

A crumpled blue paper ball sits in the center of a notebook page. The page is covered in various hand-drawn sketches, including arrows, a lightbulb, and the handwritten text "What?!". A black pen is visible on the right side of the page. The notebook's spiral binding is visible on the left.

**MARK-C1079**

**DRIVING CREATIVITY AND  
INNOVATION IN MARKETING:  
CONSUMER INSIGHTS AND  
CREATIVE TRANSFORMATIONS**

# HI, I'M PELIN GEYIK

- Consumer culture researcher, researching family consumption, consumer socialization, gender, stigmatized consumers, technology adaptation
- Interested in unpacking the relationships between consumers and cultural meanings by adapting theories from the fields of sociology, anthropology and gender studies
- Industry background in Marketing and Strategy & Insights departments in global firms



[pelin.geyik@aalto.fi](mailto:pelin.geyik@aalto.fi)

***WHAT ABOUT  
YOU GUYS?***

# *BROAD LEARNING GOALS*

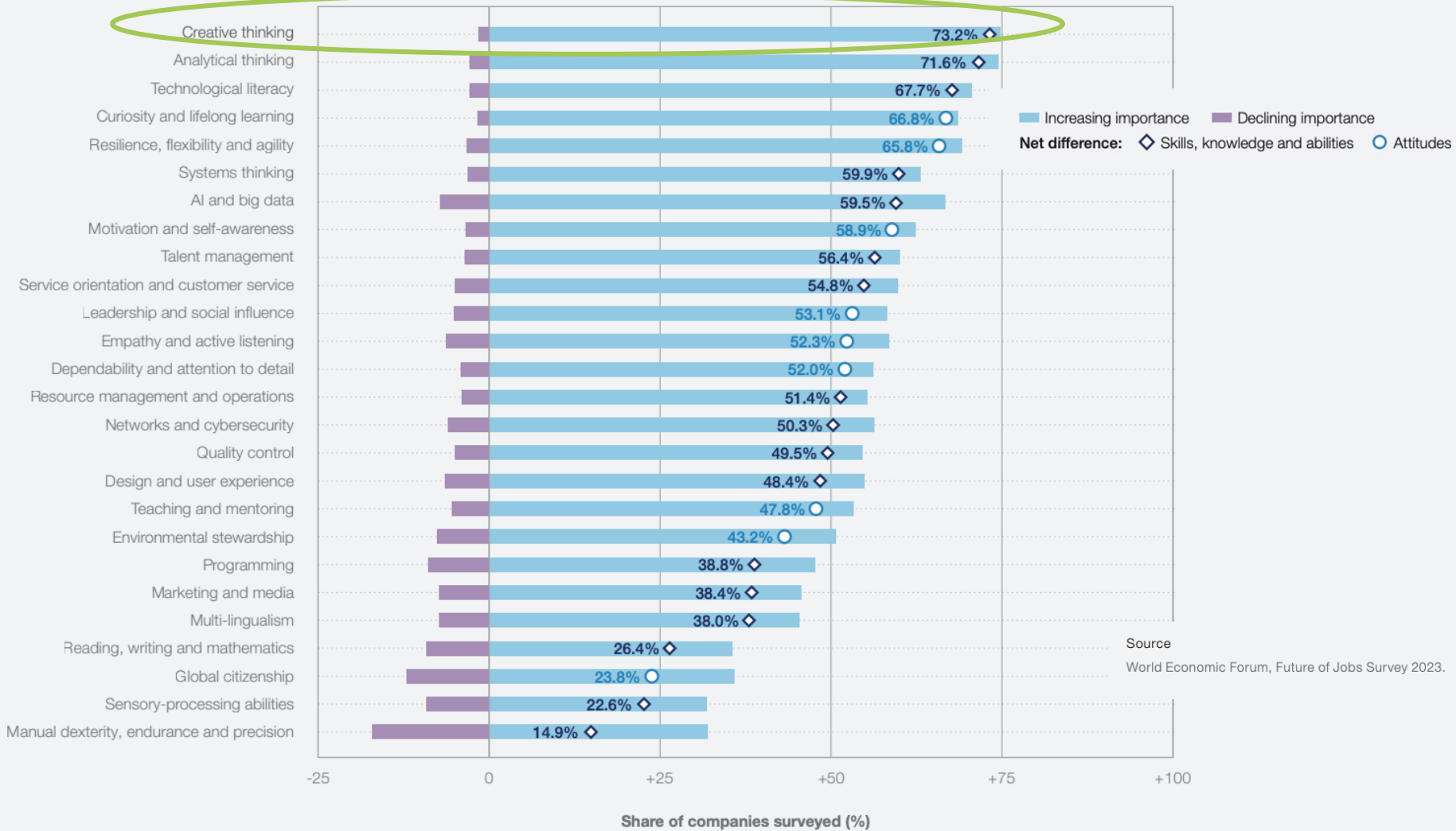
1. Understanding and appreciating creativity
2. Managing creativity, especially in group settings
3. How/why creativity is used in marketing
4. Above all, exposing students to creative processes and skills
5. Sparking an interest in lifelong creativity enhancement

# CREATIVITY IN MARKETING

- Creativity has always been a fundamental skill in marketing
- However, its importance is only growing, a complement and contrast to more data-driven marketing
- As a differentiator on the job market, being considered “creative” is absolutely priceless
- I aim to challenge you, and make you want to be a Creative Marketer

## Core skill for workers in 2023





# THE POLARIZATION OF MARKETING

TECHNOLOGY

## The Future of Human Work Is Imagination, Creativity, and Strategy

by Joseph Pizrali

JANUARY 18, 2018

SAVE SHARE COMMENT TEXT SIZE PRINT \$8.95 BUY COPIES



ADRIAN WATTS/GETTY IMAGES

It seems beyond debate: Technology is going to replace jobs, or, more precisely, the people holding those jobs. Few industries, if any, will be untouched.

Knowledge workers will not escape. Recently, the CEO of Deutsche Bank predicted that half of its 97,000 employees could be replaced by robots. One survey revealed that “39% of jobs in the legal sector could be automated in the next 10 years. Separate research has concluded that accountants have a 95% chance of losing their jobs to automation in the future.”

And for those in manufacturing or production companies, the future may arrive even sooner. That same report mentioned the advent of “robotic bricklayers.” Machine learning algorithms are also predicted to replace people responsible for “optical sort sorting, automated quality control, failure detection, and improved productivity and

MARKET RESEARCH

## Big Data Is Only Half the Data Marketers Need

by Mikkel B. Rasmussen and Andreas W. Hansen

NOVEMBER 16, 2015

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For marketers, truly valuable customer data comes in two forms: thick data and big data. Thick data is generated by ethnographers, anthropologists, and others adept at observing human behavior and its underlying motivations. Big data is generated by the millions of touchpoints companies have with customers. To date, thick data and big data have been promoted and employed by very different people. Thick data has been handled by companies grounded in the social sciences. Big data has been promoted by people with analytics degrees, often sitting in corporate IT functions. There has been very little dialogue between the two.

This is unfortunate. Combining the two approaches can solve many of the problems that each category of data faces on its own. “Thick data’s strength comes from its ability to establish hypotheses about why people behave as they do. It cannot help answer questions of “how much,” only “why.” Big Data has the advantage of being largely unassailable because it is generated by the entire customer population rather than a smaller sample size. But it can only quantify human behavior; it cannot explain its motivations. That is to say, it cannot arrive at a “why.”

MARKETING

## Use Big Data to Create Value for Customers, Not Just Target Them

by Niraj Dawar

AUGUST 16, 2016

SAVE SHARE COMMENT TEXT SIZE PRINT \$8.95 BUY COPIES



Big data holds out big promises for marketing. Notably, it pledges to answer two of the most vexing questions that have stymied marketers since they started selling: 1) who buys what when and at what price? and 2) can we link what consumers hear, read, and view to what they buy and consume?

Answering these makes marketing more efficient by improving targeting and by identifying and eliminating the fabled half of the marketing budget that is wasted. To address these questions, marketers have trained their big-data telescopes at a single point: predicting

The Economist

Topics

Current edition

More

Automatic for the people

## How Germany's Otto uses artificial intelligence

The firm is using an algorithm designed for the CERN laboratory



Print edition | Business  
Apr 16th 2017 | HAMBURG



A GLIMPSE into the future of retailing is available in a smallish office in Hamburg. From there, Otto, a German e-commerce merchant, is using artificial intelligence (AI) to improve its activities. The firm is already deploying the technology to make decisions at a scale, speed and accuracy that surpass the capabilities of its human employees.

Big data and “machine learning” have been used in retailing for years, notably by Amazon, an e-commerce giant. The idea is to collect and analyse quantities of information to understand consumer tastes, recommend products to people and personalise websites for customers. Otto’s work stands out because it is already automating business decisions that go beyond customer management. The most important is trying to lower returns of products, which cost the firm millions of euros a year.



### Top leadership qualities

CEOs cited creativity as the most important leadership quality over the next five years.

#### Creativity



## ***Creativity is the most important leadership quality, according to***

**CEOs.** Standouts practice and encourage experimentation and innovation throughout their organizations. Creative leaders expect to make deeper business model changes to realize their strategies. To succeed, they take more calculated risks, find new ideas, and keep innovating in how they lead and communicate.

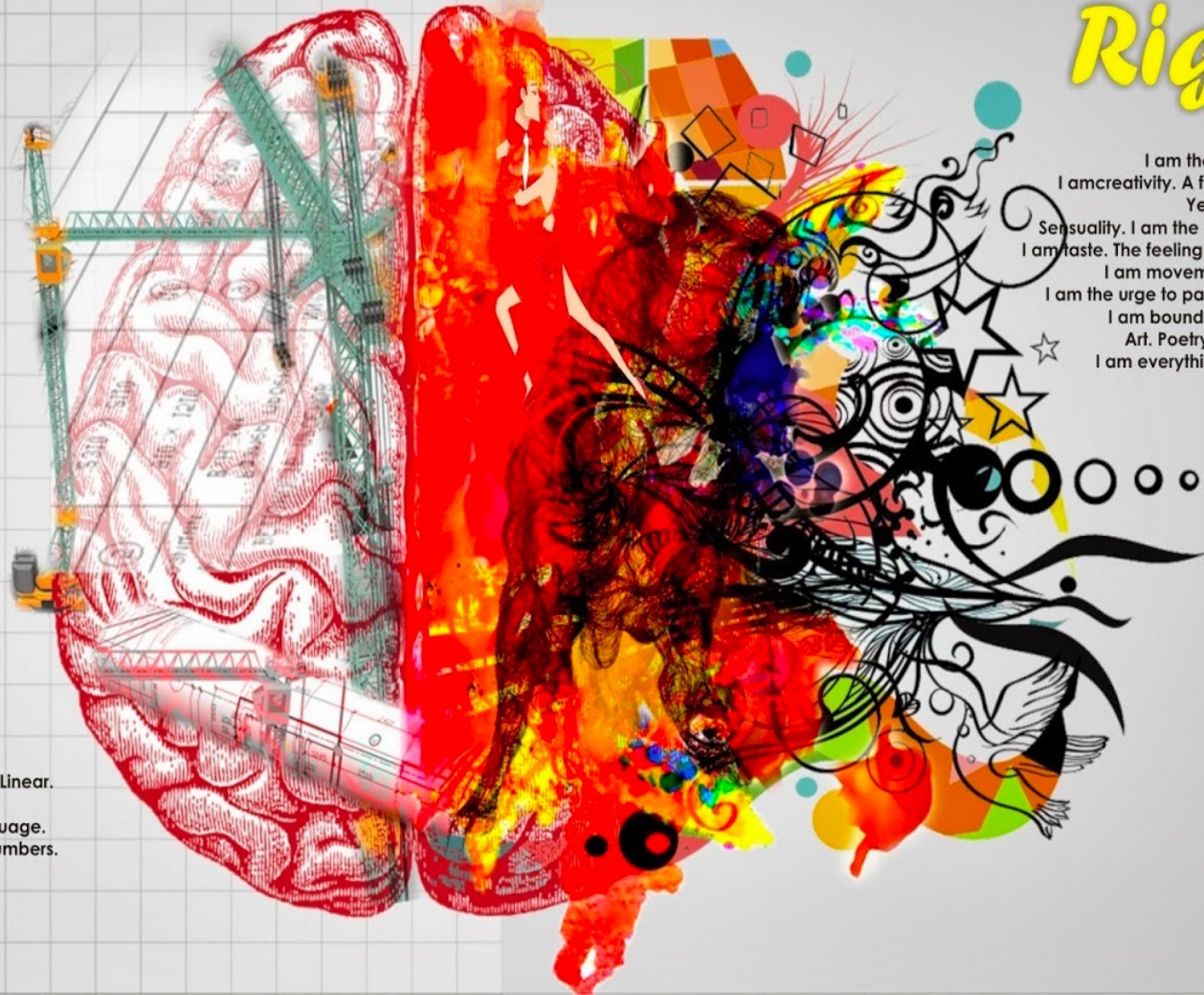


#### Humility



#### Fairness





# Right brain

I am the right brain.

I am creativity. A free spirit. I am passion.

Yearning.

Sensuality. I am the sound of roaring laughter.

I am taste. The feeling of sand beneath bare feet.

I am movement. Vivid colors.

I am the urge to paint on an empty canvas.

I am boundless imagination.

Art. Poetry. I sense. I feel.

I am everything I wanted to be.

# LEFT BRAIN

I am the left brain.

I am a scientist. A mathematician.

I love the familiar. I categorize. I am accurate. Linear.

Analytical. Strategic. I am practical.

Always in control. A master of words and language.

Realistic. I calculate equations and play with numbers.

I am order. I am logic.

I know exactly who I am.

## CHATGPT MADE ME QUESTION WHAT IT MEANS TO BE A CREATIVE HUMAN

Can the next iteration of AI have better ideas than us? Or will this technology just become a tool to help us carry on our livelihoods?



By Mike Boston

DECEMBER 5, 2022



OpenAI logo displayed on a laptop screen and ChatGPT, which displayed on a laptop screen, are seen in the Boston photo taken in Boston, Mass. on December 5, 2022. Photo by Mike Boston/Photo on Getty Images



Donato Riccio

Jan 7 · 5 min read · LinkedIn

### ChatGPT and AI are not going to replace creativity

Human imagination is here to stay



Photo by Dariusz Gorczycki on Unsplash

## Generative AI is here: How tools like ChatGPT could change your business

December 20, 2022 | Commentary

By Michael Chui, Roger Roberts, and Laraina Yeo



Generative AI and other foundation models are changing the AI game, taking assistive technology to a new level, reducing application development time, and bringing powerful capabilities to nontechnical users.

Modern Marketing Adtech Artificial Intelligence

### Don't worry, ChatGPT won't soon replace human creativity



By Carla Hendra | Global Chief Executive Officer

DECEMBER 20, 2022 | 4 MIN READ

LinkedIn Article · 7 min 10 sec

Even ChatGPT, which has captured the latest hype in generative artificial intelligence, can't compete with raw human creativity, argues Ogilvy Consulting's Carla Hendra.



Photo: iStock

*Above all, this course is about*

**CREATIVITY AS  
A PROCESS**

# GRADE STRUCTURE

- **Class Participation** **25 %**
  - Perusall 15%
  - Class participation 10%
- **Short Story Exercise** **30 %**
- **Creativity & Innovation Group Project** **45 %**

*Passing the course requires completing assignments and obtaining at least 50%*

Tuesday, February 27<sup>th</sup> 15:15 » 17:00

**Introduction & Practicalities**

Thursday, February 29<sup>th</sup> 15:15 » 17:00

**IdeaGen Workshop**

Tuesday, March 5<sup>th</sup> 15:15 » 17:00

**Brainstorming Workshop**

Thursday, March 7<sup>th</sup> 15:15 » 17:00

**Integrative Thinking**

Tuesday, March 12<sup>th</sup> 15:15 » 17:00

**Storytelling**

Tuesday, March 19<sup>th</sup> 15:15 » 17:00

**Innovation and Creativity in  
Product Development**

Thursday, March 21<sup>st</sup> 15:15 » 17:00

**Guest Lecture by Alku Siren**

Tuesday, March 26<sup>th</sup> 15:15 » 17:00

**Ethnography and Creativity**

Tuesday, April 9<sup>th</sup> 15:15 » 17:00

**Showcase Session**

# *CLASS PARTICIPATION (25%)*

- 10% class participation
- 15 % Perusall activity
- A lot of class discussion, group exercises, and in-class activities (learning creativity is not something you can just read from a book)

Driving Creativi... X

- ← My Courses
- 🏠 Course home
- 📄 My scores
- 📧 Notifications
- 📝 Notes
- 📅 Add to my calendar
- ➔ Unenroll from course

Content

Library >

Assignments >

Chats ?

Groups +

- 📣 Announcements
- 🗨️ General discussion

One-on-One +

Hashtags ? +

- #connection
- #definition
- #important
- #keypoint

- 🏠 Get started
- 📖 Library
- 📅 Assignments

Due Thu Feb 29, 2024 2:00 pm EET



Christian Madsbjerg, Mikkel B. Rasmussen - The Moment of Clarity\_ Using the Human Sciences to Solve Your Toughest Business Problems-Harvard Business Review Press (2014) - Pages 62-86 (FOUR: The Human Sciences)

Due Tue Mar 5, 2024 2:00 pm EET



● hbr.org-Better Brainstorming

Due Thu Mar 7, 2024 2:00 pm EET



● Christian Madsbjerg, Mikkel B. Rasmussen - The Moment of Clarity\_ Using the Human Sciences to Solve Your Toughest Business Problems-Harvard Business Review Press (2014) - Pages 21-41 (TWO: Business Analysis, Data, and Logic)



● Martin (2007) How successful leaders think

Due Tue Mar 12, 2024 2:00 pm EET



● Writing Well\_2023

Due Tue Mar 19, 2024 2:00 pm EET



● Christian Madsbjerg, Mikkel B. Rasmussen - The Moment of Clarity\_ Using the Human Sciences to Solve Your Toughest Business Problems-Harvard Business Review Press (2014) - Pages 87-109 (FIVE: The Turnaround - SIX: Product Design)

You are currently in student view, logged in as a test student. [Return to your account](#)



Christian Madsbjerg, Mikkel B. Rasmussen - The Moment of Clarity\_ Using the Human Sciences to Solve Your Toughest Business Problems-Harvard Business Review Press (2014) - Pages 62-86 (FOUR: The Human Sciences)

Due Thu Feb 29, 2024 2:00 pm EET

You haven't started this assignment yet.



No suggestions for you right now.

[Disable these suggestions for this assignment](#)

[Work on assignment](#)



- Course home
- My scores
- Add to my calendar

## Readings

## Documents

- College E&M Textbook

## Assignments

- Feb 12: Assignment 1: ...

## Chats

## Groups

- Announcements
- General discussion

## One-on-One

- Describe how a lightning rod works.
  - Explain how a metal car may protect passengers inside from the dangerous electric fields caused by a downed line touching the car.
- 18.8. Applications of Electrostatics**
- Name several real-world applications of the study of electrostatics.

## Introduction to Electric Charge and Electric Field

The image of American politician and scientist Benjamin Franklin (1706–1790) flying a kite in a thunderstorm is familiar to every schoolchild. (See Figure 18.2.) In this experiment, Franklin demonstrated a connection between lightning and **static electricity**. Sparks were drawn from a key hung on a kite string during an electrical storm. These sparks were like those produced by static electricity, such as the spark that jumps from your finger to a metal doorknob after you walk across a wool carpet. What Franklin demonstrated in his dangerous experiment was a connection between phenomena on two different scales: one the grand power of an electrical storm, the other an effect of more human proportions. Connections like this one reveal the underlying unity of the laws of nature, an aspect we humans find particularly appealing.

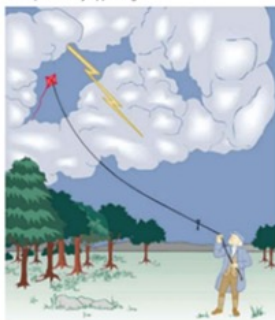


Figure 18.2 When Benjamin Franklin demonstrated that lightning was related to static electricity, he made a connection that is now part of the evidence that all directly experienced forces except the gravitational force are manifestations of the electromagnetic force.

Much has been written about Franklin. His experiments were only part of the life of a man who was a scientist, inventor, revolutionary, statesman, and writer. Franklin's experiments were not performed in isolation, nor were they the only ones to reveal connections.

For example, the Italian scientist Luigi Galvani (1737–1796) performed a series of experiments in which static electricity was used to stimulate contractions of leg muscles of dead frogs, an effect already known in humans subjected to static discharges. But Galvani also found that if he joined two metal wires (say copper and zinc) end to end and touched the other ends to muscles, he produced the same effect in frogs as static discharge. **Alessandro Volta (1745–1827)**, partly inspired by Galvani's work, experimented with various combinations of metals and developed the battery.

During the same era, other scientists made progress in discovering fundamental connections. The periodic table was developed as the systematic properties of the elements were discovered. This influenced the development and refinement of the concept of atoms as the basis of matter. Such submicroscopic descriptions of matter also help explain a great deal more.

Atomic and molecular interactions, such as the forces of friction, cohesion, and adhesion, are now known to be manifestations of the electromagnetic force. Static electricity is just one aspect of the electromagnetic force, which also includes moving electricity and magnetism.

All the macroscopic forces that we experience directly, such as the sensations of touch and the tension in a rope, are due to the electromagnetic force, one of the four fundamental forces in nature. The gravitational force, another fundamental force, is actually sensed through the electromagnetic interaction of molecules, such as between those in our feet and those on the top of a bathroom scale. (The other two fundamental forces, the strong nuclear force and the weak nuclear force, cannot be sensed on the human scale.)

This chapter begins the study of electromagnetic phenomena at a fundamental level. The next several chapters will cover static electricity, moving electricity, and magnetism—collectively known as electromagnetism. In this chapter, we begin with the study of electric phenomena due to charges that are at least temporarily stationary, called electrostatics, or static electricity.

+18 ? I didn't realize that lightning was due to static electricity - is this true? I thought static electricity means electrons that are still - with lightning - the electrons are clearly moving quickly as the lightning strikes. Lightning travels  $2.8 \times 10^8$  m/s - that's almost as fast as the speed of light - clearly not static!

Jun 28 10:21 pm

good question! lightning itself is not static (as it is moving). however - lightning strikes when there is enough of a build-up on charge (in the clouds - compared to the ground) that there is a breakdown of the air that separates the clouds from the air. Lightning doesn't happen without enough of a build-up of static charge.

Jun 28 10:39 pm

Enter your comment or question and press Enter. Mention a friend by tagging @

# PERUSALL INSTRUCTIONS

1. Create an account on Perusall.com
2. Join the course by inserting the course code: **GEYIK-GKVVX**
3. Complete the assignments before each class (check the deadlines!)

## **Your Perusall score depends on:**

1. Contributing thoughtful questions and comments to the class discussion, spread throughout the entire reading
2. Starting the reading early
3. Breaking the reading into chunks (instead of trying to do it all at once)
4. Reading all the way to the end of the assigned reading
5. Posing thoughtful questions and comments that elicit responses from classmates
6. Answering questions from others
7. Upvoting thoughtful questions and helpful answers

# *PERUSALL: MAX POINT SOURCES*

1. 30% by completing the assigned reading
2. 20% "active reading"
3. 20% on "annotation quality"
4. 20% getting responses to your annotations
5. 10% by opening the assignment multiple times
6. A minimum of 5 annotations for full points

# COURSE READINGS

- All readings corresponding to each lecture are available on Perusall, possible additional readings on MyCourses
- I expect you to 1) familiarize yourself with the articles independently before each class, 2) make it obvious by your in-class participation, and 3) apply the theories in all the assignments!



# GROUP ASSIGNMENT (45%)

- **In short: find a problem that somehow manifests in/as consumer behavior, and then create a solution for it**
- Choose a problem that is relatable, understandable, and something you can “access” in your research
- You must show an understanding of the dominant assumptions and solutions in the market and elaborate what is missing, and what creative opportunities this affords
- The solution can be anything related to marketing or consumption: a new product, service, an awareness campaign, a new consumer movement, a new way of consuming...

# GROUP ASSIGNMENT (45%) 2/3

- Learning goal: mastering the creative process, the solution itself is only subservient to this goal → “tell me how you got there”
  1. What were the initial ideas, how they were refined etc.
  2. Encouraged to find inspirational benchmarks or interesting cases
  3. Encouraged to keep explore the problem “as a service”
  4. Tell a story of how your solution evolved as you applied creative tools while solving it

# GROUP ASSIGNMENT (45%) 3/3

- **Final presentation (15%; graded)**
  - At the end of the semester
  - Should concentrate more on the solution itself, "selling it"
- **Final report (30%; graded)**
  - This report is about the creative process you used to solve the problem, as well as your solution
  - The deliverable is a Powerpoint report of at least 25 slides. No maximum length, but concise writing and illustration are necessary. No max length (due to likelihood of pictures etc.)



# LESSONS LEARNED

- There were some issues with the group project that merit discussion
- Especially the understanding of what constitutes “a problem”
- Example: a few years ago two groups presented as their initial problem “Tinder for jobs”
- What’s wrong here?

**“TINDER FOR  
JOBS” IS NOT A  
PROBLEM, IT’S  
ALREADY A  
SOLUTION**

## 3 New Job Hunting Apps That Work Just Like Tinder (Yes, Tinder!)

Corie Hengst

Career Advice | September 02, 2015



**17K** recent views

## SHORT EXAMPLE: 5 "WHYS"

"I hate my job."

"Why do you hate your job?"

"Because I feel like I'm not being my best."

"Why do you feel like that?"

"Because I'm always feeling too tired to work well."

"Why are you always tired?"

"Because I have to get up at 5:30AM to be at work on time."

"Why do you have to wake up so early?"

"Because I have 50 km commute and the road can get congested in the mornings."



# ADDITIONAL TIPS

- Important that the initial problem be “manageable”
- “Climate change” is too big of a problem
- Try to find “human size problem” with a clear (consumer) behavioral element or manifestation → secondary research easier to find
- Examples from previous years:
  1. Why do so many first dates go wrong?
  2. Why don't some parents vaccinate their kids?
  3. University cyber bullying
  4. Plastic bags in supermarkets
  5. Cell phone addiction

# Group Assignment

- Group Assignment 45%
- Showcase Session 15% April 9<sup>th</sup>
  - Submit your presentation materials by April 8th Midnight
- Group Report 30% April 14<sup>th</sup>

STORYTELLING BRANDS

a novel by:

The Creativity in Marketing class of 2024

# SHORT STORY (30%)

“Short stories are tiny windows into other worlds and other minds and other dreams. They’re journeys you can make to the far side of the universe and still be back in time for dinner.”

-Neil Gaiman

- Short stories are a great way to train key marketing skills:
  - 1) being compelling in a constrained medium
  - 2) conveying emotion and desire
  - 3) creating relatability through characters
  - 4) copywriting and communication
  - 5) creativity through iteration and the importance of editing

# STEP ONE: (BRAND) CHARACTERS

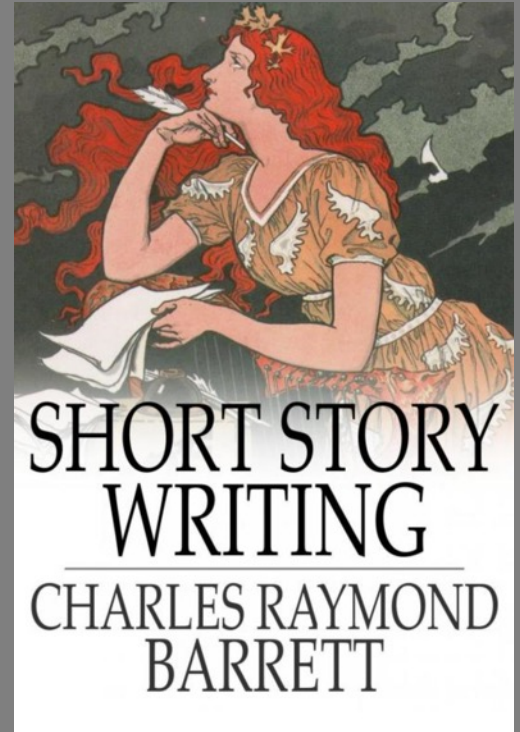
- The original idea came from Stephen Brown who has used a version of this in his branding class
- **Key idea: pick a brand, and imagine as if this brand were a real person**
- Basically, one page
- See instructions for writing a character outline





# SHORT STORY

- “Writing Well” document on MyCourses and Perusall!
- Example short stories I will be sharing throughout the course!



# EXAMPLE: "MARL BOROUGH"



# STEP TWO: WRITE A SHORT STORY

- Write a short story with your character!
- Third-person POV, title of the short story is your character's name
  - *Marl Borough (Marlboro)*
- Aim for around 1.000 to 1.500 words, but absolutely do not go over 2.500 words!
- See document on MyCourses for instructions and advice!



## BRAN

The morning had dawned clear and cold, with a crispness that hinted at the end of summer. They set forth at daybreak to see a man beheaded, twenty in all, and Bran rode among them, nervous with excitement. This was the first time he had been deemed old enough to go with his lord father and his brothers to see the king's justice done. It was the ninth year of summer, and the seventh of Bran's life.

The man had been taken outside a small holdfast in the hills. Robb thought he was a wildling, his sword sworn to Mance Rayder, the King-

## ***STEP THREE : REVISING YOUR STORY***

- Based on the feedback, you are expected to improve the short story into the final deliverable

# STORYTELLING BRANDS

## ➤ Individual Assignment 30%

- |                        |     |                        |
|------------------------|-----|------------------------|
| 1. Character selection | 0%  | March 6 <sup>th</sup>  |
| 2. Character outline   | 5%  | March 10 <sup>th</sup> |
| 3. First draft         | 10% | March 20 <sup>th</sup> |
| 4. Final draft         | 15% | April 11 <sup>th</sup> |



## CHATGPT MADE ME QUESTION WHAT IT MEANS TO BE A CREATIVE HUMAN

Can the next iteration of AI have better ideas than us? Or will this technology just become a tool to help us carry on our livelihoods?



OpenAI logo displayed on a laptop screen and ChatGPT, which displayed on a laptop screen, are seen in the background photo taken in Boston, Mass. on December 9, 2022. Photo by AP/Wide World/Photo via Getty Images



## ChatGPT and AI are not going to replace creativity

Human imagination is here to stay



Photo by Dariusz Gorczycki on Unsplash

## Generative AI is here: How tools like ChatGPT could change your business

December 20, 2022 | Commentary

By [Michael Chui](#), [Roger Roberts](#), and [Lorena Yao](#)



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Modern Marketing Adtech Artificial Intelligence

## Don't worry, ChatGPT won't soon replace human creativity

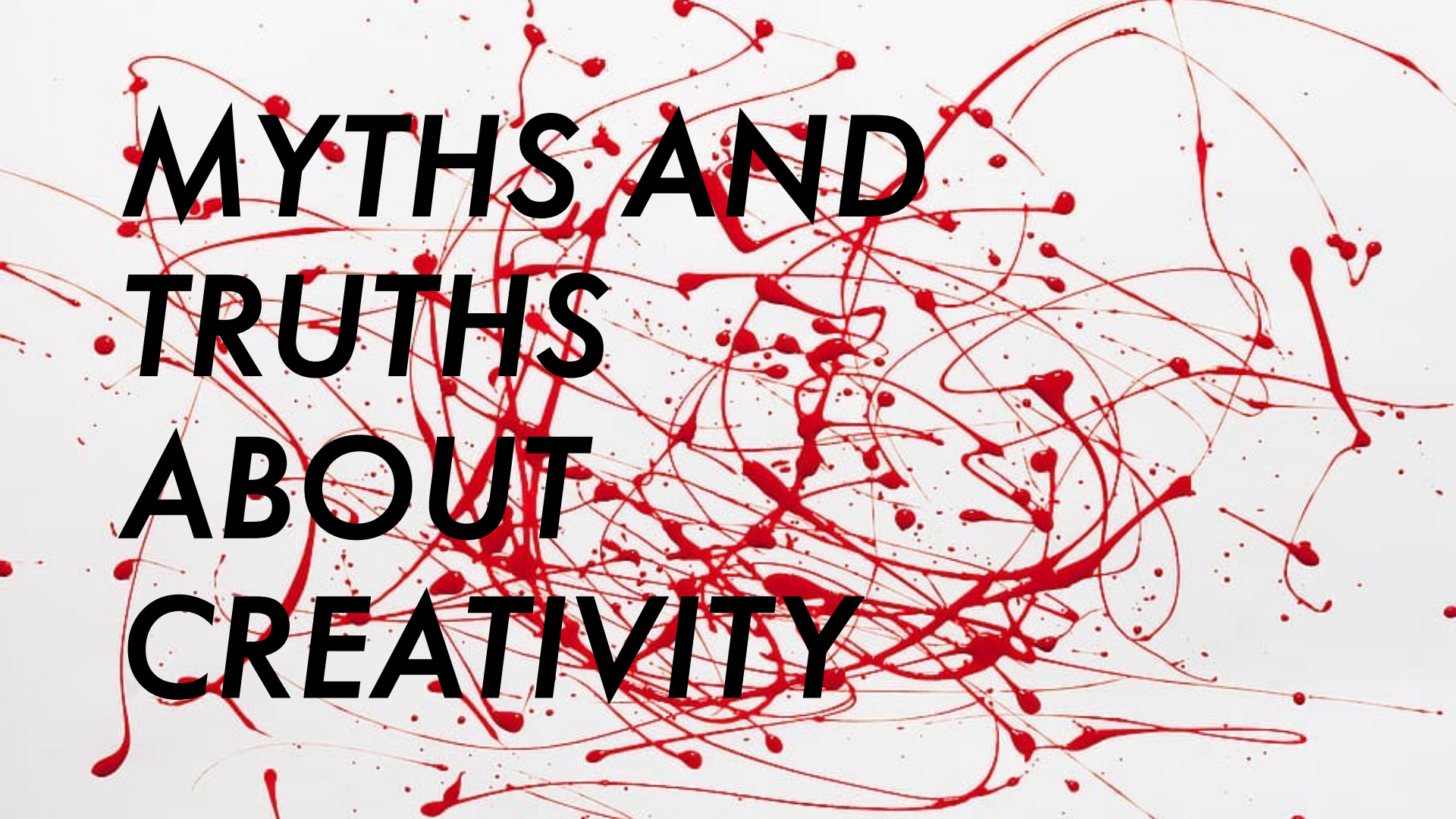


By [Carla Hendra](#) | Global Chief Executive Officer  
DECEMBER 20, 2022 | 4 MIN READ

Even ChatGPT, which has captured the latest hype in generative artificial intelligence, can't compete with raw human creativity, argues Ogilvy Consulting's Carla Hendra.



Photo: iStock

The background of the image is white, covered with a dense pattern of red splatters and thin, curved lines, resembling a splatter-painting style. The red ink is scattered across the entire frame, with some larger, more prominent splatters and many smaller, finer lines.

**MYTHS AND  
TRUTHS  
ABOUT  
CREATIVITY**



**MYTH #1: Creativity is about big breakthrough inventions and art!**



**MYTH #1:** Creativity is about big breakthrough inventions and art!

**TRUTH:** Creativity is needlessly romanticized; it comes in all shapes and sizes, ranging from “Big C” to “small c” creativity (Kaufman & Beghetto, 2009)

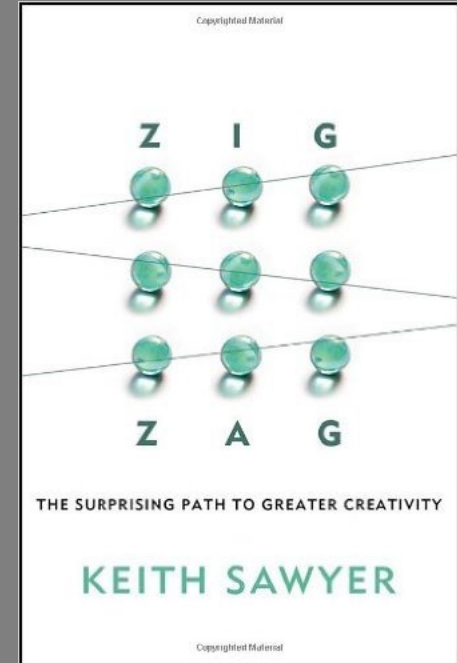
# Defining Creativity

**Creativity** is the **generation of novel and useful ideas or solutions to a problem**

(e.g. Amabile, 1996; Burroughs and Mick, 2004)

**MYTH #2: Creative people are special! I couldn't possibly be creative like that!**

- While creativity benefits from certain inherent personality traits, it is not “either you have it or you don’t” → **It is a muscle that can be trained**
- Sawyer (2008) ZigZag: “Creativity is 80 percent learned and acquired”



# Personality and Creativity

**Certain personality traits heavily link to creativity:**

1. Openness to new experiences
2. Tolerance of ambiguity
3. Playfulness
4. Low ego-sensitivity

**MYTH #2: Creative people are special! I couldn't possibly be creative like that!**

**TRUTH: Everybody can be creative!  
(though personality does matter)**



**MYTH # 3:** Only certain fields or professions are *really* creative!



**MYTH # 3:** Only certain fields or professions are *really* creative!

**TRUTH:** Creativity gives a competitive advantage in practically all fields.

**MYTH #4: Everybody loves creativity!**

"This 'telephone' has too many shortcomings to be seriously considered as a means of communication. The device is inherently of no value to us."

Western Union internal memo, 1876

"I think there is a world market for maybe five computers."

Thomas Watson, chairman of IBM, 1943

"Television won't last because people will soon get tired of staring at a plywood box every night."

Darryl Zanuck, movie producer, 20th Century Fox, 1946

"Our survey research shows that consumers don't want touchscreen phones."

Anssi Vanjoki, Nokia CMO, reacting to the iPhone launch, 2007

TELEVISION

## How South Park Was Almost Destroyed By One Focus Group

BY NICK VENABLE 1 YEAR AGO 21 COMMENTS

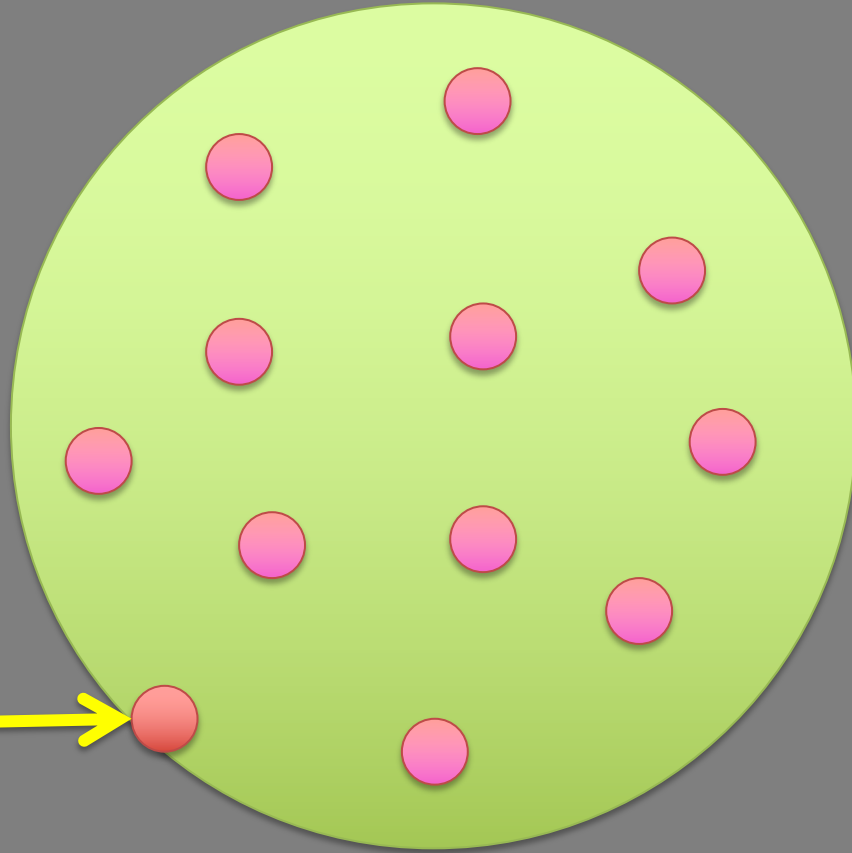


During the Golden Age of Television, showing a toilet was one of the more risqué things that shows could do. Skip forward a few decades, and there's *South Park*, using an animated piece of feces to celebrate Christmas, and even that ended up being fairly tame compared to future shenanigans that creators Trey Parker and Matt





Typical,  
acceptable  
creativity



Transgression,  
'unacceptable'  
creativity



1. Most creativity or innovation cases 'celebrate the victor'
2. Organizations and groups converge towards stability, harmony, 'not rocking the boat'
3. Work incentives rarely reward creativity

## Inside the Box

People don't actually like creativity.

By Jessica Olien



121k

374





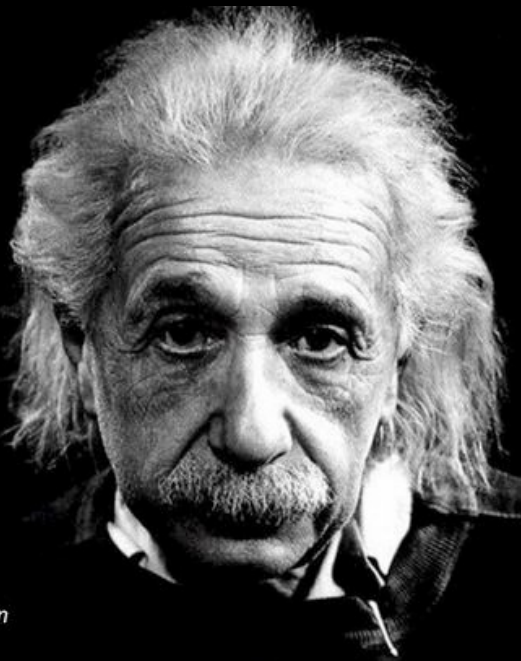
**MYTH #4: Everybody loves creativity!**

**TRUTH: Creativity often faces a lot of pushback;  
you have to fight for it!**

**MYTH #5: Creativity happens in spurts and requires inspiration!**

"If I had an hour to solve a problem and my life depended on the solution, I would spend the first 55 minutes determining the proper question to ask, for once I know the proper question, I could solve the problem in less than 5 minutes."

- Albert Einstein



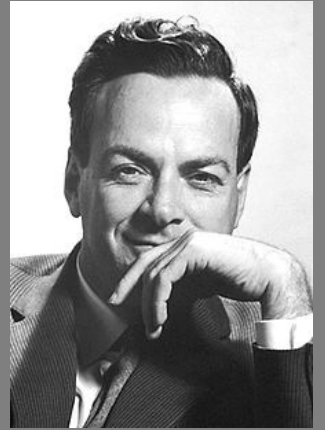
To me, ideas are worth nothing unless executed. They are just a multiplier. Execution is worth millions.

— Steve Jobs —

AZ QUOTES

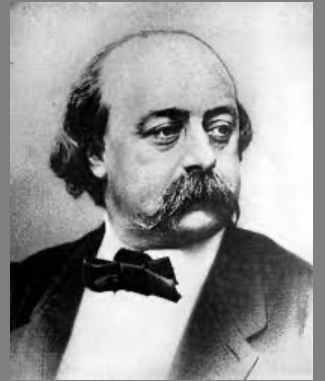
“What I cannot create, I do not understand.”

- **Richard Feynman**



“Creative talent is the prolonged patience of seeing what others tend not to see.”

-**Gustave Flaubert**



# SHORT EXAMPLE: 5 "WHYS"

"I hate my job."

"Why do you hate your job?"

"Because I feel like I'm not being my best."

"Why do you feel like that?"

"Because I'm always feeling too tired to work well."

"Why are you always tired?"

"Because I have to get up at 5:30AM to be at work on time."

"Why do you have to wake up so early?"

"Because I have a 50 km commute and the road can get congested in the mornings."



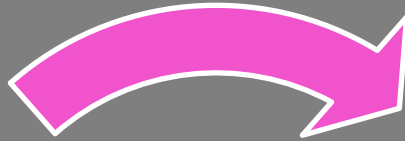
# CREATIVITY AS A PROCESS

- Generating a large number of ideas
- Non-judgmental, open-minded exploration

***DIVERGENT  
THINKING***

***CONVERGENT  
THINKING***

- Exposing ideas to criticism
- Selecting and developing ideas



# IMPORTANT:

- Divergence and convergence will basically be the “grading scheme” for all your group deliverables!
  1. Lots of ideas but no iteration, critique, or development = lack of convergence
  2. “Falling in love with the first good idea we had” = lack of divergence

**MYTH #5: Creativity happens in spurts and requires inspiration!**

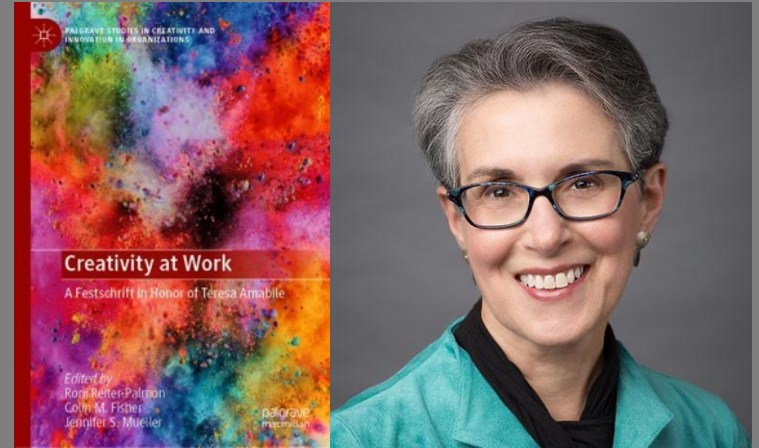
**TRUTH: Creativity is about hard work and routine; it is a constant, iterative, uncomfortable, sometimes frustrating, but ultimately enjoyable process**



**MYTH #6: “Creativity can’t be managed; it happens when talented people get together!”**

# Creativity in Organizations

- Organizational and supervisor encouragement
  - Tolerance of failure and risk-taking
  - Recognition and promotions
  - Training to support creativity
- Colleague support, trust, and sharing
- Adequate resources (esp. time!)
- Challenging work that links to expertise and autonomy in determining how you work



**MYTH #6:** “Creativity can’t be managed; it happens when talented people get together!”

**TRUTH:** Creativity needs active management and cultivation!  
(and organizations today are often horrible at it)

# RECAP

- Creativity is about finding novel and useful solutions to problems
  - Process, happens often in group settings
  - Creativity is a learned activity, central to many fields and professions
  - Entails divergent and convergent thinking
- 
- **Reminder: read the first reading by Thursday**