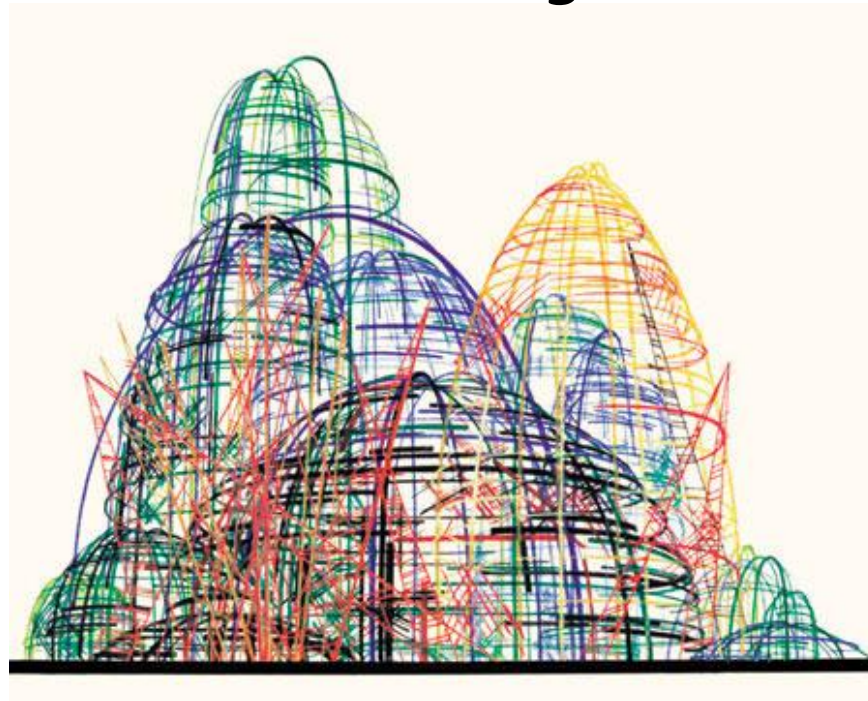


The Future of Creativity Management: a Research Agenda



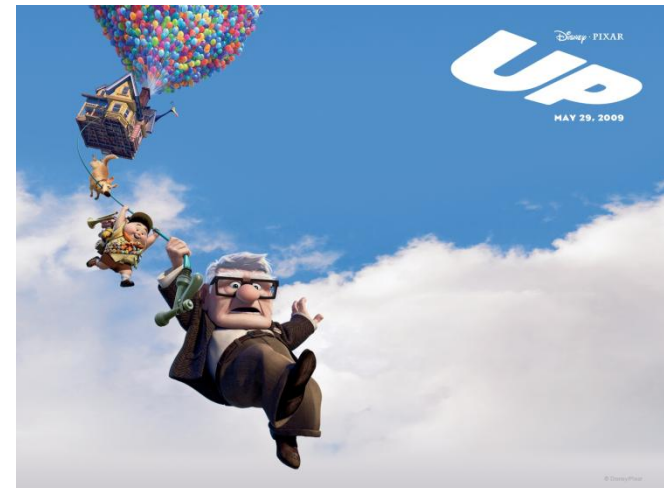
Laurent SIMON, PhD.

HEC Montréal – *MosaiC*
BETA – Université de Strasbourg
Chaire Gutenberg 2009-2010
(Karlsruhe, nov. 12. 2010)

Something happened

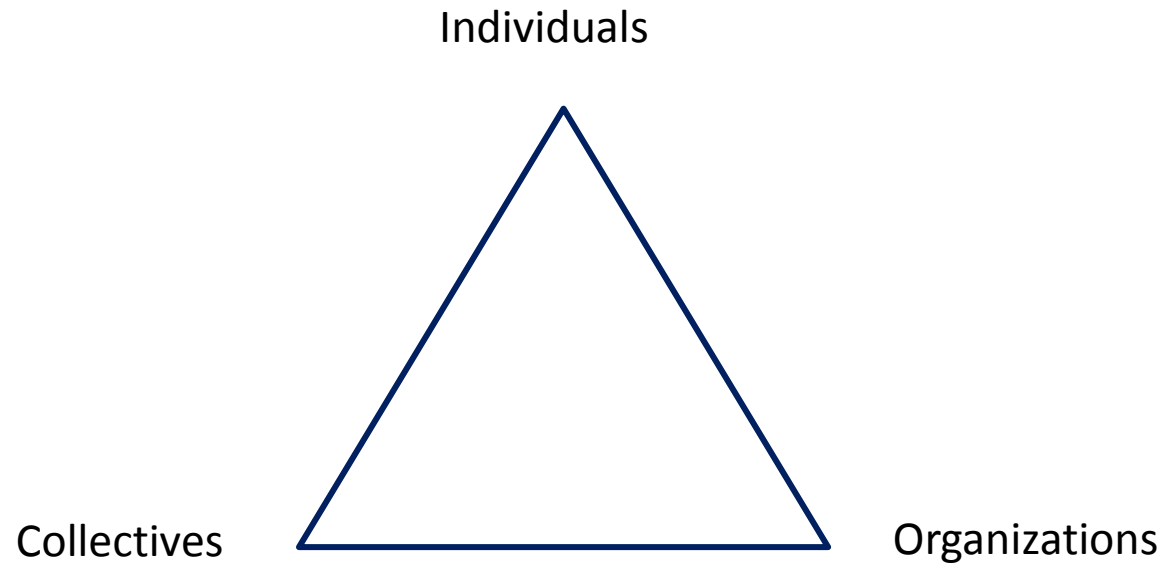


Le ballon rouge. A. Lamorisse, 1956.

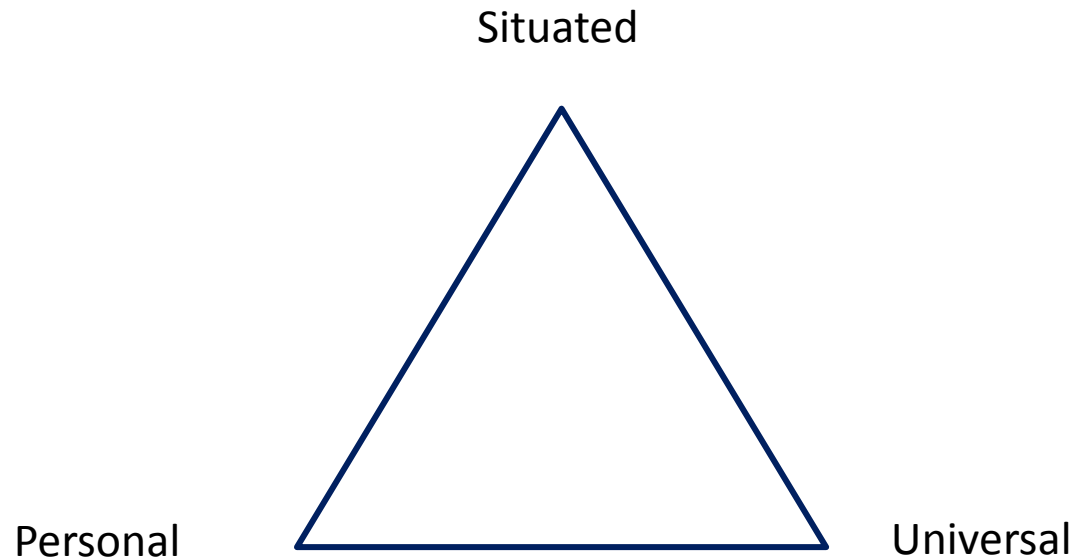


Up. Pixar (Pete Docter), 2009.

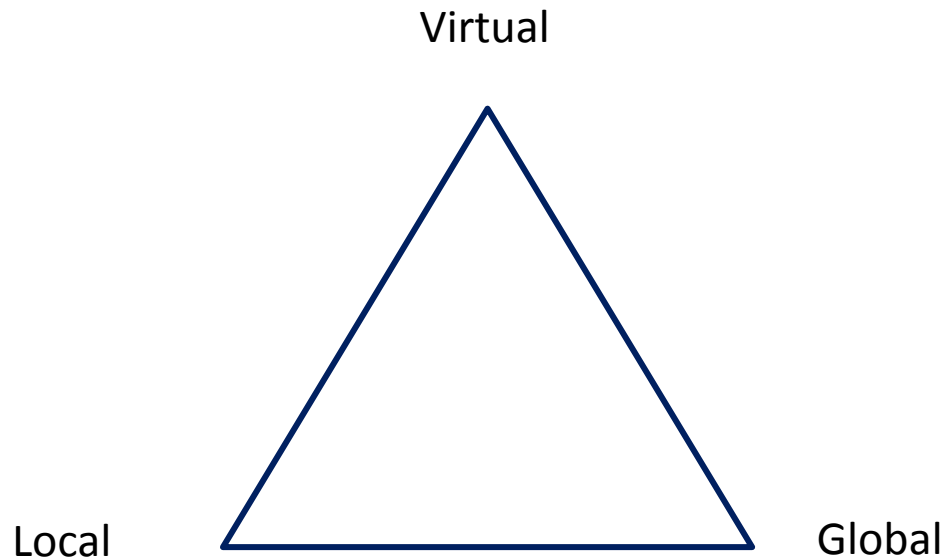
Words...



Words...



Words...



Words...

Wonderful ↔ Trivial

Freedom ↔ Constraints

Fun ↔ Painful

Words...

Skills:

Cognitive dimension : combinatory, intuitive, reflexive
Social, relational, communication
«Actional»

Issues:

Predictability, replicability, scalability
Measures, incentives, rewards

Organize & Improvise

Context

CAPITALISM AND ADVANCED MODERNITY:

planned obsolescence

globalization

democratization

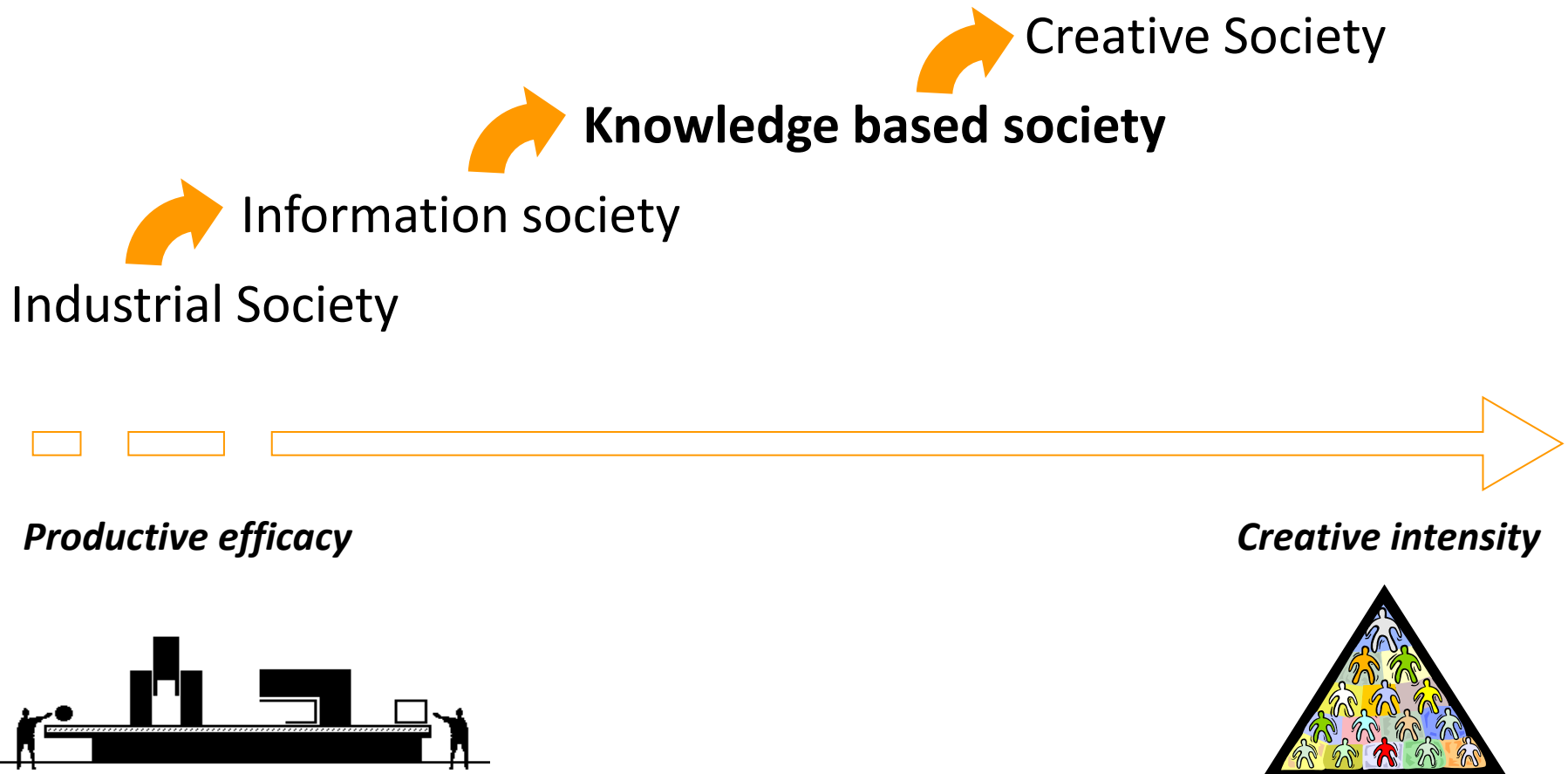
ICT as knowledge tools

→ Accelerated reflexivity

(Schumpeter, Galbraith, Bell, Castells, Giddens...)



Context



Context

CRISES:

Economic / Financial

Social / Societal

Scientific / Technological

Institutional

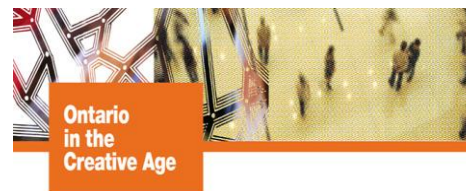
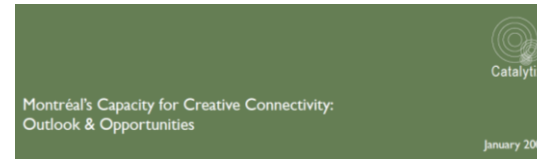
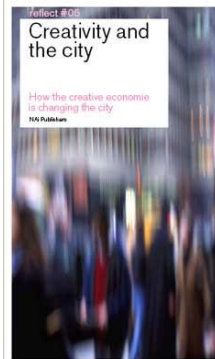
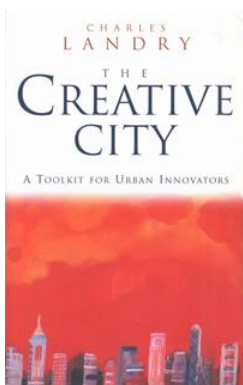
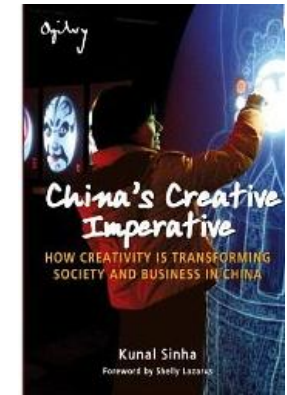
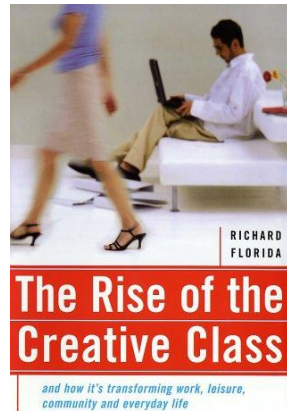
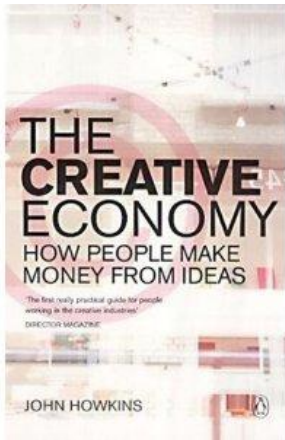
Conceptual / Theoretical

→ Advanced capitalism or « reset » ?



CREATIVITY...

Context



Context

The Creative Economy : a Cultural Definition

“Loosely defined, the creative activities are at the crossroads of the arts, culture, business and technology.



The interface among creativity, culture, economics and technology, as expressed in the ability to create and circulate intellectual capital, has the potential to generate income, jobs and export earnings while at the same time promoting social inclusion, cultural diversity and human development”

Context

The Creative Economy : a Generic View

Value generation is fueled by creativity

Economic development occurs through creative endeavours

Value is generated upstream + enactment

Knowledge is the raw material

Combining knowledge into new/valuable/meaningful options

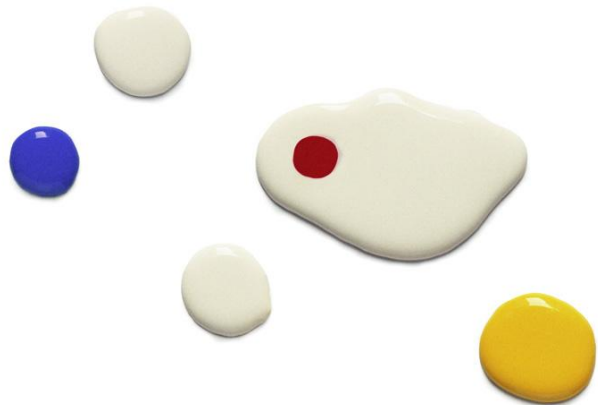
Integrating analytical, systemic/synthetic, and symbolic knowledge

Creation is a social act (diversity + proximity)



Context

The Creative Economy : Objects



Products

Processes

Strategies

Business Models

Capacity

Purpose

Platforms

Context

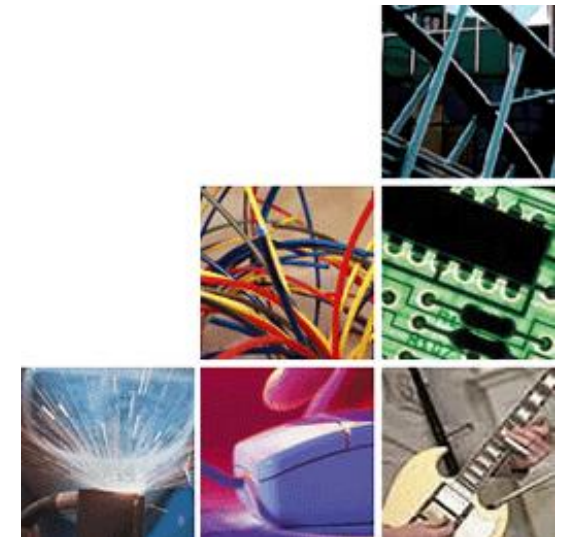
References: Creative Industries



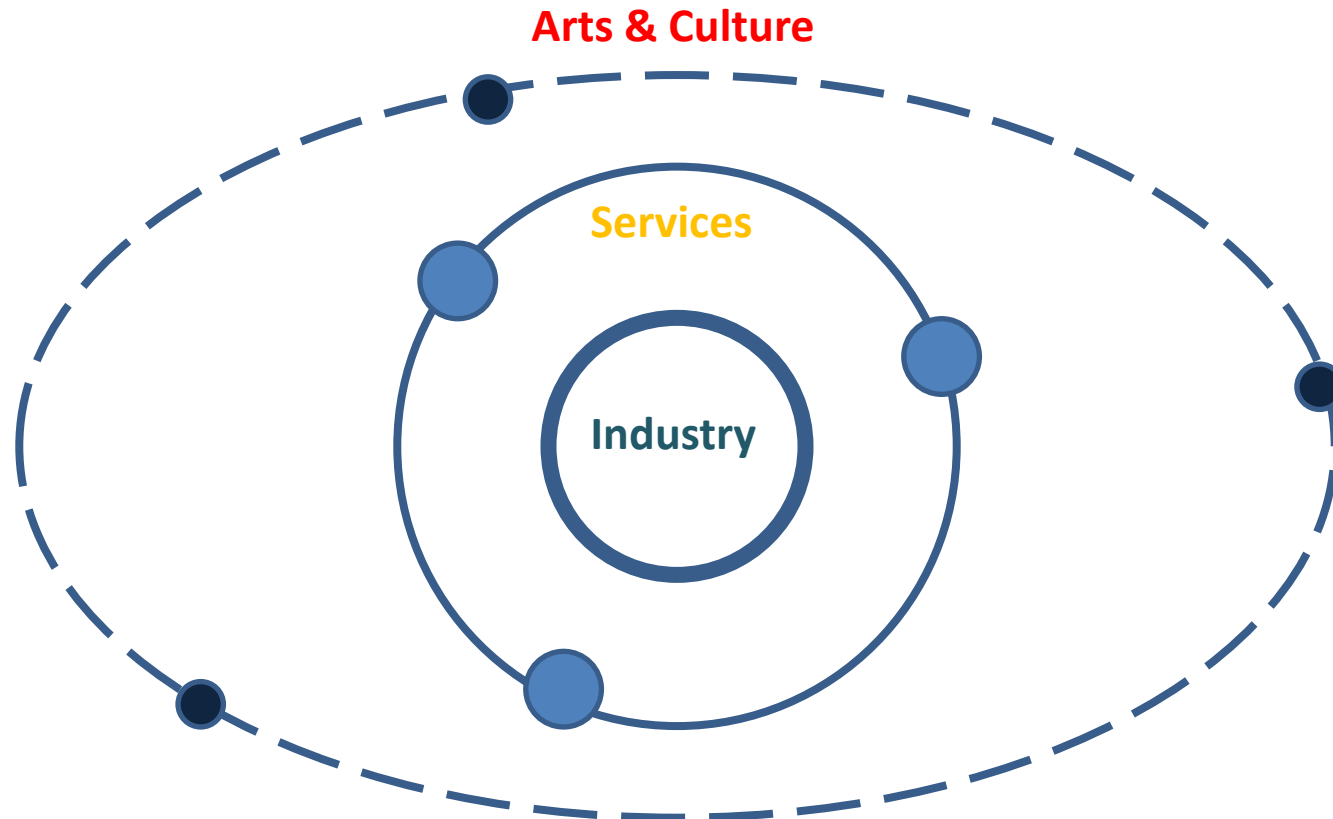
Advertising
Architecture
Arts
Crafts
Design
Fashion
Movies

Music
Performing arts
Publishing
Software
Games & Toys
TV & Radio
Video games

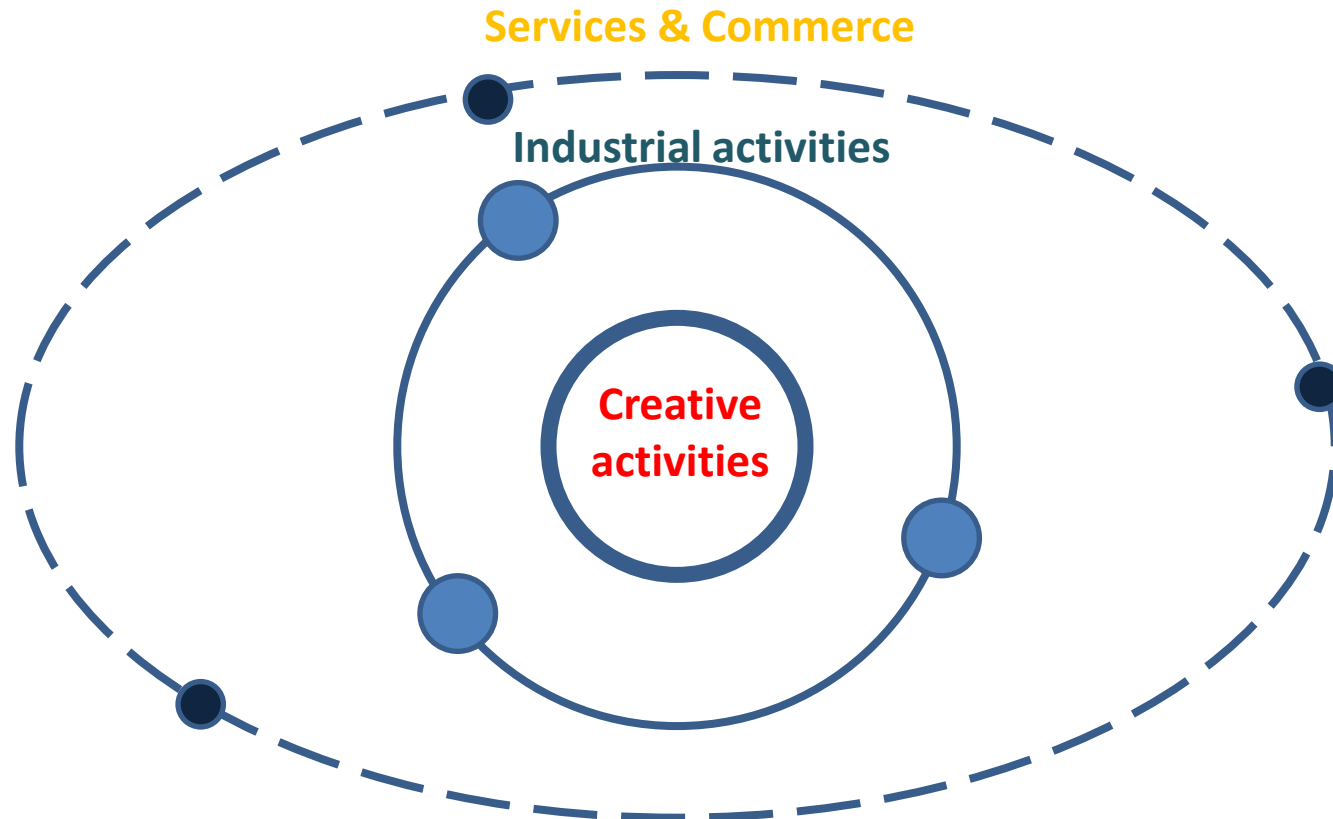
R & D



Dominant Organizational Model



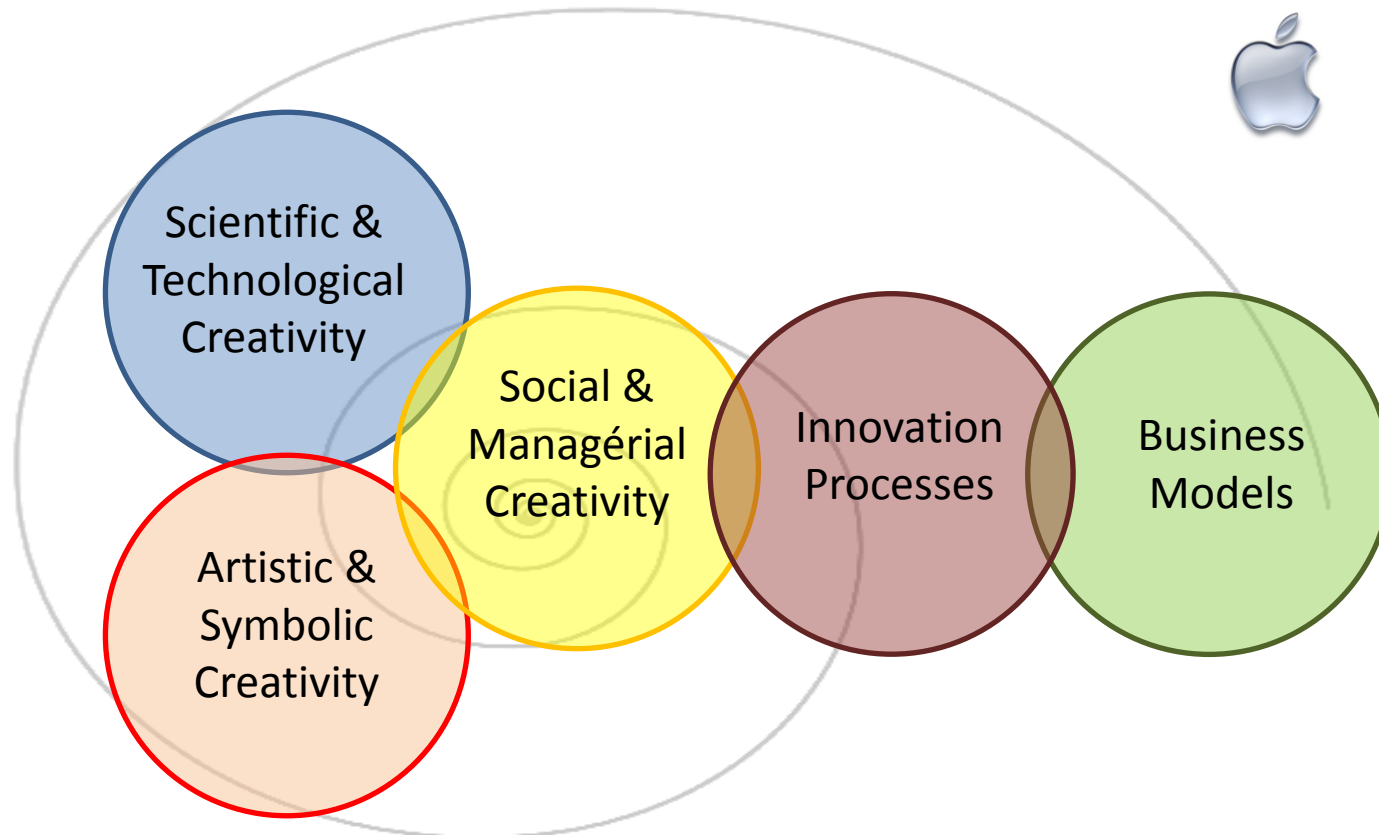
Emerging model




The new model: « how to reinvent permanently things that we know we can produce efficiently »
(Hamel, 2008).

Rethink Innovation

Beyond technology and product development



Issues



DEFINITION(S):

- Newness
- Recognized
- Valuable (useful – meaningful)
- Focused
- Inducing change

A SITUATED CONSTRUCT

Issues

EVALUATION AND MEASURES:



New products

New firms

New processes

Patents

Revenues / Profit

Reputation / Image

Connections

QUANTITATIVE



QUALITATIVE

How do you measure
newness?
genuiness?
success?
impact?

Organizational Creativity



Knowledge



Creativity



Innovation



Organizational Creativity

Science – Technology – Society – Users – Milieu

Knowledge



Creation

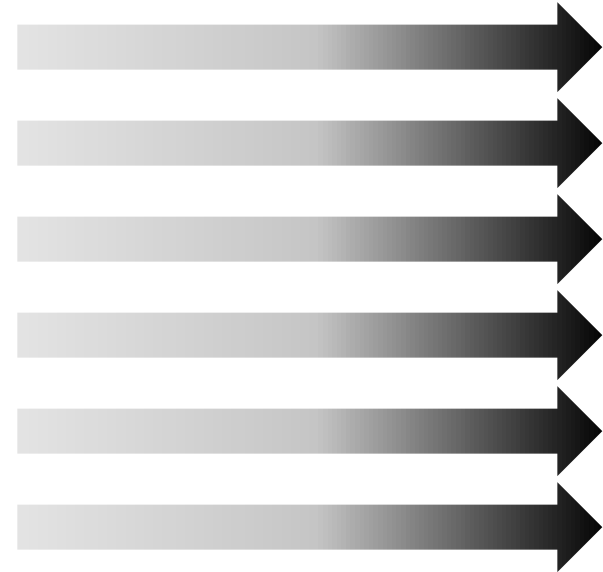
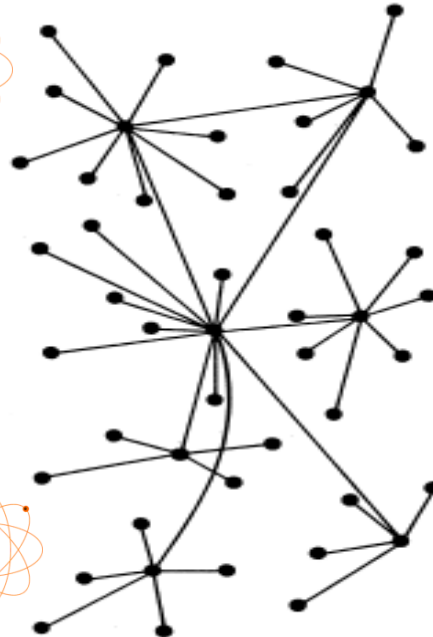
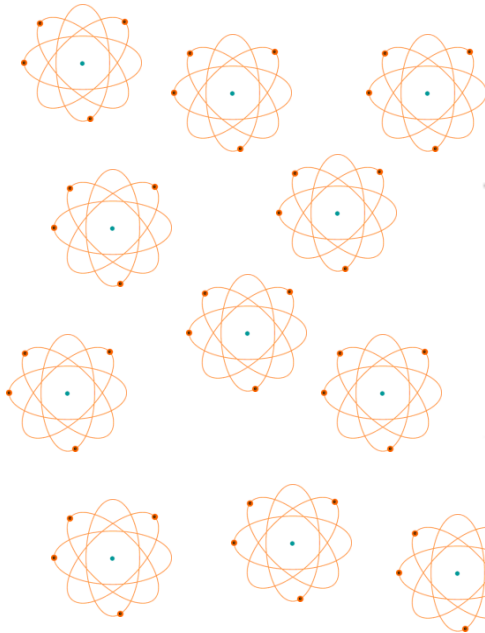


Innovation

Individuals

Networks - Communities

Projects



Market

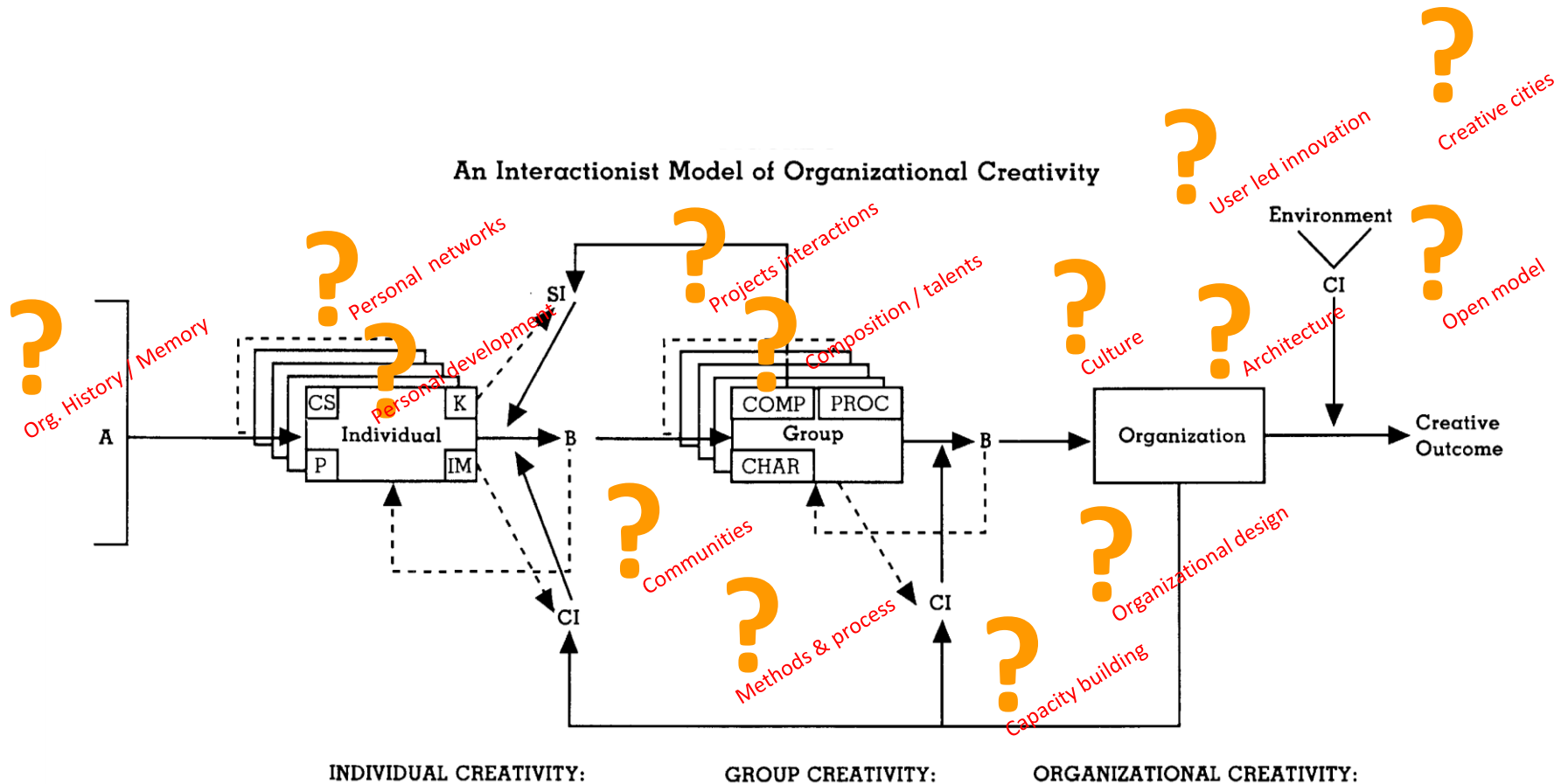
Opening

Combining

Playing

Organizational Creativity

An Interactionist Model of Organizational Creativity



Organizational Creativity

Between hormones and rhizomes...

... key questions for organizational creativity management

«Bottom-up» and community-based approaches (Kogut, Amin & Cohendet, Raymond, ...)

Open-innovation systems (Huston & Sakkab, Chesbrough...)

Development through users-experts (Von Hippel, ...)

Networks and «small worlds» (Uzzi & Spiro, ...)

« Situated » creativity (Storper, Bathelt, Gertler, Grabher, Feldman...)

«Generative building» (Kornberger & Clegg, ...)

Distributed creativity (Gell, Hutchins, Edgerton, ...)

« Enhanced » creativity (Benghozi, Flichy, ...)

Artificial creativity (Sosa & Gero, ...)



Creative individuals

BEYOND THE MYTH OF THE LONE GENIUS: THE CREATORS' JOBS



Conditions of creativity at work

Education and Coaching for creativity

The creator as knowledge worker / broker

The creative leader / entrepreneur

Motives & Motivation

Physiology of the creator (!?)

Creative groups

FROM TEAMS TO CROWDS AND FLOCKS/SWARMS, AND BACK TO COMMUNITIES

Team casting and building

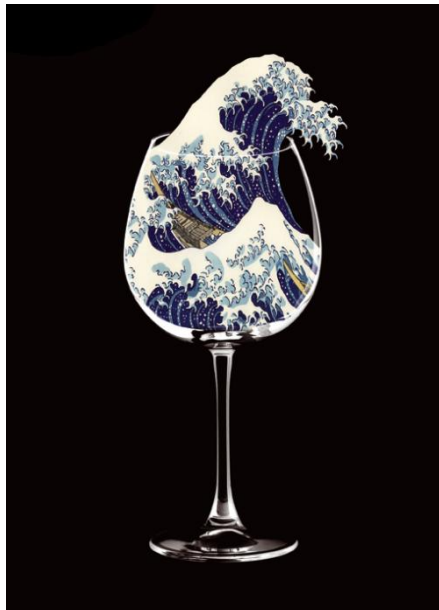
Informal groups :
Communities of practice
Communities of specialists
Epistemic communities
Hybrid communities
Communities of creation
Open/distant/virtual communities

Wisdom of crowds / harnessing swarms



Creative processes

THE EXPLORATION/EXPLOITATION TANGO



Combining spontaneous creativity and hierarchy

Routines and creativity

Methods /approaches :

TRIZ

C/K + ideas ecology / paths-trajectories

Design Management

Boundary Objects / Prototypes

Creative structures/designs

FROM AMBIXTROUS TO OPEN

Projects portfolio / interactions



Open innovation (definition / evaluation)

Innovation through users
(Expert, Casual, Non-user...)

The firm as expert expertise assembler
(Theory of the firm ?)

Creative strategies

IDENTITIES AND REFLEXIVITY PARADOXES

The magic mix / DNA

Blue Ocean, market creation

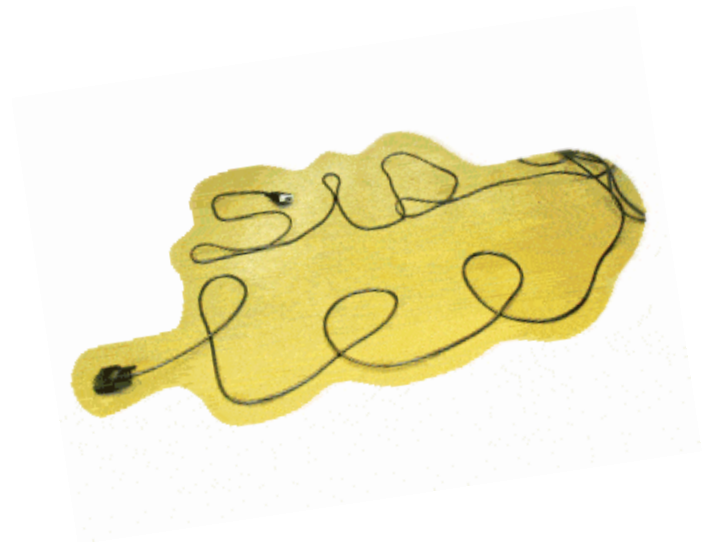
Fighting path dependency / competency trap

Capacity building (RBV)

Creativity routines

Scale, scope, and rythm...

Strategy as practice



Creative contexts

CHOOSING / BUILDING THE RIGHT CONTEXT

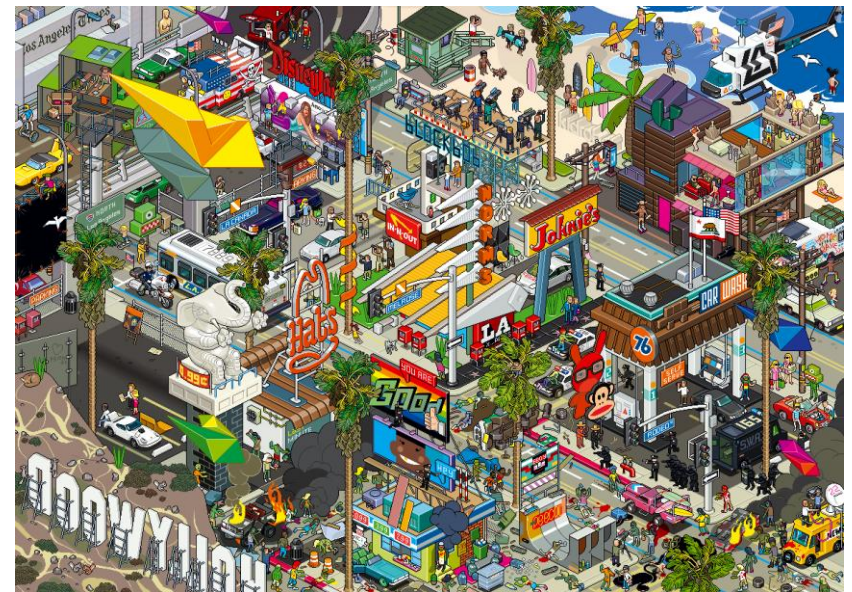
From cluster to clusters + distant clustering

Creative cities / territories

Generative architecture

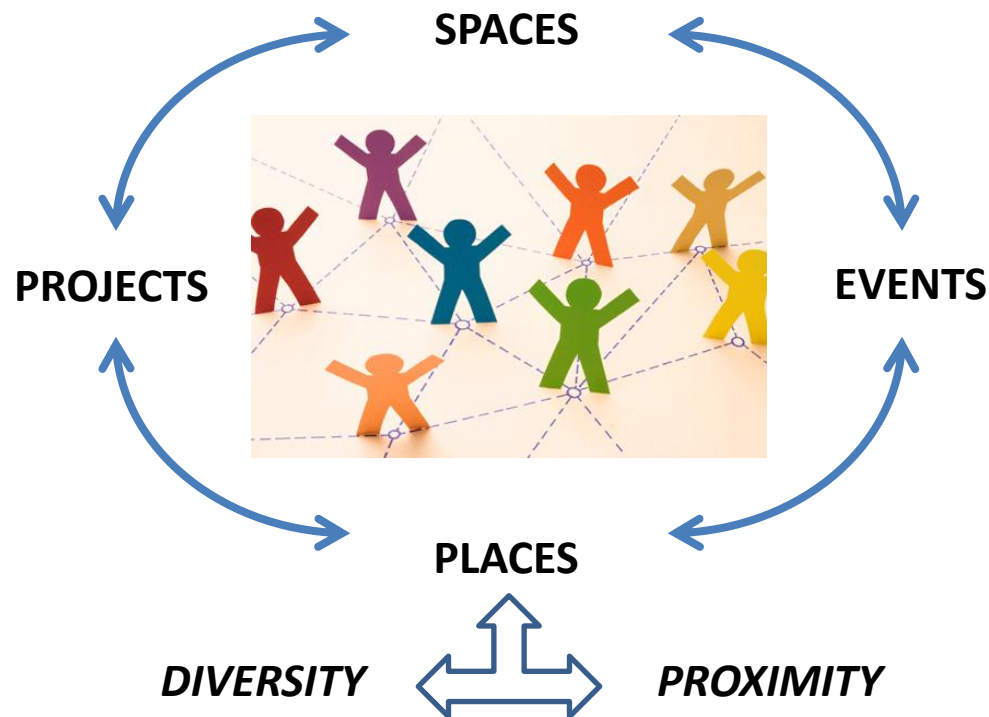
Civic / social / sustainable participation

Creative divide ?



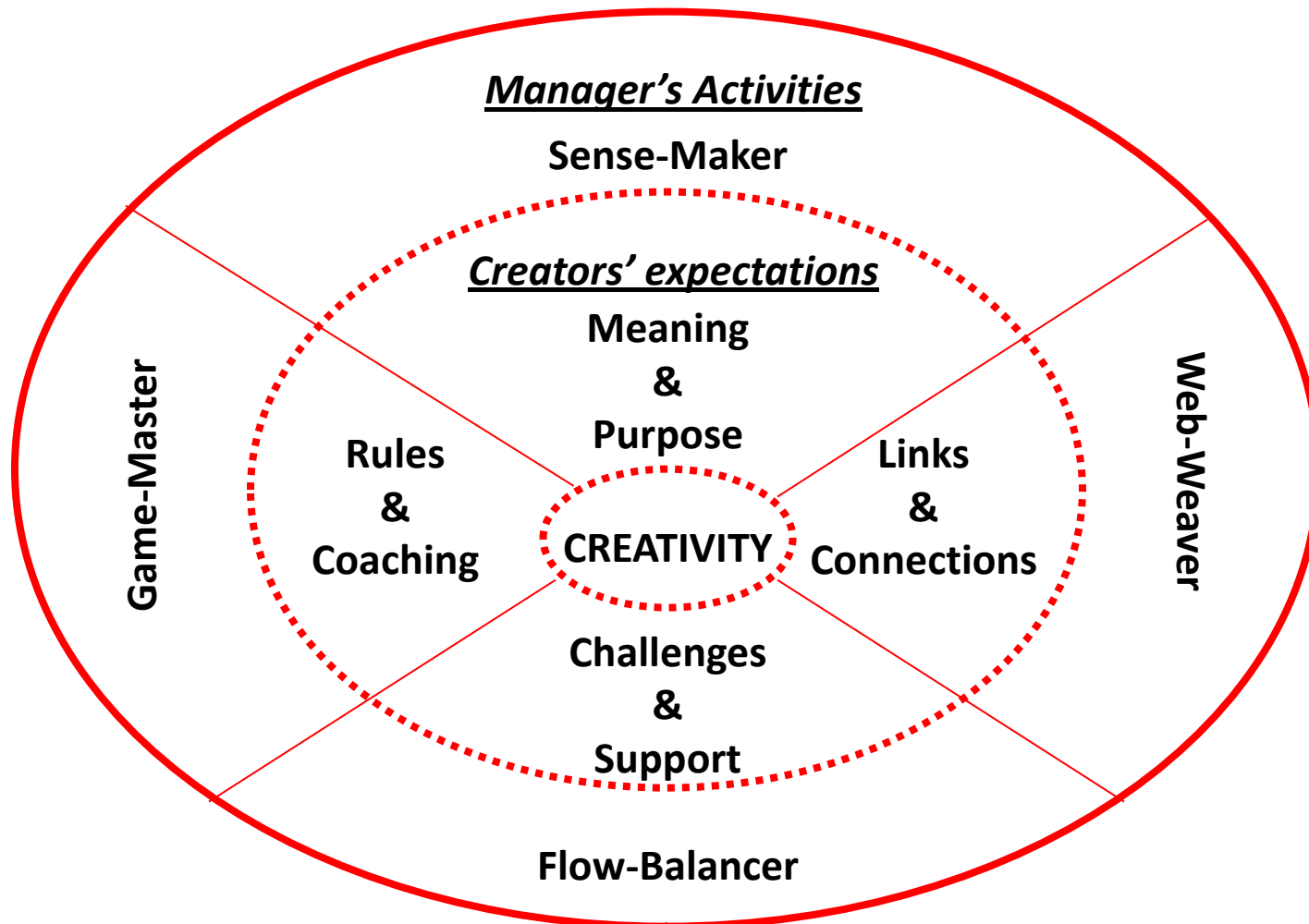
Creative spaces

From THE Creative City to the Creativities of Cities and Communities



UPPERGROUND – MIDDLE-GROUND - UNDERGROUND

Creative Leadership



Present Insights

The Firm



Ideas

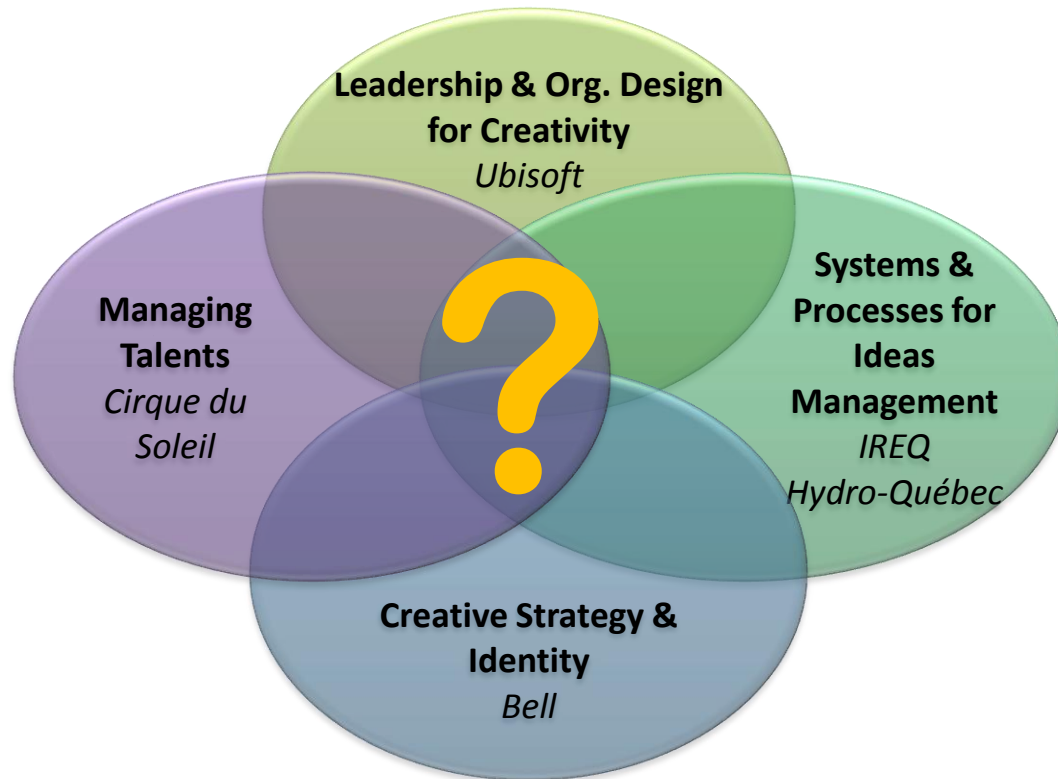
Communities
Knowledge Brokers
Creative Entrepreneurs

Operations / projects

Hierarchy – Strategy

Corporate Culture & Identity + Knowledge Base
= Organizationl DNA (Grammars)

Further Research is Needed...



As a conclusion (?) - 1

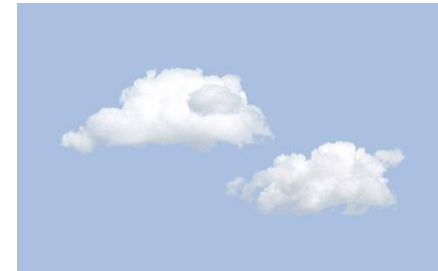
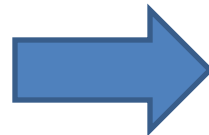
WHAT IS AT STAKE ?

Paradigm shift



Parmenides

Organizations as a source for stability



Heraclites

Organizations as a source for change

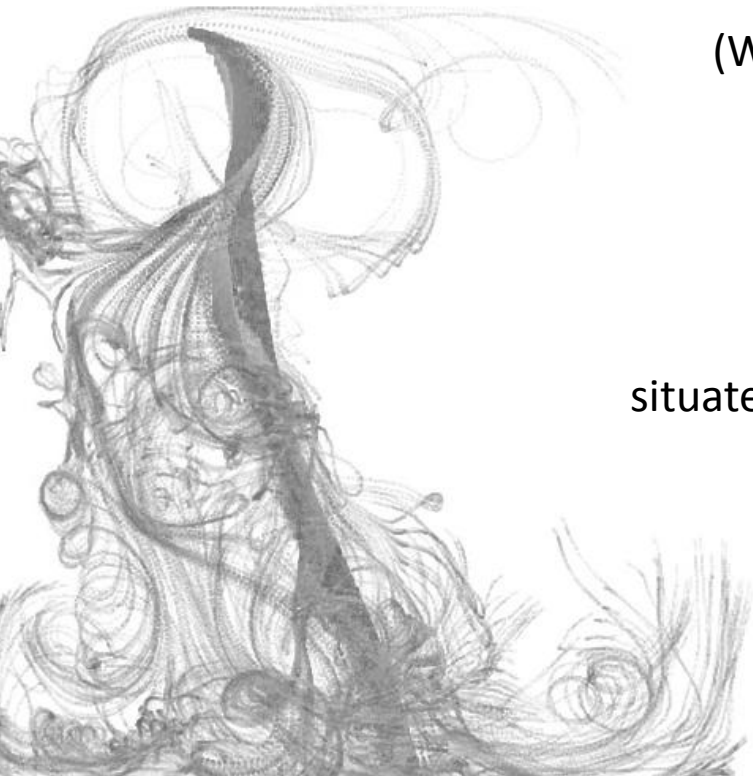
As a conclusion (?) - 2

WHAT IS AT STAKE ?

(With a little help from my - semiologists - friends)

Towards an understanding of organizations as
situated and pragmatic, poetic and generative systems

(Peirce, Jakobson, Chomsky)



Creativity research as Utopia



Creativity research at HEC Montreal

MOSAIC platform

- Research, action-research
- Consulting and open coaching
- Seminars, workshops, lectures, events
- Partnerships and Networks

BETA – Strasbourg, Liège, Osaka, Rio de Janeiro, Barcelona...

- Training and development programs

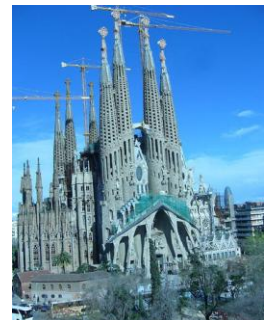


<http://hecmontrealmosaic.wordpress.com/>

Summer School – Managing Creation in an Innovation Society

- HEC Montréal – University of Barcelona
- July 2-17, 2010

http://expertise.hec.ca/management_creation/



A PROGRAM TO EXPLORE THE CREATIVE ECONOMY



A personal insight...



«You can't make a plant grow by pulling on its leaves»

Thank You!



laurent.simon@hec.ca