) Spark emotion and action <i>“The universe is made of stories, not atoms.”</i> – Muriel Rukeyser</p>
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# VI. APPROACHES

# MULTIPLE INTELLIGENCES & DESIGN

# THINKING



# VI. APPROACHES

## MULTIPLE INTELLIGENCES & DESIGN THINKING



# VI. APPROACHES RADICAL EVOLUTION

## Thinking Beyond the Box on Evolution

While evolution can happen gradually, it seems as if some of the most dynamic evolutionary leaps happen in dramatic spurts. Arguably, we are living in an extremely disruptive time that most likely will result in dramatic evolutionary changes in our lives, societies, and environment. While we mostly equate evolution with a forward-moving positive progression, I do think evolution can also be negative or regressive.



# VI. APPROACHES VALUES

## What Do You Value?

Have you identified the values and assumptions that drive you personally and professionally? What drives your business beyond shareholder expectations? What drives your day-to-day personal life beyond working to pay bills? Are you clear on what matters?



# VI. APPROACHES LISTENING TOUR

## How A Listening Tour Can Change Your Workplace

How well do you listen? In a world increasingly dominated by text and email we are losing our ability to hear the subtlety in spoken word. Have you ever sent a message that was misinterpreted because it lacked proper inflection of voice?



# VI. APPROACHES

## RED TEAMS AND BLIND SPOTS

### **We Must Cast Light On Our Blind Spots**

Years ago, I was in a significant car accident, I was changing lanes and I didn't notice another car pull into my blind spot. In our lives we have similar moments when something unperceived quickly emerges and shakes our sense of safety and security. Often, this disruptive force enters from a blind spot.



# VI. APPROACHES

# UNINTENTIONAL NEGLIGENCE

## Taken For Granted

🕒 06/16/2017 04:01 EDT | Updated 06/16/2017 04:01 EDT



Jeff Melanson 

Business executive, creativity and innovation consultant

The other day, I was walking through Toronto's historic Distillery District. This District is a must-see spot for both locals and visitors to Toronto as it features a wide variety of artistic and cultural activities and events; along with a boundless collection of retailers, coffee houses, restaurants and more. All of these beautiful examples of human creativity are housed in heritage buildings that were once the home to the world's largest Distillery. One might say the "spirits" are still very present on site.

While walking through a central courtyard that I have passed through many times before, I came upon a group of tourists admiring the architecture. One small group of tourists had all gathered to photograph something low lying that they all seemed to take great interest in I thought I, too, would take a closer look. What were they all looking at?

To my surprise they had chosen to focus on a simple planter. I immediately thought how strange that amidst all of these heritage buildings, they would choose to focus on this rather ordinary planter. Their focus was so intent, that I thought I should stop and try to see what they were seeing.

# VI. APPROACHES

## PATIENCE

### **No Quick Fix**

We spend much of our lives confronting problems and challenges. It seems with every passing day or news cycle there are new pressing issues that demand our attention and thought. And yet, how often is...



# VI. APPROACHES UNCOMPROMISING AMBITION

## Think Big!

Fear and worry is, unfortunately, a part of everyday life. Fear of loss, fear of failure, fear of our comfortable lives being disrupted, displaced, or disassembled. As Mark Twain famously said, "I've...





# **CREATIVE CHANGE**

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