Creativity in Business – A Heroic Journey

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Creativity in Business – A Heroic Journey

International Conference 2014 in Guidance and Career Development
What is my Purpose?

To explore the business world as an art form.

To explore how the Drive Theory as articulated by C.G. Jung could heal our organizational wounds and drive economic recovery.

My Research Question: What if the failure of our economy (and society) is a denial of the creative impulse in organizations?
To gain possession of the energy that is in the wrong place, we must make the emotional state the basis or the starting point. (CW8:167)
Drive Theory (CW8: 232-246)

Hunger
Sexuality
Activity
Reflection
Creativity
Why I am interested?

CEO’s believe that more than rigor, management, discipline, integrity or even vision …

successfully navigating an increasing complex world will require creativity.

- 2010 Global IBM CEO Study
Growth requires the 4Cs

As the economy improves, please rate the following skills and competencies by their level of importance in helping to grow your organization.

<table>
<thead>
<tr>
<th></th>
<th>Least important</th>
<th>Less important</th>
<th>Neutral</th>
<th>Somewhat important</th>
<th>Most important</th>
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</thead>
<tbody>
<tr>
<td>Critical thinking</td>
<td>0.1%</td>
<td>0.3%</td>
<td>2.4%</td>
<td>27.2%</td>
<td>70.0%</td>
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<tr>
<td>Communication skills</td>
<td>0.0%</td>
<td>0.3%</td>
<td>4.2%</td>
<td>31.8%</td>
<td>63.7%</td>
</tr>
<tr>
<td>Collaboration/team building</td>
<td>0.0%</td>
<td>0.7%</td>
<td>6.3%</td>
<td>41.5%</td>
<td>51.5%</td>
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<tr>
<td>Creativity and innovation</td>
<td>0.4%</td>
<td>1.4%</td>
<td>6.6%</td>
<td>28.0%</td>
<td>63.6%</td>
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Critical Skills Survey 2012 - American Management Association
Why am I interested?

Technology

Art

Technology

Art
What if ... a new journey?

Business was an art form linking passion to purpose - making new meaning.

Business as usual.
Joseph Campbell

The Hero’s Journey

Joseph Campbell on His Life and Work

Edited and with a new preface by Phil Cousineau

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Heroic Journey

Innocence/Threshold

1. The Call
2. Initiation
3. The Ordeal

Core

4. The Breakthrough
5. Celebration
6. Tell The Story
7. Re-Visioning
A Look at the Three Elements

**Reflection**

Reflection is the “heart and soul” of the learning portfolio.

The value in the learning portfolio comes from the engagement of the learner in the collection of representative samples of his or her work and in developing intentional critical reflective practice over the course of their learning journey.

Personal reflections consider what they learned, how their learning has changed over time, and how learning might be applied in different contexts.

**Evidence & Documentation**

Learners thoughtfully choose representative samples of work, also known as artefacts, as evidence of their growth and development.

A competency-based approach, enables learners to select, identify and document achievement of goals in line with program outcomes and Wagner’s survival skills.

**Mentoring & Collaboration**

With proper structure and mentoring, learners can integrate learning across experiences inside and outside the classroom.

Connections between the mentor and learners are invaluable to deeper learning, allowing them to assemble and analyze their portfolios and learn from the process.
Our Guiding Principles

Our research and interviews with other institutions offered insightful perspectives on key drivers of successful learning portfolio implementation. Anchored in the BBA vision and values, the learning portfolio is guided by the following principles:

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<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>Learner Driven</td>
<td>Flexible</td>
<td>Integrated Learning</td>
<td>Curriculum Integration</td>
<td>Faculty Support</td>
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<tr>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>Mentorship</td>
<td>Learner Motivation</td>
<td>Organizational Involvement</td>
<td>Leadership Support</td>
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Student Story –
The Creativity & Innovation Course
“Creativity takes courage.”
~Henri Matisse
Student Assessment Bookends

- Personal Strategic Plan
- EQ
- MBTI-II
- Foursight
- Learning Style
- Values Perspective
Story: Emotional (Deep) Learning

- Personal
- Participatory
- Peer-to-Peer Connectivity
- Psychographics (Archetypal Keys)
Creativity Live-With 1:

HAVE NO EXPECTATIONS

Once upon a time there was an important conference to address conflicting views of the nature of reality. Scientists from all over the world came to share their knowledge and reach a creative conclusion about this topic.

Scientists came from the land of the sun. They had developed powerful microscopes with which to use the bright light to see into the very core of things; colour and movement that ordinary people never suspected. They knew more than anyone about reality.

Scientists came from the land of the moon. They had constructed great telescopes to look out, using the subtle reflected light of the moon, to see thousands of magnificent planets and stars where other people could only see darkness. They knew more than anyone about reality.

Throughout the conference, the scientists shared their knowledge in innumerable seminars and lectures. Learned debates and loud pontificating reached their peak. Humanity was finally about to have a definitive description of the nature of reality!

However, there was a small problem. Scientists from the land of the sun threw their hands in the air when they heard what their foreign colleagues had to say. “We have the most sensitive equipment and we know that there is only one body in the sky. Spinning spheres only exist when you truly see the world in front of your nose. Those folks are crazy!”

Scientists from the land of the moon shook their heads in disbelief when the others spoke. “There’s nothing to see in small every-day objects. We’ve invented technologies that show us what’s really happening in the universe. They are totally blind!”

Needless to say, everyone went home very much convinced of his or her own rightness of vision. Each used their instruments and saw what they expected to see. Each dismissed the other group as totally wrong. Humanity, almost on the brink of a breakthrough, settled back down into its old comfortable sleep.
Surfacing Discourses

Why?

What?

How?
Creativity in Business Live-Whiths
1. Have no expectations

“I found over the weekend a numerous amount of times where I would assume there was one right answer or one right outcome. After adopting an open mindset I noticed a change in the people around me as well as myself.”

“I like the idea of giving and not worrying about what you’ll get back.”
2. Stamp out the VOJ

“I can see now that we form judgments based on a small percentage of the facts .. We lack insight into the situation or person we are dealing with or we don’t fully understand their story.”

“My main problem is being too harsh or critical of myself.”

“I have to remind myself that I am always learning and investigating new concepts, and that being open to different ideas only makes me a better person.”
3. Pay attention

“It was comforting to reconnect with myself at a deeper lever and remind myself about how far I have come in my 23 years. This exercise brought me back down to earth and has helped me regain focus about where I want to go in life.”

“I learn more in class when I pay attention!”

“I learned the difference between ‘spending time with someone’ and ‘being with someone.’”
4. Ask dumb questions

“This livewith taught me the importance of understanding problems from differing points of view.”

“Sometimes what is obvious to one may not be obvious to another. Everyone is brought up differently with different experiences.”

Response to classmate:

“Don’t worry I didn’t know that either. Thanks for asking.😊”
5. Do only what you love

“This exercise reminded me of what is important in my life.”

“The moral of my story is that we will do a better job if we enjoy or love what we do.”

“From scooping ice cream at work to writing reports in school, it’s all based on the amount of passion I’m willing to bring forth.”

“It is my hope that my life will be a story that I would love to read.”
6. Don’t worry … just do it.

“Worrying! What I noticed is that my thoughts are like a broken record and it usually produces little value.”

“We go with the flow around us. I related hard and tough times as the wind, and I was the waves, and when times get rough it represents the wind … you just have to ride it out, just like the waves in the water. Life keeps moving just like the wind. Don’t fight it. Go with it.”

It's amazing what can happen when you just jump when you don’t want to, but then you start flying … it's like … why wasn’t I doing this before?”
7. See with your heart

“I learned small actions can create big changes.”

“There is something great about doing things for other people just because.”

“Surprisingly, I learned that the more we give, the more we have.”
8. Yes or No

“This live with taught me how to think for myself.”

“This week I have been really listening to my inner voice and intuition and focus on the vision I have set for myself.”

“As funny as it may seem, I must have spent more time putting tasks aside then in doing them.”
9. Be ordinary

“Most of my energy comes from doing something and I love the idea of getting lost in my work.”

“I think we need to be true to our self before we can be true to others.”

“Everyone wants to stand out or be the person that others follow. What I believe is we should not follow others and try and fit into their shoes but do what we do and be unique which is something ordinary for us on a daily basis.”

“I don’t know how to be myself because I seem to have forgotten who I really am in trying to please others. I have work to do.”

“Looking back at the past 10 weeks of creative challenges, I have found myself more aware of the world around me. Follow your heart and let that be your guide.”

“I will be looking forward to doing my own weekly exercises to keep the creative juices flowing. I learned a lot about myself through this process and would like to continue to keep growing not only as a business man but also as a person.”
MetaTheme

Increased Empathy

“This week I tried really hard to see with my heart. That means not judging people or situations until I have heard their story.”
MetaTheme

Shift from Fixed to Growth Mindset

“I found that the livewiths opened my mind, and let me explore different options and situations which I may, and probably would never have gone out of my way to do.”
MetaTheme – Self Discovery

Every single live with made me reflect and think about the future. The livewiths made me think of ideas of how to better myself, and how I want to approach things from now on. During my college experience, I never had a class where it would let me reflect each week about something different and let me try out new things. I loved how during the course of these ten weeks, I learned by using life. I had lost sense of what really matters, and what I truly care for. I realized what kind of person I am, what I need to improve, and how I want to approach things in the future.
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Methods of Inquiry

Adventure Learning (Doering 2006)

Design-Driven Innovation (Verganti 2010)

Multi-Method (Qualitative and Quantitative)


Multi-Method Research Approach

Qualitative Research:

• Faculty Survey (3 respondents out of 3)
• Expert Survey (7 respondents out of 8)
• Student Survey (84 respondents out of 195)
• Student Focus Groups (3 group sessions with 19 participant in total)

Quantitative Research:

• A quasi-experimental design with test and control groups (total data set has 1075 from 7 terms with 288 AL, test and 787 non AL, control)
So Does it Work?
Student Satisfaction

*Given a choice, would you enrol in another AL/Hybrid course?*

- Definitely: 55.8% (AL), 36.8% (Hybrid)
- Possibly: 26.0% (AL), 36.5% (Hybrid)
- Not Sure: 11.7% (AL), 9.4% (Hybrid)
- Possibly Not: 3.9% (AL), 9.6% (Hybrid)
- Definitely Not: 2.6% (AL), 7.6% (Hybrid)
## Student Engagement

<table>
<thead>
<tr>
<th>Learner Engagement 1: Increased Curiosity</th>
<th>77.4%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Your curiosity about the content grew as you learned more.</td>
<td>78.1%</td>
</tr>
<tr>
<td>2. Your curiosity about the subject grew as you learned more.</td>
<td>76.8%</td>
</tr>
<tr>
<td>3. You wanted to learn about the content, not just finish the exercises</td>
<td>77.3%</td>
</tr>
<tr>
<td>Learner Engagement 2: Increased Love to Learn</td>
<td>79.0%</td>
</tr>
<tr>
<td>6. You wanted to learn more about the subject.</td>
<td>80.7%</td>
</tr>
<tr>
<td>7. You wanted to learn more about the professionals/experts.</td>
<td>84.0%</td>
</tr>
<tr>
<td>8. You wanted to learn more about the global dimension of the problems</td>
<td>77.9%</td>
</tr>
<tr>
<td>9. You wanted to learn more about your own community and its impact</td>
<td>76.2%</td>
</tr>
<tr>
<td>10. You wanted to learn more about other students following the</td>
<td>70.8%</td>
</tr>
<tr>
<td>11. You wanted to learn more about the content presented by the</td>
<td>80.5%</td>
</tr>
<tr>
<td>12. You wanted to learn more about issues presented in the challenges.</td>
<td>82.7%</td>
</tr>
<tr>
<td>Learner Engagement 3: Increased Involvement</td>
<td>86.1%</td>
</tr>
<tr>
<td>4. You tried to imagine yourself in the positions of the real</td>
<td>87.0%</td>
</tr>
<tr>
<td>5. You tried to imagine yourself in the positions of the people who</td>
<td>85.3%</td>
</tr>
</tbody>
</table>

0%  10%  20%  30%  40%  50%  60%  70%  80%  90%  100%
Social Interactions Differential

1. The amount of time you interact with other students
   - AL: 50.1%  - Hybrid: 73.0%
   - AL: 47.6%  - Hybrid: 71.7%

2. The quality of your interaction with other students
   - AL: 49.8%  - Hybrid: 70.7%

3. The amount of time you interact with the instructor
   - AL: 50.3%  - Hybrid: 69.7%

4. The quality of your interaction with the instructor
   - AL: 53.0%  - Hybrid: 72.7%

5. The amount of time you interact with Professionals / Experts
   - AL: 66.0%  - Hybrid: 76.0%

6. The Quality of your interaction with Professionals / Experts
   - AL: 77.0%  - Hybrid: 77.0%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90%

AL  Hybrid
Conclusions for Educators

Anything or anyone that does not bring you alive … is too small for you.

Poet David Whyte.
Collaborate to Compete

Technology alone is not enough – it’s technology married with liberal arts, married with the humanities … that yields us the result that makes our hearts sing.

- Steve Jobs
Honouring Multiple Voices
Diversity = Creative Capital

- business intelligence
- generational diversity
- innovation
- story
- transformational leadership
- multiple voices
- organizational behaviour
- corporate culture
- user experience design
- intrapreneurship
- change management
- competitive intelligence
- design driven
- experiential marketing
- organizational design
- consumer behaviour

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Questions?

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