Subject: Business Economics

Course: B.A., 6th Semester, Undergraduate.

Paper No: 651 Paper Title: Entrepreneurship and Family Business.

Unit No.: 2 (Two) Title: Creative Issues and Idea Processing

Lecture No: 1 (One) Title: Creativity – Meaning and Management.

Academic Scripts

Introduction

This unit introduces you to entrepreneurship, definition of creativity, what are the characteristics of creative persons? How creative thinking and motivation will help to the entrepreneur? What are the different social as well as environmental factors which affect to the creativity and motivation? I hope you will enjoy this unit

(Managing creativity: Issues to be addressed in working the definition of creativity.)
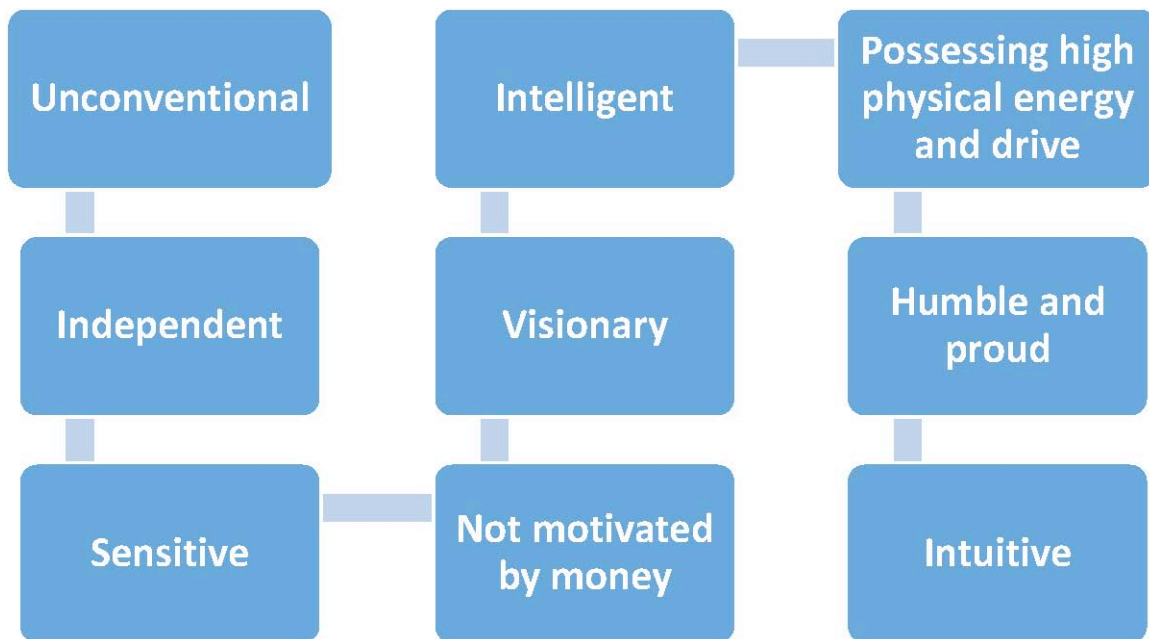
1. Definition of creativity:

˻ΛΓΓΛΔ̷ẓΔɔθɔΛΔ̈ϊΛΓ Ŗ̣ǫ̈ 'ή – Creativity is marked by the ability or power to create — to bring into existence, to invest with a new form, to produce through imaginative skill, to make or bring into existence something new.

Carl Rodgers (psychologist) defines creativity as the emergence of a novel, relational product, growing out of the uniqueness of the individual.

Henry Miller (writer) defines creativity as the occurrence of a composition which is both new and valuable.

2. Attributes of creative person:

Creative persons have some characteristics that differentiate them from other normal human beings. Following are the characteristics of creative person:

Unconventional	Intelligent	Possessing high physical energy and drive
Independent	Visionary	Humble and proud
Sensitive	Not motivated by money	Intuitive

According to well-known author Eevee attributes of creative persons are:

1. They can easily think of ways of solving a difficult situation. Creative minds also tend to see difficulties as interesting challenges that stimulate their artistic thoughts.

2. When inspiration strikes them, they forget about everything else but their work. They tend to get lost in time and forget to eat or sleep. Because not many things matter more than their creativity put into action.

3. Creative mi dependenty ńИ ⸌ɋΛΔ'θ ɔꞀΛ Λ५ɔΔ ϊΥ ⸌ń⸌Υńj θ ⸌ɋ ⸌५ θ ⸌ɔϊ Λ५ΔИ Rules restrict their artistic nature and they feel pressured when there are boundaries they have to consider.

4. They hate being stuck in a routine. This is not surprising at all because after all, a creative mind has to stay stimulated so that it can express itself. This is why they are always seeking for new experiences and adventures.

5. Daydreaming takes a big portion of their day. They easily detach from their current surroundings and fly away to a whole different world.

6. Creative people express themselves through their works. But they are also constantly seeking for new methods of self-expression because there is never only one particular way to do this.

7. They notice small details. They are good at observing other people and their surroundings. They have a keen eye and all this is typical for them because they draw inspiration from all that is around them.

8. Life is not easy. Everybody has times of success and times of failure. Creative people can fail 100 times but

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but the most important thing is their persistence because they know in their heart what they want from life.

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θ ⸗ᵹΔ θΛθ ᵹ ⸗θᴐθИ ᴐή Ꝇᵹ ήꞀ ήθϊΔᵹꞰθ ᴐθ᚜Δ'θ Ꝇ ᵹᵹᚷᚷ ⸗ᴐᵹ it is a matter of feelings rather than logic.

1. They are good at viewing situations from different angles. They can observe a set of circumstances objectively.

2. Most creative people are bad with numbers. They get lost and even bored when it comes to math.

3. Even when their creativity is doubted to be something they can make a living from, their artistic nature

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they are humble-they are always ready to learn something new and to experience something different.

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sleep when others work. This is due to their unexpected moments of inspiration.

1. SΛꞀθᴐꞀή θ ⸗ᵹꞀᵹ ήꞀᵜ ᴐ ᵹή θΛᴶᵞ ᵜᚷΛᚷ ⸗И ⸗θᴶꞰθ ᴐήꞱθ θ ⸗ᵹΔ'θ ⸗θ θ ⸗ᵜ ᴐ ᵹᴐᵹ θ ⸗ꞀᵞИ ᴐή is a quality we all should aim for because taking life too seriously can only make us bitter.

2. Inspirations strike them in the most surprising moment. Their spontaneous ideas are a part of their nature

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1. Most of the creative people I know are true procrastinators. They fail to follow the deadlines and tend to do all the work one night before the term.

2. Most creative people I know really love. They spread love everywhere they go and cherish each moment They love beauty and that is why they choose to express it through their works.

3. Creative thinking and   motion.
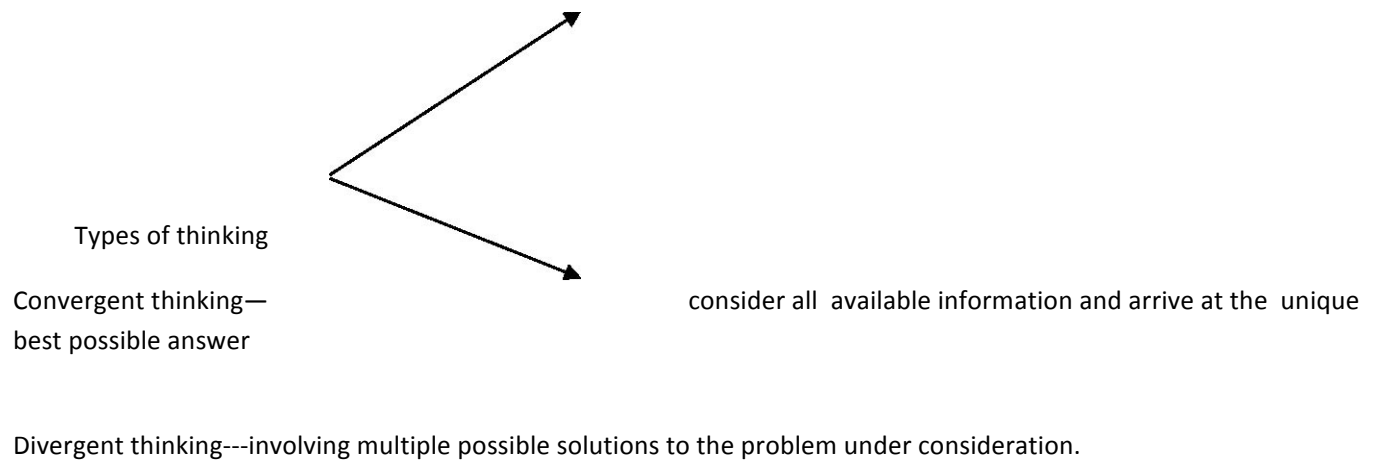
Types of thinking

Convergent thinking—   consider all available information and arrive at the unique best possible answer

Divergent thinking---involving multiple possible solutions to the problem under consideration.

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According to Amabile (1987) orientation of motivation is both a trait and a state. As a trait, motivation covers ʌΔ'ή inherent like or dislike of certain activities, due to personality, and previous experiences; moreover, people tend to be more creative on things they enjoy.

As a state, motivation can be intrinsic or extrinsic. Traits tend to be relatively enduring, while states are influenced more by social environment.

IΔθΪɔΔή ̣ ΓʌθɔɕθɔʌΔ ɔή "θ ̣ ΓʌθɔɕθɔʌΔ θʌ ɕʌΪ ʌΔ ήʌΓθ ɔΔ XΪɔΓΪɔ ɕʌΪ ɔθή ʌɕΔ ή̣Ṱ̌Ύή ɔθ ɔή ήθɔήɕɔΔṮ challenging, or otherwise captivating and enjoyable, whereas extrinsic motivation is an ̣ɕθΪΔ Ϊ̣X̌Т "θ ̣ motivation to work on something primarily because it is a means to an end."

Motivation is tremendously very important in creativity because it is a drive to persevere at problem solving ̄ʌΪ Δ ɔΔ̌ɕɕ̌Ύ И "C̣Ϊθ XʌθΔθɔ ɔή ΔʌθΤ̌ulfilled if the individual (and his or her social support is not there) is motivated to do so, and creative solutions are not found if the individual is not motivated to apply his or her

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Social Factors Affecting Motivation and Creativity
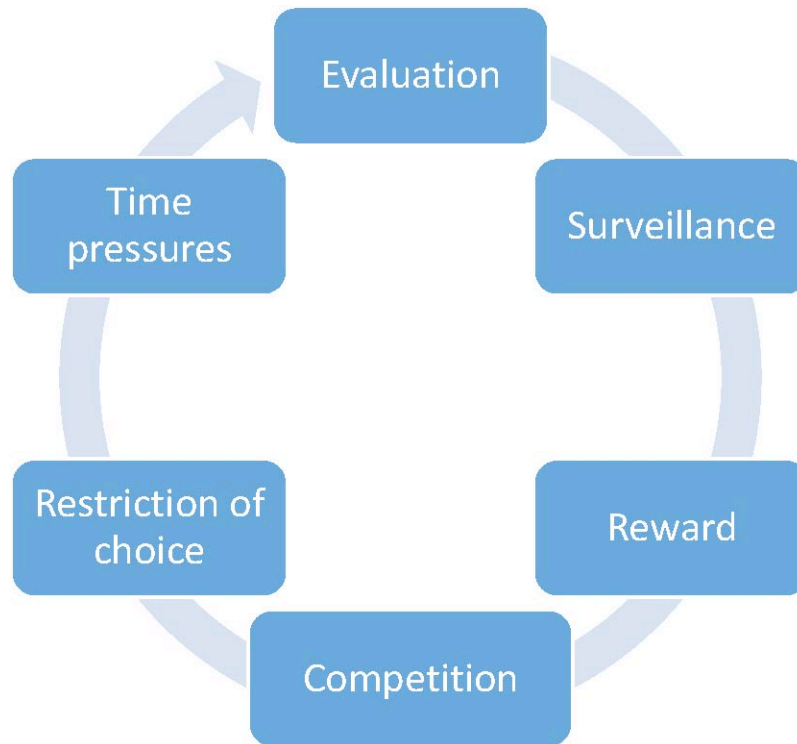
The social factors affecting motivation and creativity: Evaluation, Surveillance, Reward, Competition, Restriction of choice, Time pressures.

Environmental Factors Affecting Creativity and Innovation

Creativity, invention, and innovation are driven by a series of little ahas. When the little ahas are stitched together, they lead to innovative products, services, and business processes. Creative ideas are built on a tapestry of other ideas and the little ahas are the basis for both incremental and radical innovation.

Although innovation and creativity can emerge in a variety of settings and situations, some environments are more conducive to the creative process. In one large study, it was found that having a vision, being task-oriented and engaging in external communication had a strong relationship to creativity and innovation. The

The environmental factors can facilitate the creativity and innovation in individuals, departments, and organizations:

Need a shared mission that is focused on a single goal. Creative and intellectual energy is not unlimited. If an individual or a group is working on too many projects, then it is difficult to focus on one particular problem. If the group has a shared mission, this will also lead to group cohesion and further contribution to solving a problem.

Create an atmosphere that facilitates one-on-one collaboration. Group meetings can sometimes provide focus and insight, and assist in bringing focus to the team. It, however, is the one-on-one collaboration that i most effective in fostering the little ahas and individual creativity. It is like reciprocal tutoring. Through discussion and dialog, both individuals, the tutor and student, are better able to understand and grasp their particular problem. This is true even when one individual has more knowledge than the other. The teacher often learns more than the student during discussions.

Promote risk-taking and permit failure. There are many paths in life that can lead one astray. Sometimes we can avoid them by gathering additional information, but many times we cannot know that a path is a dead end or is too roundabout until we travel the path. Risk-taking should be encouraged even when the risks are daunting. The road less traveled may be the right path. The idea of learning by making mistakes is the essential part of the learn-by-doing approach. Consider Steve Jobs. He is the prototypical example of failure leading to success. The path to success was fraught with disappointments including the Apple Lisa, th Power Mac G4 Cube, NeXT computers, and perhaps Apple TV. Counter these failures with the iPad one of th most successful technologies ever released.

Experimentation not only invariably involves some level of failure, but also leads to understanding and insight into what works. In this chapter, investing in a variety of projects diversifies risk and provides opportunities for the future. Making the right investment decision on the right projects and the right products is a combination of having the right information, intuition, and luck by learning-by-doing. Steve Job (Apple) and Jeff Bezos (Amazon) intuitively or explicitly invested in real options by exploring the applicability of emerging technologies to create unique products and services.

Allocate quiet time and solitude in order to help individuals think inside the box. There are some creative people who have a special place to go when they want to solve a problem. Quiet time and solitude are essential for the creative process and generating the little ahas. Quiet time can be in an office, in a special room, inside a refrigerator box, during an evening run, on the treadmill, in bed, or in the shower. Isolation

Even

if you are not focused on the problem during quiet time, the mind works in the background reorganizing knowledge and ideas to help solve a problem. I call these hours the Golden Hours. The mind has spent the previous 8 hours organizing knowledge and is primed for problem solving and insight. There is some evidence that artists have their Golden Hours after 10 pm. These so-called Night Owl Learners seek the cover of night and solitude to produce their creative endeavors.

Make things by developing prototypes and experimenting. A prototype is a real, workable, and quasi-usable system built economically and quickly with the intention of being modified. As noted earlier, a key strategy for

sparking creative activity is the learn-by-doing process. Learning by doing means that you make and build things, try experiments, and construct prototypes. Prototypes can be built for products and services, including software. A prototype is essential for learning about what you are trying to invent and also for illustrating proof of concept. The prototype is part of a continuous ongoing process of experimentation and review. If you need to write something or develop something that is artistically creative, then the same advice applies. The initial writing, photograph, painting, or sculpture is the prototype. The mantra of those involved in creative pursuits should be Prototype or Perish or Build or Bust.

Anyone can be creative. Half of the battle of being creative is convincing yourself and others that anyone can be creative. I sometimes hear friends and students say that they are not creative. Anyone can be creative; it just involves applying all of the following strategies:

Have a mission and focusing on a single goal

Need one-on-one collaboration

Take risks and permit failure

Need quiet time and solitude

Need to prototype and experiment

Work hard in an ideal world, management would be responsible for creating an environment that is conducive to creatɔ↻ɔθզИ IΔ Ϊ ɔθզT ɔθ ɔή θ ⸻ ɔΔ↻↻ỷ ʹή ΪήΧΛΔή՞ɔ ɔθզ θΛϊθ ήΫ ⸱Δ Δ↻ɔϊΛΔΓΔθ̞զ ⸱Δɔ Δ θɔΓ work, at play, and at home that will match the desired level of creative activity. Everyone needs a bit of aha in his or her life.

Amabile outlines six factors to consider.

Challenge	Freedom	Resources
Work group features	**Supervisory encouragement**	**Organizational support**

Challenge – θ ɔή ɔή ⌐Δ⌐Δθ'ή̣ɔ ɔθզ θΛ ⌐θ̣ θ ˌΪ̈ θ ˙Λ̣ θΛ θ ˌΪ̈ θ X̣Ϊή̣ΛΔИ ˌʑ ˙Λ̣ ή̣θ̈ϊθ̣ ˌή̣ person but not to the breaking point. To do this successfully, managers need to understand their employees quite well.

Freedom – θ ˌΪ̈Ϊ ⌐Δզ ʑզή θΛʑ ΛX ϊ̣χ⌐X Λ̄ ʑ ˌΪ ʑ'Ϊ̈ Λɔ Δ ̈И B ˌθ ˌΪ⌐X Λ̣զή̣Ϊ included in the process is not crucial to creativity. What is crucial is giving employees a lot of latitude in ̣θ̣Ϊ⌐ɔΔɔΔ Λʑ θ ˌզ̈Ϊ̈Λɔ Δ θΛ̣θ θ ˌΪ̈И

Resources – the big ones are time and money. Setting unrealistic deadlines can derail creativity. Money caṇ ή̣Λ̣θ̣Ϊθ̣θ̣ И !ή̣ !⌐ɔ ˌ XΛɔΔθή ΛΎθT̈χ̣ ˙Ϊ̈χ̣ή̣ θΛΛ θ̆ θT̈ẌΎή̣ ˌή̣ XΛX ˌθΛ channel theiṛΪθ̣θ̣ ɔΔθΛ̄ɔΔ̣ΔʑθɔΛΔ̣ Ϊ̈χ̣ή̣ T̈ΔΛθ ɔΔ̣θΎ զʑʑ ΛXɔΔ Δʑ XϊΛ̣Ύθή̣ Λϊ ή̣θʑ̣ή̣ Ӥ"Δ θ ˌΛθ ˌΪ ˌΔT̈զΛΔ̣ΪθɔΔ "θ ˌΪή̣ Λ ⁄Λ̄ ή̣Ύ̣Δզ "T̈⌐ΛϊϊΛΔ̣զ̣Λ̣ή̣Δ'θ ˌ XИ

Work group features – designing a diverse θ⌐ ɔή̣Ϊθ̣ ӤΪ̄ʑϊզΛΔ ΛΔ θ ˌθ⌐ θ ɔΔ̣Ϊή̣ ɔ̈T̈ զΛΎ ʑΛΔ'θ̈θ creativity. If people from different disciplines collaborate, they may just mash up ideas in very innovative ways. You need diversity, but you also need someone who can help diverse people collaborate – not always an easy task. As Amabile points out, homogenous teams often have high morale but low creativity. Managing morale on a diverse team may be more difficult, but the dividend is creativity.

Supervisory encouragement – ʑ ΔʑΛ̣Ύθ̣Ϊ̄ΔθϊΔ̣Λ⌐ θɔ⌐ θΛ θɔ⌐ʑΔ ʑ̈ ʑ'Ϊ̈ ɔθ̣θΔ̣ զ ⌐Λθɔʑ̣θ̣ʑզ ΛΎϊ ʑΛϊ̣ΪИ ̣Ϊ̈Ύɔ ⌐θΛϊ ɔή ʑ ˌθ ˌXXΔ̣ή θΛˌΔʑʑ̣ ˌΔ ɔθ'ή̣ɔϊή̣θ Ẍϊoposed. Is it a positive ̣զX̣θ̈ ̄Ϊ ɔή θ ˌ XϊΛXΛή̣θ̈ϊ̈ΥΛʑ̣Ϊ̈ θ ˌΛ̣ ̃θ DΛ ή̣θ ⌐Ϊ̈ή̣ ή̣ Λʑ Λʑ "ή̣⌐Ϊθ" θ ˌզΪ̈զɔΔ critical? Does the idea become a political football? (The concept of Innovation Free Ports addresses this).

Organizational support – individual supervisors can be encouraging, but the entire organization needs to support creativity. This is all about leadership, culture, and values. For instance, information sharing is critical to creativity. If your company culture creates a competitive internal environment where information is

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5. Managing Creativity: Organizational actions that enhance and hinder creativity:

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Creativity has not always been well-known in management theory and practice and it is used to be the case that a lack of control was seen as a threat to organizational wellbeing. Nowadays however, there is more of a balance between the exercise and encouragement of personal creativity and organizational governance.

For example Manager A is a highly creative individual who is always coming up with new ideas for the team to implement it for an organization to get success but Manager B on the other hand has few creative ideas o his own but is willing to listen, encourage and help others come up with ideas that can then be put to the test.

This is primarily concerned with supporting and developing Manager B and who is providing guidance to the people how to manage creativity in an organizational context.

Summary

Entrepreneurs should have leadership, culture, and values. Many environmental factors are affecting creativity and innovation. Every entrepreneur should be creative and motivator because creative solutions are not found if the individual is not motivated to apply his or her skills.

This session explain what kinds of management practices foster creativity and which practices inhibit creativity in organization. Creativity needs to be understood in light of its three individual-level components: creative thinking skills, expertise, and motivation. Managerial practices that affect creativity

encouragement, and organizational support.