



# **CREATIVITY DECODED**

**Course Code: SOC103**

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# **CREATIVITY DECODED**

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## **INTRODUCTION**

This course is designed for students interested in and involved with creative endeavors, both personally and professionally. The course offers a comprehensive description of various creative techniques that can help individuals become more effective creators. It addresses a seminal question most people struggle with: How can I become more creative?

To learn how to be creative, it makes sense to study the creative techniques of successful artists who have intuitively deciphered ways and guidelines to excel in their field. By identifying the unique approaches to creativity deployed in different art forms, this course explains them in depth and presents them in a framework that anyone interested in the subject can use.

It is based on the premise that all of us have the potential to be creative. We are all born with this latent capability and can unleash, nurture, and grow it at will. Curiously, creativity is not often taught in schools and colleges. Our knowledge of creativity is based on the works of philosophers, psychologists, and scientists. However, the true experts in creativity are those who spend a lifetime immersed in it: writers, poets, painters, photographers, musicians, architects, and the like. Careful consideration of their work will reveal some basic principles and processes they all employ in their artistic endeavors. These insights and tools, drawn from their actual work, are key to cultivating creativity.

Research has proven that creativity makes our lives more meaningful and happier. Even the simplest of chores, whether at work, at school, or at home, can bring about a feeling of accomplishment and joy when done creatively.

The myth surrounding creativity is that only earth-shattering inventions, breakthrough ideas, and life-changing art matter. The truth is that every little act of creativity enriches our lives. Sometimes, it is this everyday creativity, or "small c creativity," that becomes our training ground for the leap into "big c" creativity—the kind that changes lives and leaves a mark on the world.

As an MBA student, you can benefit from this course by learning how to harness your creativity to drive innovation in the business world. By understanding the creative techniques used by successful artists, you can apply these principles to business challenges and develop innovative solutions. Furthermore, creativity can help you become a more effective leader, team member, and problem-solver. By enhancing your creativity, you can enhance your value as a professional and increase your potential for success.

# UNIT 1: UNDERSTANDING CREATIVITY

## CONTENT:

- *Objectives*  
*Introduction*  
*1.1 Aristotle on Happiness*  
*1.2 Happiness and Behaviourism*  
*1.3 The Humanistic Approach Maslow's Motivation theory*  
*Self-Assessment*  
*1.4 The organizational context of creativity*  
*1.5 Dimensions of Idea Generation*  
*1.6 How organizational and Individual creativity connect?*  
*1.7 Summary*  
*1.8 Keywords*  
*Answers: Self -Assessment*  
*1.9 Further Readings*

## OBJECTIVES

- Describe some philosophical views on happiness.
- Illustrate the Maslow's views on the concept of self-actualization
- Elaborate on Maslow's Hierarchy of Needs Model
- Define the term Flow in context of creativity
- Enumerate the similarities between Csikszentmihalyi and Maslow's flow and peak experiences

## **INTRODUCTION**

Creativity is not only crucial for innovation but also plays a significant role in our overall happiness and wellbeing. As a student pursuing a Master of Business Administration, it is essential to understand the significance of creativity in organizations and how it can be harnessed to drive success.

While creativity is an individual trait, the creative output of an organization is the result of the interplay between individual ability and group dynamics. Therefore, it is important to understand how creativity can be nurtured and encouraged within teams to promote collaboration and foster innovation.

In today's fast-paced business world, organizations must adapt and evolve to stay ahead of the competition. By studying and researching creativity, businesses can gain a competitive advantage by developing new and innovative ideas. Furthermore, individuals who possess creativity and can think outside the box are highly valued in the business world, making it a critical trait to develop and enhance.

In conclusion, as an MBA student, it is important to recognize the significance of creativity in business and to learn how to harness it effectively to drive success. By understanding the individual and group dynamics that contribute to creative output, you can foster a more creative and collaborative work environment, leading to innovative solutions and lasting happiness.

### **1.1 ARISTOTLE ON HAPPINESS**

Throughout history, philosophers and psychologists have been searching for the answer to the fundamental question of life's purpose. One of the most influential thinkers in this field was Aristotle, a Greek philosopher from the 3rd century BC. Aristotle believed that the ultimate goal of human existence was to achieve happiness.

As an MBA student, you may wonder how Aristotle's ideas relate to your studies and your future career. Aristotle's teachings are still relevant today, especially in the business world, where success and happiness are closely linked.

However, Aristotle also recognized that happiness is fleeting and not a permanent state. This realization is particularly important for MBA students, as you may be tempted to focus solely on achieving financial success and material wealth. Aristotle's teachings remind us that true happiness is not just about material possessions or achievements but also about finding meaning and purpose in life.

As you pursue your MBA and your future career, it is important to keep in mind Aristotle's teachings and to strive for a balanced approach to success and happiness. By finding meaning and purpose in your work, you can achieve a sense of fulfillment that goes beyond financial rewards and material possessions.

“One swallow does not make a summer, neither does one fine day; similarly, one day or brief time of happiness does not make a person entirely happy.”

Sigmund Freud, the father of psychoanalysis, was another influential figure who explored the concept of happiness. He believed that every person strives for happiness and desires to remain happy throughout their life.

According to Freud, we are born with basic instincts that drive us towards pleasure and happiness. However, as we grow up, we learn to control these instincts and conform to the social norms and moral standards of society. This process of socialization requires us to give up some of our desires and pleasures in order to live in harmony with others.

As an MBA student, you may relate to this concept of sacrificing short-term pleasures for long-term gains. In business, success often requires delaying gratification and making sacrifices in the present to achieve future goals. This is particularly true for entrepreneurs and business leaders who must make strategic decisions that may not provide immediate benefits but contribute to long-term success.

Freud's teachings also highlight the importance of understanding human behavior and motivation, which is crucial in the business world. By understanding the basic human instincts that drive behavior, MBA students can develop effective leadership skills, create engaging

marketing strategies, and build successful businesses that meet the needs and desires of consumers.

Overall, Freud's insights into human behavior and the pursuit of happiness provide valuable lessons for MBA students seeking to understand the complexities of human motivation and behavior in the business world.

### **1.2 HAPPINESS AND BEHAVIORISM**

It is crucial for Master of Business Administration students to comprehend the many psychological theories that aid in comprehending employee behaviour. One such idea is behaviourism, which believes that rewards and penalties from the outside world influence how people behave. The humanistic approach, which stresses individual wants and thoughts, self-actualization, and reaching one's full potential, was created as a result of the flaws in this paradigm. The humanistic approach is especially applicable in the business world since it emphasises building a loving and supportive workplace where people may realise their potential and make significant contributions to the success of the organisation. Business leaders may establish a productive and healthy workplace culture that promotes employee growth and well-being by having a solid understanding of these psychological theories.

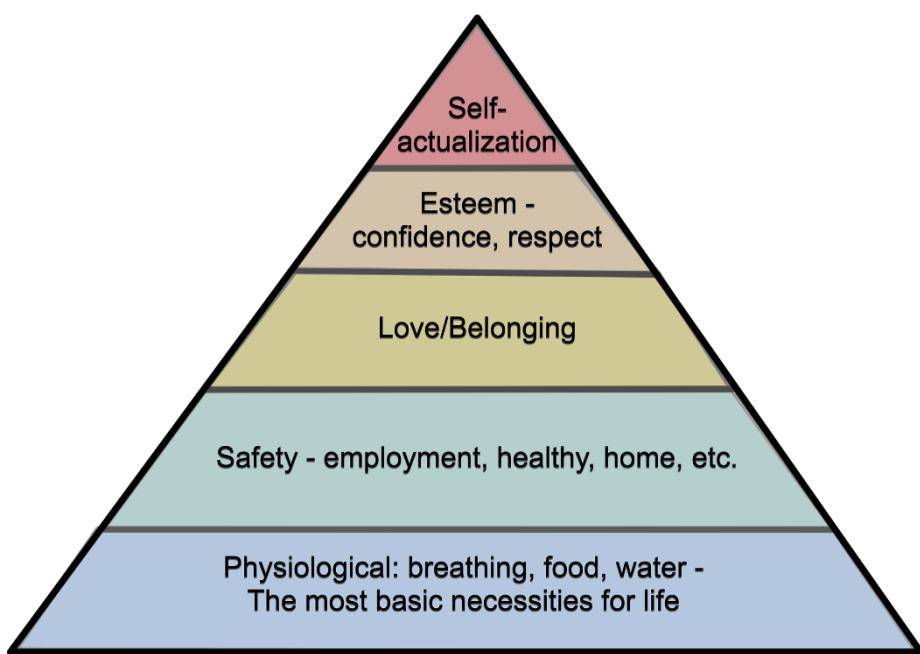
### **1.3 THE HUMANISTIC APPROACH MASLOW'S MOTIVATION THEORY**

The humanistic psychology of Abraham Maslow emphasises the significance of comprehending people's deepest needs and thoughts. Human drive to accomplish the next level of requirements only exists if the previous level of needs are met, according to Maslow's theory of human motivation, also known as the hierarchy of needs. Self-actualization, or the need to fully employ and exploit one's abilities, capacities, and potentialities, is at the top of this pyramid. Maslow discovered that the self-actualized, or healthy, extraordinarily mature people, were more imaginative, impulsive, adaptable, and risk-taking than the typical person. They were also generally happier and less self-confident.

Moreover, Maslow described the concept of peak experiences, which were experienced more often by self-actualized people compared to average individuals. These peak experiences are rare, exciting, deeply moving, and exhilarating moments that generate an advanced form of

perceiving reality and are even mystic and magical in their effect. Maslow believed that feeling these peak experiences is an important goal of life, as it indicates being self-actualized.

Maslow's theory has been subject to various arguments and counterarguments, but it is still relevant in many fields, including business administration. Understanding and meeting the needs of employees, especially their need for self-actualization, can lead to better job satisfaction, motivation, and ultimately, higher productivity. Maslow's hierarchy of needs is also helpful in understanding the needs and motivations of consumers, which is critical for developing successful marketing strategies.



**Figure 1.1 Maslow's Hierarchy of Needs**

The psychologist Mihaly Csikszentmihalyi is well-known for writing "Flow: The Psychology of Optimal Experience," which details his research on creativity and happiness. In his writing, he discusses a comprehensive experience that individuals get while totally immersed in an activity. He refers to this as "flow" or "ideal experience." People will engage in this activity even at significant expense just to delight themselves.

Because he thought that creative people engaged in their preferred activities because they provided more of this "optimal experience," Csikszentmihalyi's research concentrated on them.

He made an effort to comprehend why creative people believed it was worthwhile to spend their life working on things for which they did not hope to receive fame or wealth, but which gave their work meaning and significance.

He discovered that while people like having their basic needs addressed, true happiness only comes from remarkable, infrequently occurring events. It exudes a sense of accomplishment and freshness. This is comparable to Maslow's hierarchy of requirements, which states that while satisfying lower-level needs may be pleasurable, real happiness only comes from realising one's potential and becoming oneself.

Therefore, it would seem that those who are creative and self-actualized are more likely to be happy in their lives, and their continued creative endeavours give them a chance of longer happiness. As Aristotle bemoaned, this goes beyond just one pleasant day. Understanding the value of creativity and self-actualization as an MBA student will help you achieve fulfilment and significance in both your professional and personal life.

### **SELF-ASSESSMENT**

1. The highest level of Need in Maslow's Hierarchy of Needs model is
  - a. Self-Actualization
  - b. Meta Motivation
  - c. Esteem
  - d. Belonging
2. The \_\_\_\_\_ school of Psychology believes that the human behavior is shaped through reinforcements like rewards and punishment
3. The peak experiences described by Maslow are very similar to what Csikszentmihalyi describes as optimal experiences or flow
  - a. True
  - b. False

4. Maslow's studied

- a. Mentally ill people
- b. Self -actualized people
- c. Politicians
- d. Artists

5. A common trait of all self-actualized people is

- a. Creativity
- b. Flexibility
- c. Courage
- d. All of the above

#### **1.4 THE ORGANIZATIONAL CONTEXT OF CREATIVITY**

Personal pleasure and the addition of significance to our lives depend heavily on creativity. It enables us to investigate fresh concepts, viewpoints, and strategies that may result in our own development and fulfilment. The ability to be creative can also inspire others, which can be enjoyable and satisfying.

In the corporate world, innovation, which is the key to growth and success, depends on creativity. Innovative goods, services, and business methods can set a company apart from its rivals and give it a leg up in the marketplace. As a result, businesses are increasingly interested in hiring people with creative abilities.

Organizations need a method for coming up with ideas if they wish to be innovative. This procedure is crucial since it aids in capturing the creativity that exists among all of the organization's participants. While other businesses use more formal procedures like brainstorming sessions, hackathons, or design thinking workshops, some use suggestion boxes. The idea is to come up with as many ideas as you can, even though you know that only a handful will work.

Organizations consider a number of variables when hiring people to make sure they bring in a wide pool of talent. Organizations consider job experience, diversity, gender balance, and educational background in addition to knowledge, which is vital. Diversity is important because it introduces many viewpoints and methods, which might result in more inventive

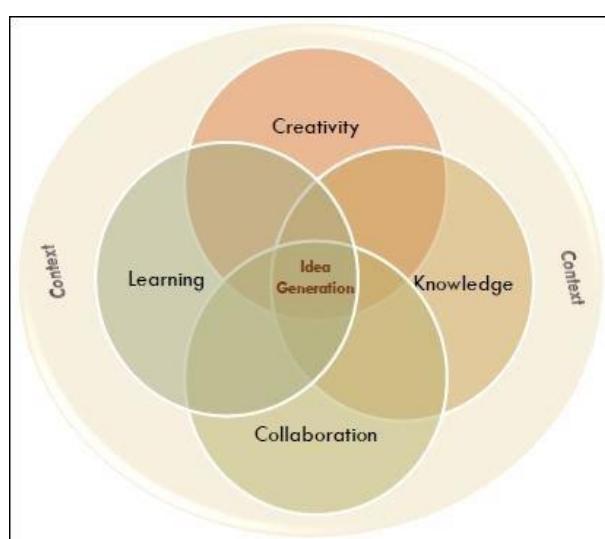
ideas. Gender balance is also important because it creates a more inclusive environment, which can also foster creativity.

Organizations also focus on learning and development. They want their employees to continue to grow and develop their skills, which can lead to more innovative ideas. They offer training programs, mentorship opportunities, and encourage their employees to keep up with the latest trends and technologies. Knowledge sharing is also encouraged, and formal processes are in place to share best practices and lessons learned.

In conclusion, creativity is an essential element of happiness and gives our lives purpose. It is also necessary for innovation, which is what propels an organization's growth and success. Employers are looking for people with creative abilities, and they have procedures in place to encourage innovation among all employees. When making hiring decisions, they take into account elements like expertise, professional experience, diversity, gender parity, and educational background. Collaboration and learning and development are also essential elements of innovation.

### **1.5 DIMENSIONS OF IDEA GENERATION**

Let us now review a concept called Dimensions of Idea generation. This is how innovation looks from an organizational perspective.

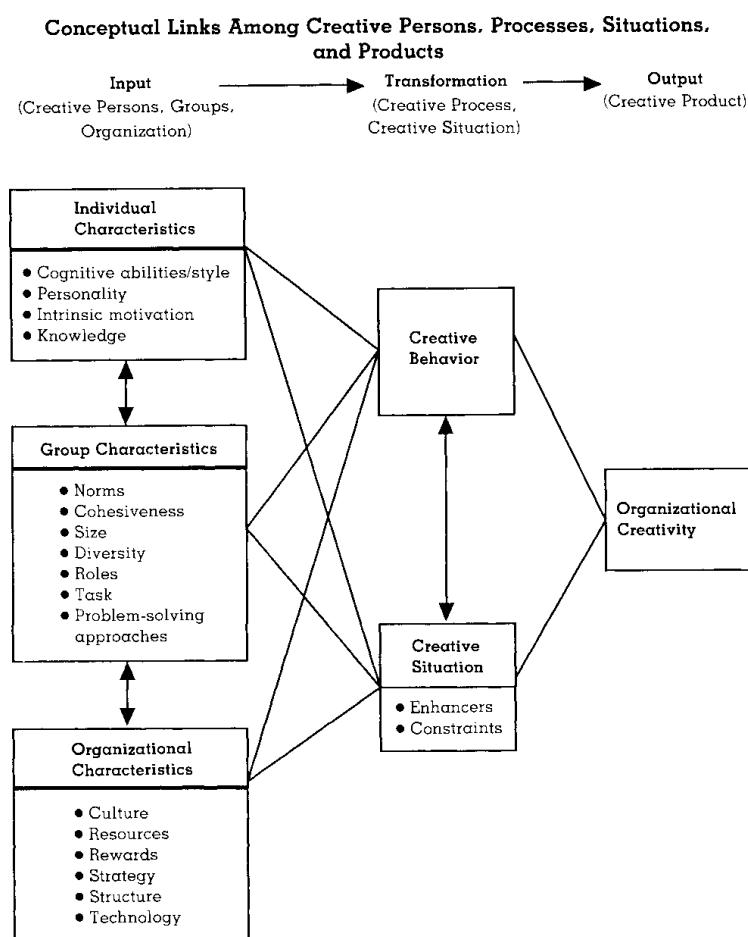


**Figure 1.2 Dimensions of Idea generation**

In order to foster innovation within an organization, it is important to understand that idea generation is not a simple process. It involves a complex interplay of factors such as the creativity of individuals, their prior knowledge and experiences, and their ability to collaborate effectively with others.

If an organization is seeking to generate new ideas simply because they have been asked to, the resulting ideas may not be as valuable as if the organization is focused on a crucial project or determining the future direction of the company.

This interaction introduction model is a helpful framework for understanding how organizations can foster creativity and innovation. By taking a holistic approach and considering all the factors that influence idea generation, organizations can create a culture of innovation and maximize their chances of success.



**Figure 1.3 Interaction Introduction Model.**

It is typical practise to start by looking at the individual in the subject of organisational innovation and creativity. This enables us to choose a focal point to begin from. Having creative people in a company can significantly improve its capacity for innovation and idea generation.

However, it's crucial to remember that people almost never work alone, especially in a professional setting. They frequently work as a team, whether it be in sales, marketing, or project development. A crucial component of corporate operations is team collaboration.

Therefore, teamwork dynamics must be taken into account when looking at organisational innovation and creativity. The creative process is influenced by a variety of elements, including the team's existing knowledge and experience, collaborative abilities, and cultural beliefs.

The organization's operating environment is also very important. For instance, a business with a creative and innovative culture might provide staff members a lot of time to come up with new concepts. This may foster a more flexible and open workplace that promotes original thought.

The individual, the team, the organization's culture, and the context all play a part in the complex processes that go into organisational innovation and creativity. It is crucial for students pursuing a master's in business administration to comprehend these elements and how they affect an organization's ability to succeed.

## **1.6 HOW ORGANIZATIONAL AND INDIVIDUAL CREATIVITY CONNECT?**

Organizational creativity can be influenced by both individual and group creativity. Factors that affect individual creativity include problem-solving abilities, analytical skills, creativity, risk-taking, personality traits, and teamwork preferences. Group creativity can be influenced by the project's importance, the team's composition, and the company culture's attitudes towards innovation. For example, a company like Google may prioritize creativity and offer

rewards for innovative ideas, while a traditional company may not value creativity as much.

Employee motivation is a key factor in fostering organizational creativity. Incentives such as rewards, recognition, and autonomy can motivate individuals to generate new ideas and work collaboratively towards achieving organizational goals. Therefore, it is important for companies to create a culture that encourages and supports creativity to maximize the potential for innovative ideas and problem-solving. As an MBA student, understanding the importance of employee motivation and creativity can help you develop strategies to foster an innovative culture within an organization. Innovation can also be influenced by the composition of the team, which includes the number of people on the team, the processes being followed, and the leadership style of the team leader.

Team size can impact creativity and innovation. Smaller teams may have a higher level of autonomy, greater communication, and more opportunity for individual contribution, resulting in higher levels of creativity. However, larger teams can bring together diverse skill sets and perspectives, leading to more innovative solutions.

The processes being followed within the team can also impact creativity. If a team follows rigid and structured processes, it may stifle creativity and limit the potential for innovation. On the other hand, a team that is encouraged to experiment with new ideas and approaches can foster a culture of innovation.

The leadership style of the team leader can also play a role in promoting innovation. Leaders who are supportive, open-minded, and willing to take risks can empower their team to think creatively and come up with new ideas. On the other hand, leaders who are overly controlling or rigid may discourage innovation and hinder the team's potential.

As an MBA student, understanding the impact of team composition, processes, and leadership on innovation can help you build effective teams and promote a culture of creativity and innovation within an organization.

The model of innovation and creativity in organizational settings involves several factors that interact with one another, reflecting the complexity of the real world. The output of a team is influenced by various factors, such as the level of collaboration, conflict, and the composition of the team.

The ideal team size for innovation is typically around five or six individuals. However, in reality, teams may vary in size, and the processes they follow can significantly impact their performance. For example, regular communication and having a process to facilitate collaboration can improve a team's output, regardless of the team's size.

The team's operating environment is another crucial component that affects innovation and creativity. Depending on its weight and how it affects overall grades, a group assignment in a classroom may have varying degrees of relevance. This environment may influence the team members' motivation, which may influence the calibre of the product.

Additionally, the personalities, abilities, and experiences of the group members can have an effect on innovation and creativity. A group with a range of opinions can provide various viewpoints and ideas, which can boost creativity. Diversity can, however, sometimes result in conflict, which can impair the team's performance.

Understanding how these aspects interact can help you as an MBA candidate create and manage productive teams that can encourage innovation and creativity. To obtain the best team performance, it is crucial to pay attention to team dynamics, communication procedures, and environmental elements.

## **1.7 SUMMARY**

- We all seek happiness in life
- Happiness comes from achieving our potential, being the best, we can
- Creativity is one way to achieve this
- Being creative creates long- term, sustainable happiness
- Organization require individual members to be creative to be innovative
- Organization is where the individual knowledge, creative ability, and learning interacts through collaboration, and this interaction is overlaid on the organizational culture, structure etc.
- Individual creativity gets affected by various factors in organizations

### **1.8 KEYWORDS**

Behaviorism: A theory that says that human behavior is the result of environmental conditioning

Humanistic Psychology: School of psychological thought that looks at the whole individual and emphasizes on ideas of free will, self-efficacy, and self-actualization. Rather than dysfunction

Flow/ Optimal Experience: Feeling of flow is through complete absorption in one's action, resulting in transformation of one's sense of time

Metamotivation: A term coined by Abraham Maslow to describe the motivation of people who are self-actualized and work beyond achievement of their basic needs to reach their full potential

Self -Actualization: Reaching one's full potential

### **ANSWERS: SELF -ASSESSMENT**

1. a
2. Behaviorism
3. true
4. b
5. d

### **1.9 FURTHER READINGS**

[https://www.researchgate.net/publication/224927532\\_Flow\\_The\\_Psychology\\_of\\_Optimal\\_Experience](https://www.researchgate.net/publication/224927532_Flow_The_Psychology_of_Optimal_Experience)

# UNIT 2: CREATIVITY LESSONS FROM PHOTOGRAPHY

## **CONTENT:**

- ***Objectives***

***Introduction***

***2.1 What is a photograph?***

***2.2 The punctum and stadium***

***Self-Assessment***

***2.3 What photography teaches us about creativity?***

***2.4 Summary***

***2.5 Keywords***

***2.6 Review Questions***

***Self -Assessment Answer Key***

***2.7 Further reading***

## **OBJECTIVES**

- Describe why photography is a creative art.
- Explain the terms studium and punctum and how they relate to creativity
- Enumerate the ways in which photography can teach us to be creative

## **INTRODUCTION**

Photography provides hints and tips on how to be creative in life. Photographers need to pay attention to their surroundings, find inspiration in unexpected places, and have a unique perspective. They also need to experiment, take risks, and learn from their mistakes. The creative process in photography can be applied to other areas of life, such as business and entrepreneurship. It involves being observant, curious, adaptable, and open to new ideas. By following these principles, one can enhance their creativity and achieve success in various fields.

### **2.1 WHAT IS A PHOTOGRAPH?**

Ansel Adams once said, "You don't take a picture; you make it."

Modern art such as photography portrays a moment in time as seen through the artist's unique vision. It tells a tale and necessitates an environment or situation that the audience can identify with. Famous nature photographer Ansel Adams underlined the significance of having sharp vision when studying photography. Similar to this, having a clear vision and being able to see details are essential for success in business.

### **2.2 THE PUNCTUM AND STADIUM**

The artistic craft of photography offers much more than just the ability to freeze time. The philosopher and author Roland Barthes explores the fundamentals of photography as well as the dynamic between the photographer and the viewer in his book "Camera Lucida." He notes two parallel themes in a superb photograph: the context or overall significance of the image (studium) and the unique quality that captivates the viewer (punctum).

A great shot requires the photographer to identify that unique feature that has the potential to affect the viewer emotionally in addition to capturing the context or location of the image. This idea holds true for every creative endeavour where the artist must work to produce work that not only appeals to the broad public but also has the ability to affect people emotionally. Being aware of this as a student pursuing a master's in business administration principle could help you create products or services that not only satisfy your target market but also have a significant impact on their lives.

## **SELF-ASSESSMENT**

1. A specific focus in a work of art that touches you or has a great impact on you is called the
  - a) Story
  - b) Theme
  - c) Punctum
  - d) Studium
  
2. A photograph is a photographer's own interpretation of a moment
  - a. True
  - b. False

## **2.3 WHAT PHOTOGRAPHY TEACHES US ABOUT CREATIVITY?**

Photography teaches us to create a context and boundaries for our creative projects, and to challenge ourselves to think differently. To capture a powerful moment, we must be visually aware and actively observe our surroundings. By continuously searching for inspiration, we can find that one significant moment that tells a story and resonates with our audience. These lessons are applicable not just in photography but in any creative field, where a unique perspective and creative vision can set us apart from the crowd.

## **2.4 SUMMARY**

- Creativity is about the larger context and adding your special bit to it
- Photographers teach us about being more visually aware, about challenging ourselves to produce results despite limitations, and about looking at things in a different way

## **2.5 KEYWORDS**

Studium: A Latin word which literally means study, dedication, or zeal

Punctum: A Latin word which means the point of the focus

Visual awareness: Ability to interpret environment through vision

## **2.6 REVIEW QUESTIONS**

1. Describe how a photograph appeals to a viewer, using the concepts explained by Roland Barthes in his book Camera Lucida
  
2. Why is a photograph a work of art? What does photography teach us about creativity?

## **SELF -ASSESSMENT ANSWER KEY**

1. c
2. a

## **2.7 FURTHER READING**

[https://eclass.uoa.gr/modules/document/file.php/PSPA254/Barthes\\_Roland\\_Camera\\_Lucida\\_Reflections\\_on\\_Photography.pdf](https://eclass.uoa.gr/modules/document/file.php/PSPA254/Barthes_Roland_Camera_Lucida_Reflections_on_Photography.pdf)

# UNIT 3: SCOPES AND CONSTRAINTS

## **CONTENT:**

- ***Objectives***

***Introduction***

***3.1 Zooming in, zooming out for defining Scope***

***3.2 Why Photographers love Constraints?***

***3.3 Examples of Constraints leading to Creativity***

***3.4 Constraints and Problem Solving***

***Self-Assessment***

***3.5 Summary***

***3.6 Key Words***

***3.7 Review questions***

***Self-Assessment Answer Key***

***3.8 Further readings***

## **OBJECTIVES**

- Describe why photography is a creative art.
- Explain the terms studium and punctum and how they relate to creativity
- Enumerate the ways in which photography can teach us to be creative

## **INTRODUCTION**

Photography offers a valuable lesson in using constraints to enhance creativity. Photographers often use constraints, such as defining the scope of the creative output, to improve the quality of their work. By setting limitations and boundaries, photographers are challenged to use their creativity to work within those constraints and produce better results. These limitations can even lead to changing their own perspectives and allowing them to see things differently, which sets them apart from other photographers. By learning from photographers, we can apply these techniques to become more effective creators in any field.

### **3.1 ZOOMING IN, ZOOMING OUT FOR DEFINING SCOPE**

Photography, like any creative endeavor, requires the artist to make decisions about the scope of their work. The zoom function in a camera provides the photographer with the ability to determine their frame of reference and decide how much of what they see they want to showcase. Similarly, painters must choose the size of their canvas and writers must determine the approximate number of words needed to tell their story. Defining the scope is an essential challenge that every creative must face.

By creating boundaries and limitations, the artist is forced to work within specific confines. This might seem counterintuitive, as creativity is often associated with freedom of expression and out-of-the-box thinking. However, adding constraints can actually enhance the creative process by providing structure and focus.

As business professionals, we can also benefit from defining the scope of our projects and adding constraints to our work. This can help us to stay focused on the task at hand and make more efficient use of our time and resources. Just as photographers use the zoom function to determine their frame of reference, we can use our own tools to limit the scope of our work and focus on the most important aspects of a project.

### **3.2 WHY PHOTOGRAPHERS LOVE CONSTRAINTS?**

The creative process in photography involves working within a set of limitations and constraints to produce a high-quality image. By doing this, photographers are able to develop their skills and push their creative boundaries. They may use a variety of constraints, such as

black and white photography, using only one lens, or focusing on a specific theme. These limitations force photographers to think outside the box and develop new techniques to achieve their desired result. The benefit of constraints is that they allow for a more focused approach to the creative process, which is essential for any successful project. In the business world, constraints can also be used to enhance productivity and creativity by providing a clear focus and set of goals to work towards.

### **3.3 EXAMPLES OF CONSTRAINTS LEADING TO CREATIVITY**

The concept of constraints and their relationship to creativity can be applied to many aspects of business and management. For example, in the field of product design, designers often work within strict constraints such as cost, materials, and manufacturing processes. These limitations can actually lead to more innovative and creative solutions, as designers are forced to think outside the box and find ways to work within the given parameters.

Similar to this, limitations can be utilised in marketing to foster creativity. An advertiser, for instance, might only have a small budget to work with when planning a campaign. As the marketer is forced to think of ways to make the most impact with limited resources, this constraint may actually result in more inventive solutions.

Another way to employ constraints is to promote innovation within a team. Team members are compelled to think creatively within a certain framework by imposing strict guidelines or regulations on brainstorming sessions. As a result, brainstorming sessions may be more fruitful and generate creative ideas.

Constraints can also be utilised to assist teams in concentrating their work and avoiding distractions. Teams can stay on task and avoid spending time on unimportant work by establishing clear goals and constraints. As a result, resources may be used more effectively and efficiently.

Overall, the idea of limits and how they affect innovation has value in the business and management arena. Individuals and teams can succeed more in their activities and be more innovative by accepting limitations and working creatively within them.

### **3.4 CONSTRAINTS AND PROBLEM SOLVING**

Constraints play a crucial role not only in creative fields such as photography and writing but also in problem-solving. In the business world, there are various constraints like cost budgets, time, and resources that organizations must consider when addressing business problems. Artificially applying constraints during the problem-solving process can lead to more innovative solutions.

For illustration, let's imagine that we must create a hole in the earth that is one foot in diameter and five feet deep. In case one, we have access to a large choice of tools, an infinite amount of labour force, and no time restrictions. In contrast, in case number two, we work alone, without any instruments, and under time pressure. In both cases, the method we use to tackle the problem will be very different.

Similar to this, when faced with a challenge in business, organisations might develop many scenarios based on various limitations to produce a variety of solutions. Organizations can choose the best choice by comparing each one to the predetermined criteria. Therefore, adding constraints to problem-solving can boost creativity and produce better answers.

### **SELF- ASSESSMENT**

1. All the following poetry formats are examples of creativity through constraints except

- a. Epic
- b. Haiku
- c. Limerick
- d. Sonnet

2. Raagas in Indian Music are an example of constraints

- a. True
- b. False

3. Constraints bring the wandering mind back and make it more

- a. Thoughtful
- b. Creative

- c. Focused
  - d. Dreamy
4. All are examples of constraints in photography except
- a. Less light
  - b. Change of angle
  - c. Black and white photography
  - d. Shooting with only one type of lens

### **3.5 SUMMARY**

- For every creative endeavor we need to define a scope
- Adding artificial constraints is one way to define scope as they bring in more focus

### **3.6 KEY WORDS**

Scope: To assess and define something

Constraints: Limitations and restrictions

### **3.7 REVIEW QUESTIONS**

1. Creativity is often thought of as thinking outside the box- How and why do you think constraints aid creativity?
2. How do constraints help in problem solving?

### **SELF-ASSESSMENT ANSWER KEY**

1. a
2. a
3. c
4. b

### **3.8 FURTHER READINGS**

[https://www.loc.gov/static/programs/national-film-preservation-board/documents/powers\\_of\\_ten.pdf](https://www.loc.gov/static/programs/national-film-preservation-board/documents/powers_of_ten.pdf)

# UNIT 4: PERSPECTIVE AND REFRAMING

## **CONTENT:**

- *Objectives*  
*Introduction*  
**4.1 Changing position for changing mindset**  
**4.2 Quine's web of belief and Paradigm Shift**  
*Self-Assessment*  
**4.3 The reframe tool**  
**4.4 The reframe tool example**  
**4.5 Summary**  
**4.6 Key Words**  
**4.7 Review questions**  
**Self-Assessment Answer Key**  
**4.8 Further readings**

## **OBJECTIVES**

- Relate how changing position in photography can be extrapolated to changing of beliefs and mindsets
- Briefly describe the Paradigm Shift theory and the Quine's web of beliefs theory in context of change in mindset
- Enumerate the steps used in the Reframe tool
- Use the reframe tool to reframe situations and beliefs

## **INTRODUCTION**

In the business world, our personal beliefs and preconceptions can sometimes hinder our ability to think creatively and come up with innovative solutions to problems. To overcome this, it is essential to examine a situation or a problem from different angles and perspectives.

Taking a multidisciplinary approach to problem-solving allows us to broaden our thinking and consider all possible factors that may impact the problem. This can help us generate fresh and unique ideas that go beyond the obvious and lead to more creative solutions.

By embracing different viewpoints, we can expand our understanding of the problem and generate more effective solutions. Therefore, it is crucial to maintain an open mind and approach problems from multiple angles to achieve greater creativity and success in the business world.

### **4.1 CHANGING POSITION FOR CHANGING MINDSET**

Photography is an art that involves capturing a three-dimensional scene in a two-dimensional form. To compensate for the lack of the third dimension, photographers use perspective, which adds a sense of depth to the image. This involves manipulating elements such as angles, lighting, and the relationship between multiple subjects.

Similar to how a photographer might adjust their stance to shift perspective, changing one's perspective entails adding another dimension to our thoughts.

A paradigm shift, sometimes referred to as changing our attitude, entails reevaluating our core presumptions with which we approach a situation.

To address complicated challenges in the business sector, it's necessary to be able to think critically and creatively. We can better grasp a subject or problem by looking at it from different angles, and we may also think of creative solutions that may have gone unnoticed in the past. To obtain a fresh perspective on the issue at hand, this may include questioning our beliefs and embracing novel ideas.

## **4.2 QUINE'S WEB OF BELIEF AND PARADIGM SHIFT**

When we talk about changing our mindset, it means changing the fundamental assumptions we hold about a particular problem, situation, or even the world around us.

As mentioned earlier, this can be a challenging task because we tend to hold on to our core beliefs, which we believe to be sacrosanct and unquestionable.

But in order to succeed in business, we must be willing to question our assumptions and have an open mind. This is due to the dynamic environment in which organisations operate, where new technology, trends, and consumer preferences are always emerging. As a result, businesses that stick with their outdated ways of thinking and acting risk losing out to more adaptable and open-minded rivals.

Adopting a growth mindset is one technique to change our thinking. This is a reference to the idea that hard work and dedication can help someone improve their skills and intelligence. This contrasts with a fixed mindset, which holds that one's skills are fixed and unalterable.

We become more receptive to learning new things and taking chances when we adopt a growth mindset. We are more inclined to seek out difficulties and view failure as a chance for development. This enables us to approach issues and circumstances with a more adaptable and flexible mentality, which can result in more creative solutions and greater business results.

Exposure to various viewpoints and ideas is another approach to change our thinking. This can be accomplished via networking with people from various backgrounds, going to professional conferences and events, and looking for mentors and advisors who can provide new viewpoints.

We are exposed to alternative ways of thinking, solving problems, and acting by engaging with diverse perspectives. This can deepen our comprehension of the universe and assist us identify new opportunities and solutions that we may not have considered before.

In conclusion, transforming our mindset requires a willingness to challenge our core beliefs, embrace a growth mindset, and expose ourselves to diverse perspectives and ideas. By doing so, we can develop a more open-minded and adaptable approach to problem-solving, which is essential for success in the ever-changing business world.

### **SELF-ASSESSMENT**

1. Galileo's claim that the earth revolved around the sun was dismissed by the

- a. Roman King
- b. Roman Public
- c. Roman Church
- d. Roman Artists

2. Darwin's theory of evolution was a

- a. Core belief
- b. Paradigm Shift
- c. Reframing
- d. Accidental Discovery

3. To change the perspective we must change our \_\_\_\_\_

4. It is very difficult to change our \_\_\_\_\_ beliefs

5. All of these are core beliefs except

- a. Mathematical formulae
- b. Laws of Nature
- c. Our first impression of a person
- d. Logic

6. The beliefs that are formed by observation and experience are hard to change

- a. True
- b. False

### **4.3 THE REFRAME TOOL**

Karim Benammar, a philosopher and author, has developed a practical tool called ‘reframing’ that can help individuals step out of their comfort zones and discover new perspectives and creative solutions to problems. In his book, Reframing: The Art of Thinking Differently, Benammar emphasizes the importance of questioning the most fundamental assumptions about our behavior and perceptions, which often remain unquestioned because they seem so obvious.

Benammar asserts that we frequently tackle difficulties based on our habits and conventions, and that we frequently adopt the same perspective that led to the problems in the first place. Therefore, before attempting to reframe a belief or a situation, it is essential to understand our own assumptions and biases.

Benammar helps us alter our fundamental beliefs by utilising the force of opposition. This is looking at a circumstance or viewpoint and considering the opposite of what is typically believed to be true. By doing this, we can test our presumptions and consider other approaches to an issue. For instance, if we believe that a product with a high price will sell more than one with a cheap price, we can reframe this belief by considering the possibility that a product with a low price may draw in more customers and generate larger sales.

Reframing is a method that may be used to assist people and organisations break free from ingrained ways of thinking and find fresh approaches to issues. It necessitates a willingness to consider alternative viewpoints and ways of thinking, as well as a dedication to challenging entrenched assumptions and biases. The reframing tool developed by Karim Benammar contains a four-step procedure to challenge and reinterpret our fundamental beliefs:

**Identify a core belief:** The first step is to identify a fundamental belief or assumption that is guiding our actions or decisions.

**Identify supporting beliefs for the core belief:** Next, we need to identify the beliefs or assumptions that support our core belief. These are the underlying assumptions that reinforce our existing worldview.

**Come up with opposing views:** In this step, we need to come up with opposing views or ideas that challenge our existing beliefs. We should try to think about the exact opposite of our core belief and consider alternative perspectives.

**Coming up with a reframed assumption or core belief based on the previously imagined opposites:** Finally, we should use the power of opposites to come up with a reframed assumption or core belief based on the previously imagined opposites. This new belief should be able to integrate opposing views and expand our perspective, leading to a more creative and innovative approach to problem-solving.

By putting our preconceived notions and beliefs to the test, we can obtain a fresh perspective that will enable us to come up with fresh answers to challenging issues. This strategy can be especially helpful in the sector of business administration, where innovative thinking and creative problem-solving are highly prized.

Step 3 of the reframing approach calls on people to select extreme opposites in order to be successful. But why contrasts? People can avoid the mental process of further considering the supporting beliefs they have developed by creating opposites and severe opposites.

This is because opposites forcefully drag you away from how you have been thinking about the situation till then and come up with extreme opposites that take you very far from your own biases, which might be preventing you from thinking differently. In other words, people are able to shift out of their regular thinking patterns and take into consideration viewpoints that they might not have otherwise.

The author also emphasizes the importance of not stopping at obvious opposites, but instead continuing to think of variations, as this may lead to more effective reframing.

By using this method, individuals can identify and challenge their core beliefs and assumptions, allowing them to approach problems and situations with a fresh perspective and ultimately come up with more creative and innovative solutions.

#### **4.4 THE REFRAME TOOL EXAMPLE**

As a business student, you may encounter situations where you need to think outside the box to find creative solutions to problems. Karim Benammar's tool of reframing can help you in such situations. Let's take an example of how this tool can be applied in a business context.

Imagine you work for a business that has always promoted its goods using conventional marketing strategies.

But you've noticed that these methods aren't producing the desired outcomes. Your fundamental assumption is that traditional marketing is the only strategy for selling goods. To come up with a better solution, you must redefine this notion.

Finding the beliefs that support this basic idea is the first step. These beliefs may consist of the following:

The use of conventional marketing strategies has historically been successful.

Traditional marketing strategies are more likely to elicit a response from consumers than innovative ones.

The business has made significant financial investments in conventional marketing strategies.

You now need to think of counterarguments to these underlying assumptions. Here are a few extreme opposites:

The use of conventional marketing strategies is no longer successful. Innovative marketing strategies are more likely to elicit a response from consumers than conventional ones.

To be competitive, the business must make investments in fresh marketing strategies.

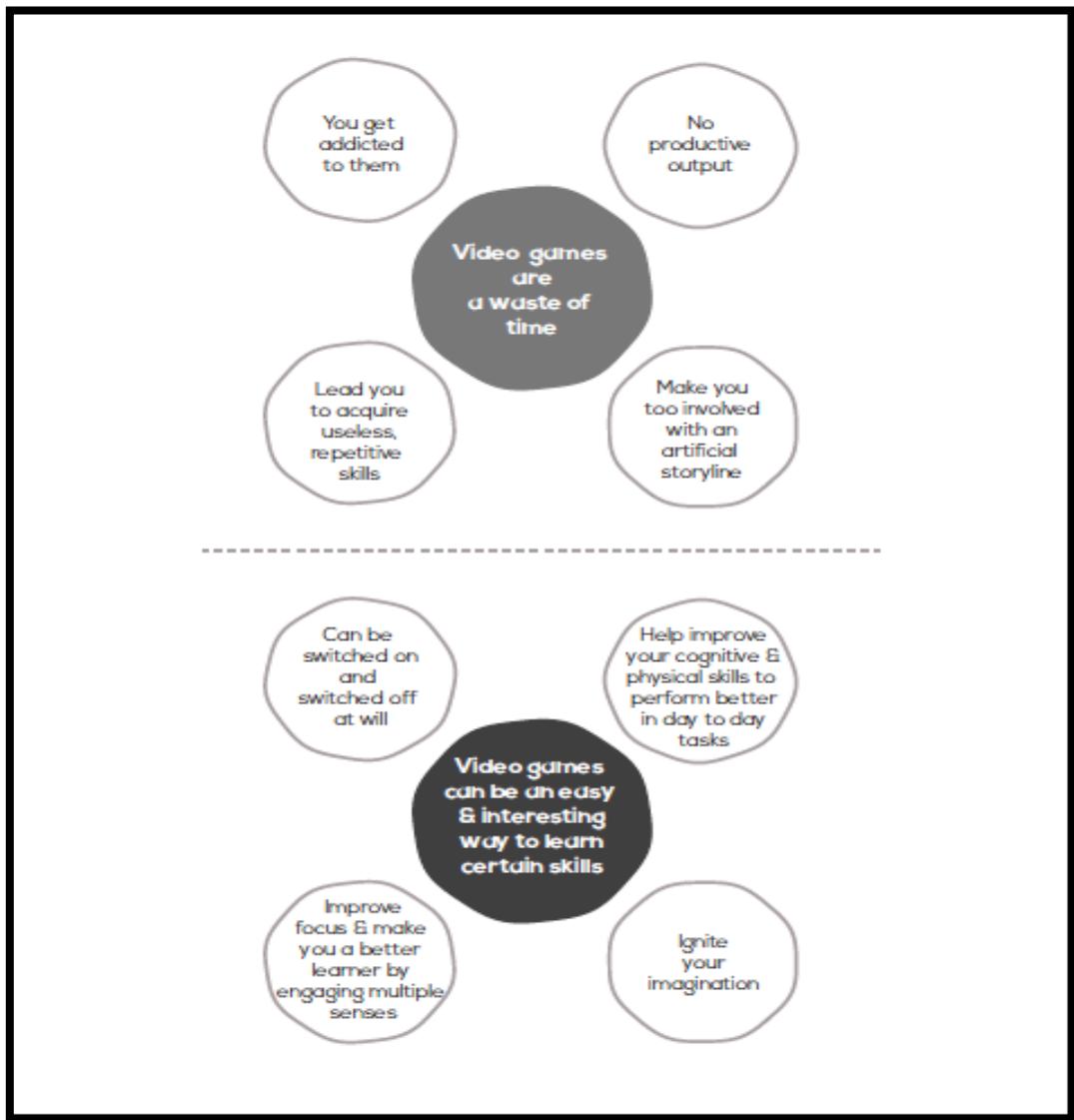
Once you have constructed these opposing views, you can focus on them to come up with a

reframed belief. This reframed belief could be:

New and innovative marketing techniques can be more effective than traditional ones.

Consumers are open to new and creative ways of marketing products.

The company needs to invest in new marketing techniques to adapt to changing consumer preferences. By reframing your core belief and supporting beliefs, you can open up new possibilities for your company and find a more effective solution to the problem at hand.



**Figure 4.1 Demonstrating the use of Reframe tool**

Perspective is a powerful technique that can be used to gain new insights and bring about creative change. Photographers often use perspective to capture unique and captivating images, such as aerial shots taken from above or ground-level shots that create a sense of depth and 3D effect. Similar to this, philosophers like Michael exhort us to alter our stance and look at things from a different angle in order to gain new knowledge and perceive things in a different way.

Take the Fosbury flop and assembly line production as two instances to show the importance of perspective. Dick Fosbury, a high jumper, invented the Fosbury flop, which involved jumping over the bar backwards as opposed to face first, changing how high jumpers approached it. Fosbury was able to jump far higher thanks to this innovative technique, and as a result, he won the gold medal and broke the world record at the 1968 Olympics. Today, all high jumpers employ the Fosbury flop technique, which demonstrates how a straightforward shift in perspective can result in notable advancements.

Henry Ford's invention of the assembly line production method serves as another illustration of the power of perspective. Ford recognised there was a more effective way to do things after noticing that automobile employees were expending a lot of time and energy going around the facility to build cars. Ford invented the assembly line manufacturing method, which reduced the time needed to make a car from 12 hours to only one. He was inspired by a moving belt he witnessed in a butcher shop. This fresh approach to manufacturing transformed the sector and made mass production possible.

As a Master of Business Administration Student, it's important to recognize the power of perspective and how it can be used to bring about innovation and improve processes. By being open to new ideas and perspectives, you can gain a competitive edge in the business world and drive success for your organization.

## **4.5 SUMMARY**

- A changed perspective adds another dimension to our creative output
- For a changed perspective we need to change our core beliefs and thinking. Opposites are a great way to help us move away from core beliefs.

## **4.6 KEY WORDS**

Perspective is a way of seeing and understanding things.

Reframe: State or understand something in a different way

Paradigm Shift: A fundamental modification of the strategy or underlying presumptions

Belief: The acceptance of something as real or true, particularly without evidence.

## **4.7 REVIEW QUESTIONS**

1. How do opposites help us reframe a problem or situation?
2. Why is it important to have a radical mind shift in order to create something new?

## **SELF-ASSESSMENT ANSWER KEY**

1. c
2. B
3. Position
4. Core
5. c
6. b

## **4.8 FURTHER READINGS**

Reframing - The Art of Thinking Differently by Karim Benammar

# UNIT 5: MINDFUL OBSERVATION

## **CONTENT:**

- ***Objectives***

***Introduction***

***5.1 Difference between seeing and observing***

***5.2 Mindfulness***

***5.3 Observing patterns***

***5.4 No-Mindedness and The I and Thou Theory***

***5.5 Summary***

***Self-Assessment***

***5.6 Key Words***

***5.7 Review questions***

***Self-Assessment Answer Key***

***5.8 Further readings***

## **OBJECTIVES**

- Differentiate between seeing and observing
- Explain the term Mindfulness
- Describe the I and Thou theory and how it relates to creativity
- Discuss how following or disrupting patterns can be a source of creativity

## **INTRODUCTION**

In the business world, the ability to observe mindfully and transform oneself is a valuable skill that sets creative individuals apart from others. While average people may simply see what is in front of them, creative individuals take the time to observe and analyze patterns, which can lead to innovative ideas and solutions.

By breaking patterns and finding new ways to approach problems, creative individuals are able to transform themselves and their work. This transformation is reflected in their creative outcomes, whether it be a new product or service, an innovative marketing strategy, or a unique approach to problem-solving.

Therefore, it is important for individuals in the business world to cultivate their observational skills and embrace the potential for transformation that comes with creative thinking. By doing so, they can set themselves apart and make a significant impact in their industry.

### **5.1 DIFFERENCE BETWEEN SEEING AND OBSERVING**

A photograph in the world of photography is a tangible reflection of what was captured. However, using a camera properly is only one aspect of taking good pictures; you also need to develop your observational skills. In addition to being adept with their camera gear, successful photographers have a high awareness of their subject and pay close attention to every little detail. Famous photographer Joel Meyerowitz once said, "Photography captures what consciousness notices."

Another well-known photographer, Elliott Erwitt, calls photography a "art of observation." It's about viewing things differently and discovering something interesting in unexpected places, he explains. The value of observation is another point made by Maria Konnikova, the author of *Mastermind: How to Think Like Sherlock Holmes*. To clarify the distinction between seeing and watching, she uses a dialogue between Holmes and Watson from *A Scandal in Bohemia*.

It's crucial to understand the difference between seeing and observing. Observing is an active process in which the mind intentionally strives to learn and record what the eye is seeing, whereas seeing is a passive and uninvolved activity. In other words, observation resembles

intentional, mindful vision. Our level of mindfulness determines whether we are observing or seeing.

As a Master of Business Administration student, the importance of observation is critical in understanding and analyzing data. Just like a photographer, a business professional needs to observe their surroundings, customers, competitors, and industry trends to make informed decisions. The ability to observe and notice patterns can lead to new and innovative business strategies. Therefore, being mindful and actively observing can be an essential skill to develop as an MBA student.

## **5.2 MINDFULNESS**

In the realm of photography and creativity, mindfulness and active observation play a crucial role. Mindfulness, as defined by philosopher and psychologist William James, is the ability to bring one's wandering attention back to the present moment repeatedly. For photographers, the camera is not only a tool for capturing images but also a means of bringing their attention back to what they are observing when their mind begins to wander.

According to studies, mindfulness, which is defined as having a high level of awareness and focus when witnessing something, is directly related to creativity. It has been discovered that people who are more attentive and focused than others are more original and innovative issue solvers.

Enhancing creativity requires mastering the art of active observation. It entails developing the ability to watch more carefully and deliberately, concentrating exclusively on what is pertinent and significant. This ability was exhibited by George Mendel, the founder of modern genetics, who spent hours watching various plants before concentrating on the sweet pea for his investigations. The finches on the Galapagos Islands were the last bird species Charles Darwin saw after studying countless others.

In photography, novice photographers are often encouraged to take on challenges such as capturing one image each day for a year or photographing the same subject or location in as many ways as possible to improve their skills. By doing so, they can hone their observation

skills and train their minds to pay attention to the critical details while ignoring the irrelevant ones.

### **5.3 OBSERVING PATTERNS**

Developing the ability to observe requires us to actively and deliberately pay attention to our environment. We can become more aware of our surroundings by practising attentive observation, and this increased awareness can inspire original ideas. When the mind wanders, the camera helps photographers focus their attention on the subject again. Studies have shown a correlation between creativity and mindfulness, which is a condition of acute awareness and concentration when witnessing something. In fact, deliberately examining patterns can help us spot anomalies and stimulate original thought. Even if it takes work to observe, many creative people claim that some of their best work occurs when they are not following a specific plan and are not actively trying to achieve a particular outcome. By improving our observational abilities, we can discover how to focus on what really matters and use these insights to come up with novel solutions to issues.

### **5.4 NO-MINDEDNESS AND THE I AND THOU THEORY**

For creative workers, such as photographers, learning to observe is a crucial ability. It entails actively and purposefully focusing on the specifics of an environment or an item to spot patterns and abnormalities. The ability to spot patterns is essential for photographers because it enables them to highlight the regularity of the pattern or draw attention to any outliers by catching a break in the pattern.

In his book *Zen and the Magic of Photography*, lecturer and working photographer Wayne Rowe investigates the idea of mushin, or "no-mindedness." He characterises it as a state in which the mind is unencumbered by worries and diversions, enabling it to focus solely on the task at hand. To reach this state, one must first practise diligent observation before releasing themselves from the conscious effort of observation. To capture the ideal moment, when everything feels just right and a photograph sings, you must be in this frame of mind.

Rowe emphasizes the need to observe with feeling, which means engaging with the observed object or situation actively. The Italian expression "Impara l'arte e mettila da parte" meaning

learn the craft and then set it aside, is relevant here. It is necessary to learn the technical aspects of photography, practice them consciously, and then allow intuition and feeling to guide the creative process.

A relationship must be established with the object of the observation in order to observe thoughtfully. Being in the present moment without analysing or passing judgement on what is being witnessed is a key component of attentive observation. This level of participation is necessary for observation, which inspires creativity. Some of the most important ideas that were influenced by nature have been made by people who pay close attention to their surroundings.

The camera has evolved into a tool that may reconnect us to the art of observation in today's fast-paced world when people are used to surfing through online pages and scanning through photos. Therefore, in order for any creative professional—including photographers—to reach their full potential, they must master the art of mindful observation.

### **Examples of Creativity through Mindfulness:**

Innovation frequently arises from examining patterns in nature. For instance, Japanese engineers drew inspiration from the kingfisher bird when faced with the issue of lowering noise levels on high-speed trains. The kingfisher dives with such accuracy that there are no waves in the water. As a result, the engineers decided to rebuild the train to have a bullet shape, resembling the beak of a kingfisher, in order to lower the noise levels brought on by wind resistance. Designers that replicate natural processes to address human issues are known as biomimics.

The development of Velcro was also motivated by a related observation. The creator spotted an opportunity to design a fastener that resembles the spikes on the burrs after noticing burrs adhered to his dog's fur.

In photography, patterns are frequently used to produce captivating and beautiful photos. While highlighting a disruption in the pattern, such as a single red tomato among green tomatoes, can create a powerful visual story, repetition of patterns can add depth to a photograph.

An essential component of corporate innovation is identifying patterns in nature and using them to solve challenges in the real world. Businesses can develop sustainable solutions that have the potential to be more successful, efficient, and environmentally friendly by identifying and leveraging the patterns seen in nature. MBA students and business leaders can use biomimicry and pattern recognition as a strong tool to develop novel solutions in a variety of sectors.

In order to create novel and useful goods, scientists and innovators have long found inspiration in the patterns found in nature. For instance, because of its durability and stability, the spiral design seen in shells has been employed to build buildings like staircases. Similar to this, patterns in the features of pea plants helped scientists establish the principles of inheritance in genetics. Germ art, which uses live bacteria to produce paintings in a Petri dish, was also developed as a result of research into bacterial growth.

One of the most significant breakthroughs in medicine was the discovery of penicillin by Alexander Fleming, who was inspired by the patterns he observed in bacterial growth. By studying the colors and shapes of bacteria, Fleming invented the art of inoculating, which led to the creation of paintings made of live bacteria. One day, while observing the growth of streptococcus bacteria, Fleming noticed that a fungus had started growing in a corner of the Petri dish. This fungus turned out to be penicillin, which he went on to develop into an antibiotic that revolutionized medicine.

These examples show how important it is to observe patterns in nature and take inspiration from them to develop new and innovative products. By doing so, we can create more sustainable and efficient solutions that benefit society and the environment.

As future business leaders, it is essential to cultivate a deep understanding and appreciation for the patterns found in nature, as they can serve as a powerful source of inspiration for developing successful and innovative products and services.

Analyzing customer behavior and sales patterns is a crucial aspect of running a successful business. By studying data related to customer purchases, businesses can identify trends and patterns, which can provide valuable insights into the market. These insights can help businesses make informed decisions about what products to offer and how to best serve their customers.

For example, a consumer goods company in the 1990s was surprised to see a sudden increase in the sales of washing machines in rural Punjab. Upon investigation, they discovered that people in rural Punjab were using washing machines to make lassi on a large scale to sell at dhabas. This is a clear example of how observing patterns can lead to unexpected insights that can be leveraged to create new business opportunities.

Disruptions in patterns can also give firms crucial hints for making the necessary adjustments or launching new goods or services. To keep ahead of the competition and satisfy their consumers' changing wants, firms must regularly evaluate data on customer behaviour and sales patterns.

## **5.5 SUMMARY**

Be aware and actively observe. Keep your thoughts and eyes open while you observe.

It will take work and experience to do this, but eventually the effort becomes instinctive and intuitive.

Embrace what you see and merge with it by feeling it.

There will be one epiphanic moment among all the big ones you have.

## **SELF-ASSESSMENT**

1. The difference between seeing and observing is

- a. Focus
- b. Concentration
- c. Passion

- d. Mindfulness
2. To achieve the state of no mindedness you must be \_\_\_\_\_ first
3. Mushin literally translates into
- a. Observant
  - b. Active
  - c. Mindless
  - d. Mindful
4. Emphasizing a pattern is a source of creativity but breaking a pattern is not
- a. True
  - b. False
5. Subjects who scored high on when tested on their ability to focus with awareness in standard psychological tests were found to be \_\_\_\_\_ original and creative in solving problems posed to them
- a. Less
  - b. More

## **5.6 KEY WORDS**

Mindfulness: State of being consciously aware of a moment

Mushin: Literally means “mind without mind”

Observation: the action or process of closely observing or monitoring something or someone

Pattern: A repeated or serial occurrence like in a design

## **5.7 REVIEW QUESTIONS**

1. Compare the I- it and I- thou modes of human engagement with the environment?

2. Explain the differences between observing and seeing with 2 examples

**SELF-ASSESSMENT ANSWER KEY**

1. d
2. mindful
3. c
4. b
5. b

**5.8 FURTHER READINGS**

Zen and the Magic of Photography by Wayne Rowe

# UNIT 6: LESSONS OF CREATIVITY FROM MUSIC

## CONTENT:

- *Objectives*

*Introduction*

*6.1 The eternal connection between music and creativity*

*6.2 The neuroscience of creativity and music*

*6.3 What we learn about creativity from musicians?*

*6.4 Summary*

*6.5 Key Words*

*6.6 Review questions*

*6.7 Further readings*

## OBJECTIVES

- Differentiate between seeing and observing
- Explain the term Mindfulness
- Describe the I and Thou theory and how it relates to creativity
- Discuss how following or disrupting patterns can be a source of creativity

## **INTRODUCTION**

In the world of business, creativity and innovation are highly valued traits that can lead to success and competitive advantage. However, not everyone possesses these qualities. It is often said that average people only see, while creative people observe mindfully, and in doing so, transform themselves. This transformation is often reflected in their creative output, whether it be a new product, service, or marketing strategy.

One key aspect of mindful observation is the ability to recognize patterns. By observing patterns in customer behavior, market trends, and industry developments, business leaders can gain valuable insights and make informed decisions. Furthermore, breaking patterns can often lead to innovation and creativity. For example, a company may break with the traditional pricing model of its industry, leading to increased sales and customer loyalty.

In conclusion, being able to observe mindfully and recognize patterns is a valuable skill for business professionals. By doing so, they can transform themselves and create innovative solutions that lead to success in the marketplace.

### **6.1 THE ETERNAL CONNECTION BETWEEN MUSIC AND CREATIVITY**

“Ah, music,” he said, wiping his eyes. “A magic beyond all we do here!”

— J.K. Rowling, Harry Potter and the Sorcerer's Stone

The role of music in fostering creativity is a fascinating topic that has been explored by scholars across different fields. Archaeological evidence shows that music has been an integral part of human history since the Paleolithic age. Ancient Hindu philosophy also considers music to be an important force, as it believes that the universe was created from the energy of the primal sound, Nada Brahma. The ancient Greeks believed that music was the key to understanding the interconnectedness of all things in the universe, a concept that they referred to as harmonia. In the context of business and management, understanding the role of music in fostering creativity can be valuable, as music can help individuals to access different parts of their brain and enhance their ability to generate novel and innovative ideas. Furthermore, music can be used

as a tool to improve collaboration and communication among team members, which can lead to more effective problem-solving and decision-making.

## **6.2 THE NEUROSCIENCE OF CREATIVITY AND MUSIC**

Music has been an integral part of human history, dating back to the Paleolithic age. In the modern world, scientific research has provided evidence of the link between music and creativity. Parag Chordia, the founder of the Music Intelligence Lab at Georgia Tech, has discovered that music is not just a pastime or extracurricular activity but a fundamental aspect of human life and mind that contributes significantly to the development and cultivation of creativity.

Playing and composing music, particularly improvising, is believed to activate multiple areas of the brain and enhance creative capacity. Through brain imaging studies, researchers have discovered that the same areas of the brain that are deactivated during improvisation are those that are at rest during dreaming and meditation, both of which are states that foster imagination and creativity. Furthermore, music has been shown to suppress the part of the brain that causes fear and holds us back, leading to increased creativity.

The link between music and creativity is particularly evident in jazz musicians, who have been found to have suppressed the brain areas responsible for fear and the desire for reward while improvising. Therefore, music has an essential role in creativity, and many creative individuals have used music to enhance their creativity. Music plays a crucial part in creativity, and understanding this link can be beneficial in various fields, including business administration.

## **6.3 WHAT WE LEARN ABOUT CREATIVITY FROM MUSICIANS?**

Music can play a significant role in achieving professional success, as demonstrated by several highly successful individuals. One such person is Paul Allen, co-founder of Microsoft, who credits music with reinforcing his confidence in his creative abilities. Allen began playing the violin at a young age and switched to guitar as a teenager. Even during his time at Microsoft, he would play his guitar after long programming sessions as a way to recharge emotionally.

Allen believes that both music and programming require looking beyond what currently exists and expressing oneself in new ways. He has acknowledged that playing the guitar helped him when he faced challenges in his work, as it allowed him to take breaks and approach problems from a different perspective.

Albert Einstein, one of the greatest scientists of all time, also believed in the power of music to unlock his creativity. He often thought in music and said that important breakthroughs came to him in the form of images and musical notations.

Music's ability to unlock creative potential lies in its capacity to suppress the part of the brain that makes us afraid, thereby enabling us to transcend our limitations and soar creatively. Additionally, music teaches us valuable lessons in creativity, such as the importance of immersing ourselves in what excites us most, and the need for a conscious, deliberate effort to achieve expertise in any skill.

As a master of business administration student, it is essential to understand the role that music can play in achieving professional success. The lessons learned from successful individuals like Paul Allen and Albert Einstein can help us develop our own creativity and achieve our career goals.

## **6.4 SUMMARY**

- Music shows that imitation might as well be one of the best forms of learning. However, originality is the essence of creativity and copying cannot substitute creating. And though copying is a word that is the antonym of creativity and originality, in music we find a way to copy and create. Music very effectively demonstrates the power of fusion – bringing together two or more things to create something new. If we systematically study the various experiments made with fusion in music, we can equip ourselves to use this wonderful tool in any of our creative endeavours.

## **6.5 KEY WORDS**

Jazz: Music genre with emphasis on improvisation

Improvisation: Created on the spot without preparation

### **6.6 REVIEW QUESTIONS**

1. Compare the I- it and I- thou modes of human engagement with the environment?
2. Explain the differences between observing and seeing with 2 examples.

### **6.7 FURTHER READINGS**

[https://beatylab.la.psu.edu/files/2020/08/2015\\_Beaty\\_NeurosciBiobehavR.pdf](https://beatylab.la.psu.edu/files/2020/08/2015_Beaty_NeurosciBiobehavR.pdf)

# UNIT 7: CREATIVE EXCELLENCE

## **CONTENT:**

- ***Objectives***

***Introduction***

***7.1 The importance of practice***

***7.2 The role of the environment***

***7.3 What we learn about creativity from musicians?***

***7.4 The Dan Plan Case Study***

***7.5 Summary***

***7.6 Key Words***

***7.7 Review questions***

***7.8 Further readings***

## **OBJECTIVES**

- Describe the 10,000-hour rule
- Explain the model of creative excellence
- Discuss the factors that lead to creative excellence

## **INTRODUCTION**

Creativity, a vital aspect of business success, is a skill that can be developed through consistent practice and a supportive environment. To foster creativity, individuals must possess the drive and talent to succeed while also being passionate about their work. In a business context, creativity is a valuable tool for generating innovative solutions to complex problems, identifying new opportunities, and achieving a competitive advantage. Therefore, it is essential for individuals pursuing a Master of Business Administration to understand the importance of creativity in business and how to cultivate it through deliberate practice, a supportive environment, and a focus on their passions and talents.

### **7.1 THE IMPORTANCE OF PRACTICE**

Learning and developing expertise in a skill is a multifaceted process that involves many factors. One area that can shed light on this is the field of music, particularly Indian classical music. In Indian classical music, the emphasis is always on riyaaz or sadhna, which means practice, training, and industriousness. Professional classical musicians around the world have undergone rigorous training to achieve mastery in their craft.

Formal training is undoubtedly the most direct route to gaining expertise, but there are also examples of musicians who have achieved success without any formal training. The Beatles, one of the most successful bands in history, never received any formal music education. However, they spent countless hours playing in clubs in Hamburg, Germany, averaging seven to eight hours a day, sometimes performing all seven nights of the week. Malcolm Gladwell, in his book *Outliers*, uses the Beatles as an example to support the "ten thousand hours" theory, which suggests that deliberate practice for 10,000 hours in a specific skill is essential to achieving proficiency.

In support of this theory, Gladwell cites a 1990s study on violinists in Berlin, Germany. The study found that elite and accomplished players had practiced for over ten thousand hours, while less capable performers had practiced for about four thousand hours. This finding emphasizes the importance of deliberate practice and effort in developing expertise. As MBA students, it is essential to understand the significance of hard work, dedication, and perseverance in achieving success in any field.

## **7.2 THE ROLE OF THE ENVIRONMENT**

Practice is undoubtedly a crucial component in the development of expertise, but it is not the only factor. Aneesh Pradhan, a renowned tabla soloist and academic, sheds light on how a conducive environment and mentorship can also play a pivotal role. Aneesh's training under Pandit Nikhil Ghosh started at a young age, but it was only after finishing high school that he was taken under his Guru's wing. Aneesh emphasizes how his Guru supervised his progress and called him for practice sessions. His Guru also asked his parents to send him to his home each day, creating a musical environment that allowed Aneesh to observe, imbibe and learn almost every moment that he was in that environment.

Moreover, Aneesh highlights the impact of his listening environment on his music. Before formal training, his primary source of music was All India Radio (Akashvani), where he was exposed to a variety of musical forms throughout the day. However, as he began to learn music formally, his listening became more focused, influenced by the environment he was in and by his personal choices.

These insights highlight the importance of mentorship and a conducive environment in the development of expertise. MBA students can apply these concepts in the context of business by seeking out mentorship and actively creating a conducive environment to enhance their skills and knowledge.

## **7.3 WHAT WE LEARN ABOUT CREATIVITY FROM MUSICIANS?**

Shafqat Amanat Ali, a popular singer from Pakistan, is not only a Bollywood star but also a representative of the Patiala Gharana musical tradition. The Gharanas are schools of music in Hindustani music, the classical music of the Indian subcontinent's north, with their own distinct styles passed on from generation to generation. Shafqat's great-grandfather established the Patiala Gharana, and Shafqat started sitting in on the training sessions with his brothers and cousins when he was only three years old.

Shafqat's training involved inheriting his family's musical legacy and taking lessons from his grandfather and illustrious uncle, Ustad Fateh Ali Khan. He also put in long hours of daily practice while managing school and other activities. He does not completely agree with

Malcolm Gladwell's theory that ten thousand hours of practice is needed to become an expert. Shafqat believes that besides training and practice, having the right passion and guidance is crucial to reaching the highest level of skill.

Inheriting musical genes was not the only advantage for Shafqat; being born into a musical family allowed him to have music all around him, which helped his training. However, passion is the starting point of excellence in any creative activity. For instance, Bhimsen Joshi, a famous classical vocalist in India, had a fascination with music and instruments from an early age. He ran away from home at age eleven in search of a guru who could teach him music, even though his father wanted him to pursue a more traditional career. Passion is therefore a key factor in the journey to excellence in any field.

In conclusion, reaching the highest level of skill in any field requires not only the right training and practice but also the right environment and a deep passion for the skill or art. This is an important lesson for MBA students as they pursue their own goals and seek to reach the pinnacle of excellence in their chosen field.

In the pursuit of excellence, it is important to recognize the role of environment and passion. However, creating the right environment is not always within our control, especially during childhood. This is where parents and schools can step in to provide exposure to diverse experiences, identify and nurture passions, and provide appropriate training. As aspiring business leaders, it is important to recognize the value of creating a supportive environment and investing in the development of those around us. By fostering a culture of growth and development, we can inspire those around us to pursue their passions and achieve excellence. In doing so, we not only contribute to the growth of individuals but also to the success of our organizations and society as a whole.

#### **7.4 THE DAN PLAN CASE STUDY**

Dan McLaughlin, a commercial photographer, was inspired by the theory that practicing for 10,000 hours can make you an expert in a field. He decided to put this theory to the test by practicing golf for six hours a day, six days a week, with the goal of becoming a professional golfer. He documented his journey on a blog, but unfortunately had to abandon it in 2014 due to a back problem. While some people were skeptical of his plan, he did manage to become a

skilled golfer after practicing for 6,000 hours. However, experts doubted whether he had the ability to become a PGA Tour member, as this is an extremely competitive field with only a limited number of positions available. The article mentions that there are approximately 200-300 positions on the PGA Tour, and thousands of golfers around the world vying for each one. Therefore, while McLaughlin's dedication to practicing was impressive, achieving professional success in golf requires more than just hours of practice - it also requires innate talent, a supportive environment, and access to opportunities. This lesson can be applied to the business world, where success requires a combination of hard work, talent, and opportunity, and where simply putting in the hours may not be enough to guarantee success.

Dan McLaughlin, a commercial photographer, decided to put the 10,000-hour rule to the test, which states that if you spend 10,000 hours practicing a skill, you can become an expert in that field. He decided to apply this to golf and dedicated six hours a day, six days a week, to practice golf with the goal of becoming a professional player. However, due to a back problem, he had to abandon his plan in 2014 after practicing for about four years.

Many experts had varying opinions on whether he could have made it to the professional level. Some believed that he had become a good player for someone who had never played golf before, while others were not sure if he had the natural ability to compete at the highest level. This highlights the importance of talent, as some people are born with inherent qualities that make them more suited to certain activities. However, talent alone is not enough to become an expert in any field, and a conducive learning environment, the right coaching, and strong motivation are also crucial factors in achieving success.

Tiger Woods is an example of a person who was born with natural talent for golf and had a supportive environment that nurtured his skills. His father recognized his talent at a young age and provided him with the necessary coaching and opportunities to excel in the sport. Having a supportive environment and the right coach can make a big difference in achieving success.

Another important factor in achieving success is having a strong desire to succeed and being willing to put in the necessary effort to achieve your goals. Dan's level of motivation and ambition in his pursuit of becoming a professional golfer is unclear. If he had a strong emotional motivator, such as fulfilling his father's dream, it is possible that he could have pushed himself harder during his 10,000 hours of practice.

In general, the lessons from Dan's experiment can be applied to any field, including business. To achieve success, you need a combination of talent, a conducive learning environment, the right coaching, and strong motivation and ambition.

## **7.5 SUMMARY**

- Keep a passion alive
- Find the right teacher
- Find the time and dedication for the right amount of training
- Create an environment that fosters pursuing that passion

## **7.6 KEY WORDS**

Mindfulness: State of being consciously aware of a moment

Mushin: Literally means “mind without mind”

Observation: the action or process of closely observing or monitoring something or someone

Pattern: A repeated or serial occurrence like in a design

## **7.7 REVIEW QUESTIONS**

1. What are the factors that influence creative excellence? How do these factors interplay and influence creativity in a person?

## **7.8 FURTHER READINGS**

Outliers, by Malcolm Gladwell

## UNIT 8: COPYING

### **CONTENT:**

- ***Objectives***

***Introduction***

***8.1 Copying to Learn***

***8.2 Copying to create***

***8.3 The moral and legal aspects of copying***

***8.4 Summary***

***8.5 Keywords***

***8.6 Review Questions***

***8.7 Further Readings***

### **OBJECTIVES**

- Describe how copying helps to learn
- Explain the role of copying of creating
- Discuss the moral and legal aspects of copying

## **INTRODUCTION**

The concept of copying as a creative technique may seem counterintuitive at first, as originality is often considered a key element of creativity. However, it is important to understand that copying can actually play a crucial role in the learning process of a creative skill. By copying existing works, we can gain valuable insights into the techniques and processes used by established artists or innovators. This can serve as a foundation upon which we can build our own unique creations.

Furthermore, copying can also serve as a source of inspiration or a starting point for something new. By taking an element from an existing work and incorporating it into our own creation, we can create something that is fresh and unique. This can lead to the development of new and innovative ideas in various fields, including business. In fact, many successful businesses have taken inspiration from existing models and adapted them to create something new and successful.

It is important to note that copying should not be seen as a substitute for originality. Rather, it should be viewed as a tool for learning and inspiration. The ultimate goal is to use what we have learned through copying to create something that is truly original and innovative. By embracing the concept of copying as a creative technique, we can expand our knowledge and skillset, and unlock new possibilities for business success.

### **8.1 COPYING TO LEARN**

Copying is often viewed as a negative approach to creativity, but in reality, it can play an important role in the learning process and can serve as a foundation for creating something new. The first step in learning any creative skill is often copying and imitation. This can be seen in the Japanese tradition of breeding songbirds, where the chicks learn to sing by copying a master bird, and in music education where composers are encouraged to study and imitate the works of the masters.

Copying can also be a useful tool in business, particularly in the area of innovation. Many successful companies have used imitation as a starting point for their own innovations. For example, Apple's first iPod was inspired by existing MP3 players on the market, but they added

new features such as a touch wheel interface and sleek design. Similarly, Google's search engine was not the first of its kind, but they improved upon existing technology to create a more user-friendly and efficient product.

Copying can also be a valuable tool in the creative process. Taking elements from existing works can inspire new ideas and lead to original creations. For example, a designer might be inspired by a particular color scheme or pattern from a piece of art and use it in their own design.

In summary, while copying may be seen as a negative approach to creativity, it can actually be a valuable tool in learning and creating something new. By understanding the basics and imitating the works of others, individuals can build a foundation for their own creativity and innovation.

## **8.2 COPYING TO CREATE**

In the realm of creativity, the concept of copying has often been seen as negative. However, the act of copying is an essential part of the learning process and can also serve as a starting point for something new. In music, for example, imitation is often used to understand musical structure and apply it to one's own work. In the guru-shishya tradition of Indian music, students learn by repeating their mentors, while in other art forms, such as painting and sculpture, one of the ways to learn is by copying the works of the masters.

Copying, however, does not necessarily equate to lack of creativity. Borrowing from past compositions, popular folk songs, and other sources of inspiration can lead to the creation of something new and better than the original. Adding value to the source material can be considered as enhancing, embellishing, or improving, which ultimately amounts to being creative.

The debate over originality in music and other creative endeavors remains a topic of discussion. While influence, inspiration, and borrowing can lie in the grey area between original and copied, it is important for creators to acknowledge the source of their inspiration and be open and receptive to various stimuli. Our training and exposure to different experiences often provide the stimulus for inspiration to create something new. Thus, acknowledging the source

of inspiration does not diminish the value of the creative work, but rather highlights the importance of being receptive to the world around us.

### **8.3 THE MORAL AND LEGAL ASPECTS OF COPYING**

The music industry has a practice called sampling, which involves taking a part of someone else's creation and using it in your own work. Sampling must be done with prior permission, and sometimes a license must be obtained. Licensing involves paying the owner of the original music for the right to use it in your own work. Sampling is legal when done with permission or a license.

In terms of copying, there are two aspects to consider: the legal side and the moral side. Legally, artists can protect their work through copyright. If someone uses a copyrighted work without permission, they can face legal consequences. However, there is also a moral aspect to copying. For example, if someone takes a beautiful picture and uploads it to a social media platform, and someone else copies it without crediting the original creator, this would be a moral issue rather than a legal one.

In the music industry, sampling is a process of borrowing a part of somebody's creation and reusing it for your own creation. However, permission must be taken, and sometimes a license must be obtained to use a piece of music legally. This practice is protected by copyright law, which legally allows artists to protect their own work. If someone uses a copyrighted work without permission, they can be legally held responsible for their actions.

There is also a moral aspect to using someone else's work without permission. For example, copying a photograph and posting it on social media without crediting the original creator is considered morally wrong. However, there is a legal aspect to this as well, as it can be considered plagiarism.

Fair use is a concept that allows a small portion of someone else's work to be used without permission or copyright issues. But if something is copyrighted, it is necessary to seek permission from the owner before using it. Even if the copyright status of a work is unknown, it is always safer to attribute the source, as it is the right thing to do both morally and legally.

The term "derivative art" is used for any creation that is based on a prior work. For example, movies based on books are a common example of derivative art. Even if a work is based on a prior work, it can still be creative in its own way. Translations of books into different languages also involve some creativity on the part of the translator.

As a Master of Business Administration Student, understanding the legal and moral aspects of using someone else's work is essential. It is necessary to recognize the importance of copyright law and fair use, as well as the importance of attributing sources to avoid plagiarism. The concept of derivative art is also important to understand, as it can help in creating original works based on prior works.

To use a piece of music or artwork created by someone else, it's important to understand their intentions for its use. If the creator has given permission for free use, it's appropriate to say thank you and credit them. If the creator requires payment for use, it's important to pay the fee to avoid any legal issues.

When adapting a book into a film or creating derivative art based on a previous work, such as a comic book version of Harry Potter, it's important to consider copyright laws. Derivative art is when a work is transformed and reinterpreted by adding new creative elements. For derivative art to be copyrighted, it must be substantially transformed from the original work and contain enough new contributions to qualify for protection.

Remixing a song may not qualify as derivative art if it's too similar to the original. However, reworking a melody or hook line may require further debate. Artists are passionate about receiving credit, acknowledgement, and payment for their work.

While smaller uses of derivative work may not be noticed or pursued by the original creator, it's important to respect copyright laws and properly credit and compensate creators for their work.

This information is relevant to MBA students as they may encounter copyright issues in their business practices, such as using music or images in marketing campaigns or creating derivative works for products or services.

The use of copyrighted material can be a complex issue, and it is important to understand how the original creator intends for their work to be used. If the creator has made their work available for free, it is appropriate to show gratitude and acknowledge their contribution when using it. However, if the work is subject to copyright and requires payment or permission for use, it is important to respect the creator's rights and follow the proper procedures.

Creating derivative works is another way of using existing material to create something new, but it is important to ensure that the new work is original enough to qualify for copyright protection. This means that the work must be substantially transformed or have enough new contributions to be considered a unique creation. If a work is considered derivative, it can be copyrighted, and it is important to give credit and attribute sources appropriately.

When creating derivative works, it is also important to find your own style and context rather than simply copying the work of others. While copying can be a valuable tool for learning and practicing, it should not be used for plagiarism or passing off someone else's work as your own. By building on existing material and putting your own unique spin on it, you can develop your own style and become a true artist.

If you need to use copyrighted material in your work, it is important to either seek permission or find royalty-free alternatives. By following these guidelines and respecting the rights of creators, you can create new and innovative works while staying within the bounds of copyright law.

## **8.4 SUMMARY**

- A simple rule of thumb for “inspired creativity” is:
  - Acknowledge the source of inspiration as far as possible
  - Do it only if you are adding value to it

## **8.5 KEYWORDS**

Derivative Art: A copyrightable work of art derived or based on an existing piece of art

Copy Right: exclusive legal right for a fixed period of time to print, publish, perform a piece of art.

### **8.6 REVIEW QUESTIONS**

Q1. Explain the moral and legal implications of copying with two examples

Q2. Copying is a powerful way to learn- Do you agree with this statement? Why?

### **8.7 FURTHER READINGS**

Steal Like an Artist- By Austin Kleon

# UNIT 9: COMBINING AND RECOMBINING

## **CONTENT:**

- ***Objectives***

***Introduction***

***9.1 Combining and Recombining***

***9.2 Complement***

***9.3 Look for shared elements***

***9.4 Combine the contrasts***

***9.5 Bring together the unrelated***

***9.6 Deconstruct, then reconstruct***

***9.7 Attribute Analysis***

***9.8 Summary***

***9.9 Keywords***

***9.10 Review Questions***

## **OBJECTIVES**

- Describe how combining and recombining can help in creating
- Explain the 4 different techniques of combining
- Enumerate some examples of the various ways of combining
- Discuss how breaking and recombining can be a way of creating something new
- Illustrate the attribute Analysis

## **INTRODUCTION**

The average person simply sees what is in front of them without giving it much thought, while creative individuals take the extra step of mindfully observing their surroundings. This practice not only allows them to notice details that others might miss, but also helps them transform themselves in the process. This transformation is reflected in their creative output, as they are able to bring a unique perspective to their work.

Moreover, observing patterns can be a valuable tool for generating new ideas and fostering creativity. By recognizing and then either following or breaking patterns, creative individuals are able to think outside the box and come up with innovative solutions. For those studying a Master of Business Administration, this ability to observe and create can be a valuable asset in the business world, as it allows them to generate fresh ideas and stay ahead of the curve.

### **9.1 COMBINING AND RECOMBINING**

Fusion is a process of combining two or more things to create something new and innovative. In the realm of music, fusion is a popular method used to merge various styles and genres. This has resulted in the creation of numerous fusion musical genres worldwide. The concept of fusion can be likened to the birth of a new baby. Just like a newborn child, a fusion product carries the traits of its parent components but is a distinct entity on its own.

However, one cannot randomly combine two different things to create something new. It requires a special skill to identify the common thread that ties them together to create a beautiful and unique result. Although it is mostly done in an intuitive manner, there is a method to this process. By studying some examples of fusion, we can learn ways to amalgamate different things and produce a new, valuable outcome.

As a student pursuing a Master of Business Administration, this concept of fusion can be applied to the business world as well. In today's rapidly changing and competitive market, businesses need to innovate and create new products and services to stay ahead of the competition. By taking inspiration from fusion, businesses can merge different ideas, technologies, and strategies to create something new and valuable. This process requires careful consideration and analysis to identify the common thread that ties them together and

create a unique outcome that meets the needs of the market.

## **9.2 COMPLEMENT**

The concept of bringing two or more things together that enhance each other is a powerful tool in creating something new and innovative. A prime example of this is the Indian classical music tradition of Jugalbandi. Jugalbandi means tying together two performers in a playful competition, where a vocalist and an instrumentalist challenge each other to showcase their skills while playing the same notes. In this process, they complement each other's music and bring out the best in each other.

Another example of this is the art of calligraphy, where the simple act of writing is combined with art to create visually appealing messages. Calligraphy is not just about knowing how to write a language, but also about knowing how to create beautiful and artistic strokes that enhance the written message.

As a Master of Business Administration student, it is crucial to apply this concept of fusion in the business world. By bringing together two or more elements that complement each other, businesses can create new and innovative products or services. This process requires careful consideration and analysis to identify the elements that can enhance the existing product or service. For instance, businesses can add a beautiful font to their product packaging, or include a background score in their advertisements to create a more memorable and appealing experience for their customers.

In conclusion, the concept of fusion is a powerful tool that can be applied to a wide range of fields, including music, art, and business. By bringing together elements that complement each other, we can create something new and innovative that enhances the existing product or service.

## **9.3 LOOK FOR SHARED ELEMENTS**

Spotting common elements between two forms is often the starting point for creative integration. For example, in the world of dance, Kathak is one of the eight classical dance forms of India, while Flamenco is a folk dance performed by Spanish gypsies. Although the origins

of these dance forms differ, one obvious similarity is the intricate footwork, either in rhythm or in contrast to the music. This similarity lends itself beautifully to a visually spectacular fusion of the two art forms.

Similarly, in the world of music, collaborations between the Hindustani and Carnatic forms of Indian music are a great example of fusion. These two forms are popular in different parts of India and are offshoots of a common Indian music system that existed before the 13th century. While the Hindustani form was influenced by Persian music, the Carnatic form was influenced by the Bhakti Movement. Both forms lay emphasis on swaras (the twelve notes) and tala (the rhythmic cycles) and have a similar classification system based on musical templates called ragas. The primary difference between them lies in the ways the ragas are classified, and in the emphasis laid on the microtones in the Carnatic form.

Fusion can also be applied to sounds and design, best exemplified by the development of new musical instruments. For instance, Niladri Kumar, an Indian classical musician, created the zitar, which is a modified version of the sitar but with fewer frets. By reducing the number of strings to five and adding an electric pick, this instrument produces a sound that doesn't drown out other sounds during performances and sounds more like a guitar.

As a Master of Business Administration student, the concept of fusion is highly relevant when it comes to innovation and product development. The key is to identify common elements between two or more products, services, or ideas and leverage them to create something new and innovative. This process requires careful analysis and experimentation to identify the elements that can be combined effectively. By doing so, businesses can create products that meet the needs of their customers better and stay ahead of the competition.

#### **9.4 COMBINE THE CONTRASTS**

Exploring the fusion of different art forms can also provide valuable insights into the world of business. The fusion of Indian and Western music can be seen as an example of the benefits of diversification and collaboration. By combining two fundamentally different styles, musicians were able to create something new and unique that appealed to a broader audience. This approach can be applied to the business world, where companies can benefit from collaborating

with others from different backgrounds or industries to create new products or services that offer a unique value proposition to consumers.

The example of Shakti, a fusion band consisting of musicians from different cultural backgrounds, also highlights the importance of improvisation in both music and business. In music, improvisation is about being able to adapt to unexpected situations and respond creatively in the moment. In business, improvisation is about being able to adapt to changes in the market or unexpected challenges. By embracing improvisation, businesses can become more agile and better able to respond to changing circumstances.

Finally, the example of the zitar, a modified version of the sitar developed by Niladri Kumar, also illustrates the importance of innovation in both music and business. By making changes to the traditional sitar, Kumar was able to create an instrument with a unique sound that filled a gap in the market. In business, innovation is key to staying competitive and meeting the needs of consumers. By constantly innovating and adapting, businesses can stay ahead of the curve and maintain their position in the market.

Overall, the fusion of different art forms offers valuable insights into the world of business, highlighting the benefits of collaboration, improvisation, and innovation.

### **9.5 BRING TOGETHER THE UNRELATED**

Fusion can occur when two seemingly different domains combine to create something unique and innovative. For instance, AR Rahman, a renowned musician and composer, has revolutionized the Indian film music industry by incorporating technology and electronic sounds. He is known for refining synthesized sounds, creating extraordinary compositions with the effective use of instruments and technology. This approach has influenced many contemporary music composers, who now follow his path.

Similarly, the vigil idiot, Sahil Rizwan, combined his talent for doodling with his funny film reviews to create a popular website called [thevigilidiot.com](http://thevigilidiot.com).

His creative genius has found a large and welcoming audience in the digital space.

Seema Bhargav, a well-known actor and theater personality, undertook an intriguing experiment by combining two things she enjoyed doing the most: cooking and acting. She created an edible play in which she cooked a dish while performing on stage. The stage was set up as a kitchen, and the audience got to eat what she cooked after the performance.

The 13th-century poet and musician Amir Khosrow is famous for his poetic riddles that combined languages and wordplay in a delightful way. One of his compositions, for example, combined Persian and Hindvi to create a small poetic riddle. These creative examples of fusion demonstrate how combining two or more domains can result in innovative and unique outcomes.

## **9.6 DECONSTRUCT, THEN RECONSTRUCT**

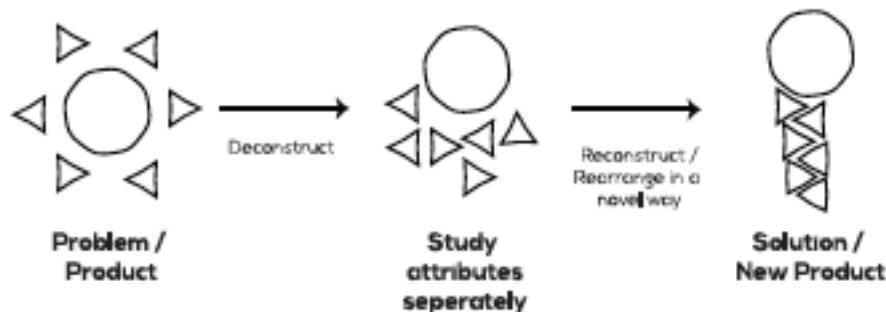
In business, innovation is crucial to success, but it can be difficult to achieve. One way to foster innovation is to break down complex problems into their constituent parts and analyze each element independently. This process, known as attribute analysis, can reveal insights into how individual components of a system interact and can be recombined in new and innovative ways.

A successful example of this approach can be seen in the music industry, where music producer Rohail Hyatt created the popular Coke Studio Pakistan, a fusion of various musical elements from different genres and regions. Hyatt began by studying the individual elements that would make up his final product, such as the sounds, lyrics and poetry, musical influences, and musical genres. He then combined these elements in innovative ways, often by finding non-obvious reasons for pairing seemingly disparate elements together.

By breaking down traditional barriers between musical genres and styles, Hyatt was able to create something entirely new and unique that resonated with audiences and challenged their preconceived notions about what constituted good music. In doing so, he was able to tap into new markets and reach new audiences, much like how a business that can successfully innovate and create new products or services can gain a competitive edge in the market.

In business, attribute analysis can be a valuable tool for identifying opportunities for innovation and growth. By breaking down complex systems or problems into their constituent parts and analyzing each element independently, business leaders can gain a deeper understanding of

how these parts interact and identify new and innovative ways to recombine them. This process can lead to breakthrough innovations that drive growth and help businesses stay ahead of the competition.



**Figure 9.1 Demonstration of Deconstruct & Reconstruct Theory**

## **9.7 ATTRIBUTE ANALYSIS**

As a Master of Business Administration (MBA) student, you will be exposed to various problem-solving techniques that can help you approach complex business challenges. One such technique is attribute analysis.

Attribute analysis is a technique that can be used to foster creativity and innovation when it comes to designing a workspace or office environment. The process involves breaking down a problem or area into its component parts or attributes and analyzing the potential value of each element.

For example, when designing an office, you must consider various elements such as lighting, desk design, and ergonomic seating. By analyzing each of these elements individually, you can create an optimal workspace that maximizes productivity and employee satisfaction.

Without taking a thoughtful and deliberate approach to attribute analysis, you may end up with a workspace that is less than optimal, leading to decreased productivity and morale. In business, it is essential to consider every aspect of a problem or situation to achieve the best possible outcome. By using attribute analysis, you can break down complex issues into manageable parts and create innovative solutions that improve your business's overall performance.

## **9.8 SUMMARY**

- To use Fusion as a technique for creativity:
- Try to add elements to your output that would complement or enhance it
- Try to combine things that have some common elements
- Remember that extremes or contrasts can add up beautifully sometimes
- Take risks to combine two totally unrelated domains
- Deconstruct and then reconstruct in a novel way

## **9.9 KEYWORDS**

Fusion Music: Music genre for 2 or more music forms are combined

Attribute Analysis: Identifying different elements or components that make up a thing and exploring how they fit with each other

## **9.10 REVIEW QUESTIONS**

1. Explain the 4 ways of combining using some examples
2. What is attribute analysis and which technique of creativity is it useful for?

# UNIT 10: WHOLE BRAIN CREATIVITY

## CONTENT:

- *Objectives*

*Introduction*

**10.1 Arousing the creative ‘whole brain’**

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**10.7 Review Questions**

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## OBJECTIVES

- Enumerate the differences between left and Right mode functioning
- Explain why right brain is important for creativity
- Discuss why and how upside down can be great technique to arouse our right brain

## **INTRODUCTION**

I found I could say things with color and shapes that I couldn't say any other way — things I had no words for ~Georgia O'Keeffe

As human beings, our fascination with drawing begins at a young age, and as we grow, our doodles start to take shape and resemble the things we see around us. Despite the fact that people from all over the world draw common objects in a similar manner, such as houses, trees, and the sun, each individual's drawing is unique and represents their personal creative expression of how they perceive these things. This uniqueness of drawing, in its duality of being both universal and personal, provides insight into how creativity works.

Many successful artists and creative people possess visual awareness and actively seek inspiration in their surroundings. They see things differently and interpret them in a unique way, which often forms the foundation for their creativity. Drawing is an art form that allows individuals to visualize and interpret things differently, as it involves techniques that enable the artist to convey their interpretation of the object being drawn.

From a business perspective, this notion of seeing things differently and interpreting them in a unique way is crucial for success. In the competitive landscape of the business world, creativity and innovation are key components of successful entrepreneurship. An entrepreneur who possesses the ability to interpret a problem or market need differently and develop a creative solution will be more likely to succeed in the long term.

Therefore, as a Master of Business Administration student, it is essential to develop creative thinking skills and incorporate them into your problem-solving process. By being able to see things differently and interpret them in a unique way, you will be better equipped to develop innovative solutions and gain a competitive advantage in the business world.

## **10.1 AROUSING THE CREATIVE ‘WHOLE-BRAIN’**

The human mind operates in various modes, each with different approaches to thinking and unique strengths. Unfortunately, the way our world has evolved has led us to overuse the rational problem-solving mode while neglecting the freer, more liberal expression mode. This

is where drawing comes into play, as it promotes a more comprehensive, "whole-brained" way of thinking.

According to the English art critic John Ruskin, the art of drawing is of greater importance to the human race than writing and should be taught to every child. Drawing can be seen as a powerful tool for developing creative thinking skills, which are vital in the business world. In today's competitive landscape, businesses must be innovative and constantly seek new and creative solutions to problems.

By incorporating drawing into their problem-solving processes, business leaders can tap into their creativity and approach challenges in a more comprehensive way. Drawing can help individuals to explore new perspectives, visualize complex problems, and generate new ideas. Additionally, it can serve as a powerful communication tool for conveying ideas and solutions to others.

As an MBA student, it is crucial to develop a whole-brained way of thinking that incorporates both rational problem-solving and freer, more liberal expression modes. Drawing is an excellent tool for achieving this, as it allows individuals to tap into their creativity and approach problems from a more comprehensive perspective. By developing these skills, MBA students can become more innovative and effective leaders in the business world.

## **10.2 THE LEFT & RIGHT AND THE UPSIDE DOWN**

The human brain operates in various modes, each with different strengths and approaches to thinking. One mode is the rational problem-solving mode, which we tend to overuse, while ignoring the freer, more liberal expression mode. The art of drawing brings to the fore a comprehensive, 'whole-brained' way of thinking. The theory of the dominance of one hemisphere gained popularity after Roger W. Sperry's "split-brain" research, where he concluded that our brains function with two separate streams of consciousness. The left hemisphere deals more with facts, logic and rationalizing, numbering, and categorizing. The right is more intuitive, preferring visualizing and getting the bigger picture of any situation. However, this was a facile interpretation of Sperry's experiments. The functioning of the brain is much more complicated. It is true that the two hemispheres have different modes of operation, but both halves are capable of independently directing us. When we are dealing with

a particular situation or problem, one of the halves takes the lead and dominates the viewing, analysis, and development of a solution. But the two hemispheres are silently and subconsciously collaborating when we are doing any task. And this is why a normal, average individual is “whole-brained,” not left- or right-brained. The complex connections, collaboration, and interplay between the two distinct halves in each individual help them think and be the unique person that they are.

### **10.3 RIGHT IS UNDERUTILIZED?**

The human brain can function in two different modes: the R-mode and the L-mode. Psychiatrist and author Iain McGilchrist explains that the R-mode is responsible for big-picture thinking and visualizing, while the L-mode is more focused on facts, logic, and rationalizing. McGilchrist uses the example of a bird to illustrate this difference: the bird uses its L-mode vision to look for seeds and focus closely on details, while at the same time using its R-mode vision to scout for dangers and predators.

However, can one mode dominate the other due to conditioning, and can training help us use one mode better than the other? Art teacher and researcher Betty Edwards suggests that training can help reduce the dominance of the left brain and allow the right brain to take control of perception and thought. In a drawing exercise, Edwards asks her students to draw two sets of drawings of the same objects.

The first set is drawn without any prior instruction, while the second set is drawn a few weeks into the course after receiving instruction. The difference in the two sets is remarkable, and one student remarks on his progress, stating that he now seems to be looking at things differently and thinking differently.

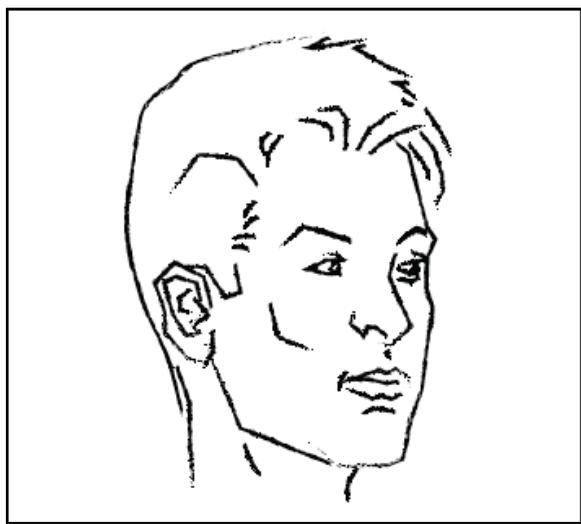
In the context of business, the ability to think creatively and see things from different perspectives can be a valuable asset. By reducing the dominance of the left brain through training and instruction, individuals can enhance their creative thinking abilities and become more effective problem-solvers.

This can lead to more innovative solutions, greater adaptability to changing business environments, and a competitive edge in the marketplace.

## **10.4 THE POWER OF UPSIDE DOWN**

Betty Edwards, an art teacher, conducted an experiment to demonstrate the difference between the left and right modes of the brain, which can be beneficial in enhancing creativity. The left mode of the brain is responsible for recognizing and naming things. However, this can limit our ability to see things differently and thus hinder creativity. For instance, when drawing a person's face, preconceived notions of what a nose should look like may creep in and dictate what we draw, leading to an inaccurate representation.

To overcome this limitation, Edwards came up with an exercise called "upside-down drawing." The idea behind this exercise is to shift the brain mode and allow the right mode of the brain to take control of perception and thought. When drawing upside down, the left mode of the brain is switched off, and the focus is only on copying the lines and angles, which helps in preventing any attempts to identify what is being drawn. This exercise has been found to be beneficial in enhancing creativity, and even a few days of training can reduce the dominance of the left brain and allow the right brain to take control of perception and thought. The exercise helps in training the brain to see things differently and to be more creative, which can be a valuable asset for MBA students in various fields such as marketing, innovation, and problem-solving.



But copying it becomes so much easier when it is turned upside down. You could go ahead and try doing it both ways and see the difference



As a Master of Business Administration student, you may wonder why creativity is important in the business world. While business has often been viewed as a rational and analytical field, creativity plays a crucial role in driving innovation and solving complex problems.

However, the default mode of thinking and functioning in our education systems can hinder our ability to think creatively. Sir Ken Robinson, an educationist, points out that school systems worldwide prioritize subjects like mathematics and languages, while relegating the arts to the bottom of the hierarchy. This mindset can lead us to view academic ability as the only form of intelligence, undervaluing the importance of creativity and stifling its development. Betty Edwards' upside-down drawing exercise demonstrates that we can train ourselves to break free from this default mode of thinking and use both hemispheres of our brain effectively. By learning to utilize both styles and approaches, we can become more creatively productive and better equipped to tackle complex problems in the business world.

Therefore, it is important for MBA students to recognize the value of creativity in business and actively work to develop this skill through exercises like the upside-down drawing. By doing so, they can become more well-rounded business professionals and make valuable contributions to their organizations.

As a Master of Business Administration (MBA) student, it's important to recognize that creativity and innovation play a critical role in the success of businesses today. However, our traditional education systems and work cultures tend to prioritize left-brain thinking, which is

more analytical and logical, while neglecting the importance of right-brain thinking, which is more creative and intuitive.

Betty Edwards' upside-down drawing exercise provides a way to tap into our right-brain thinking and enhance our creative productivity. By learning to use both left and right brain styles and approaches, we can become more effective problem solvers and generate innovative ideas.

In his book, *A Whole New Mind*, Daniel Pink argues that in today's conceptual age, creativity is essential for innovation and success. As we shift from the industrial age to the information age, and now to the conceptual age, high-concept aptitudes like design are becoming increasingly important. Consumers today are not just looking for functional products but also for aesthetically pleasing ones. Steve Jobs' success with Apple products is a testament to this.

The power of perspective is also critical to creativity and innovation. By turning things upside down, we can challenge our preconceived notions and approach problems from a different angle. For example, Stuart McArthur's universal corrective map challenges the convention of representing the North as up and the South as down. This North-South bias can lead to biased thinking and negatively affect the perception of certain regions. By changing our perspective, we can broaden our understanding of the world and generate new ideas.

As MBA students, it's important to recognize the value of creativity and innovation in today's business world. By embracing both left and right brain thinking and challenging our perspectives, we can develop a more well-rounded approach to problem-solving and generate innovative solutions for the challenges we face.

## **10.5 SUMMARY**

- Our brain is capable of functioning in two different modes when it comes to thinking and doing things.
- Both these modes are different from each other and usually they both are collaborating.
- The world and our education systems generally favor L-mode thinking which focuses more on logic, analysis, and facts.

- To be more creative we must be open to, and train ourselves to using our R-mode, which is about seeing the big picture, recognizing connections etc.
- Upside down drawings are a proof of our ability to train ourselves to switch off our L-mode.
- The Upside-Down technique for creativity offers us an efficient tool for changing perspective and seeing things differently.

## **10.6 KEY WORDS**

Whole Brain Creativity- Using both the analytical, logical and the imaginative, intuitive brain modes for creating

Left -Brain- Mode – The mode of functioning of the brain that deals with facts, logic and rationalizing, numbering, and categorizing.

Right- Brain-Mode- The mode of functioning of the brain that deals with visualizing, getting the bigger picture of any situation

## **10.7 REVIEW QUESTIONS**

Q1. Why do you think whole brained creators will be most effective in the future?

Q2. How does turning things upside help in-

- a) Encouraging whole Brain creativity
- b) Giving a new perspective about a situation or a problem?

## **10.8 FURTHER READING**

The Divided Brain- by Iain Mcgilchrist

# UNIT 11: VISUALIZATION

## CONTENT:

- ***Objectives***

***Introduction***

***11.1 Visualization for Creativity***

***11.2 The Visual Language***

***11.3 Analog Drawings***

***11.4 Guided Imagery and Analog Drawings***

***11.5 Summary***

***11.6 Keywords***

***11.5 Review Questions***

***11.6 Further Reading***

## OBJECTIVES

- Explain why it is important to visualize ideas
- Draw Emotion, Person and Problem Analog drawings
- Compare guided imagery technique to Problem analog drawing

## **INTRODUCTION**

In the world of business, creativity and innovation are highly valued skills that can set companies apart from their competitors. However, many people tend to rely solely on logical and analytical thinking, neglecting the power of creative thinking. This is where the concept of analog drawing can be particularly useful.

Analog drawing is a technique that encourages individuals to tap into their visual and intuitive abilities by drawing freely and without judgement. By doing so, individuals can access the emotional and creative parts of their psyche, allowing them to generate unique and innovative ideas.

This technique is especially important in the context of MBA programs, where students are trained to analyze data and develop strategies based on logic and reason. However, to be truly successful in the business world, it is also important to be able to think creatively and outside the box. By incorporating analog drawing into their learning and problem-solving processes, MBA students can develop their creative abilities and gain a competitive edge in their future careers.

Moreover, visual thinking can be a powerful tool for communicating ideas and strategies. In business, it is important to be able to convey complex concepts in a simple and engaging manner, and visual aids such as diagrams, charts, and infographics can be incredibly effective in achieving this. By practicing analog drawing and other visual thinking techniques, MBA students can become more adept at communicating their ideas visually and gaining buy-in from stakeholders.

In summary, analog drawing is a technique that can help MBA students enhance their creativity, develop their visual thinking skills, and improve their ability to communicate complex ideas.

By incorporating this technique into their learning and problem-solving processes, MBA students can gain a competitive edge in the business world and achieve greater success in their careers.

## **11.1 VISUALIZATION FOR CREATIVITY**

Visualization is the process of forming mental images in our minds. Each individual has their own unique interpretation of the world around us, and this personal perspective is key to visualization. Betty Edwards, in her book *Drawing on the Artist Within*, explains that visualization goes beyond simple observation and requires a metaphoric and analogic way of thinking. It involves seeing objects in a new light and conjuring mental images based on past experiences and memories.

Visualization is also an essential component of the creative process. It can be the conception of something new or innovative, leading to the breakthrough moment. The "Aha!" moment of sudden discovery or insight is often the result of successful visualization.

The concept of mental imagery for scientific breakthroughs was first introduced by 19th-century physicist John Tyndall. He believed that mental imagery played a crucial role in the invention process. For example, he used Newton's theory of gravitation as an example of successful visualization. Newton's imagined image of the moon falling onto the earth after an apple fell on him was the starting point for his development of the law of gravity.

Understanding visualization and its role in the creative and innovative processes can be valuable for MBA students. Visualization can help generate new ideas and solutions to business challenges, making it an important tool for success in the business world.

## **11.2 THE VISUAL LANGUAGE**

The ability to capture a great mind thinking about the next big idea is something we all wish we could do. It is fascinating to consider what was going through Newton's mind after the apple fell or if Beethoven could see the music he created. Expressing something that we don't see requires a language, a systematic method of communication.

Drawing is perhaps the closest we can get to expressing abstract ideas in a physical form. It is the language that the right brain speaks and understands. While we often emphasize the importance of teaching children different languages, we do not typically think of drawing as an essential skill for all children to possess.

Drawing is referred to as the “language of thought” by Betty Edwards. She believes that the capability for a visual language useful for accessing the R-mode of the brain exists in the human brain. She also states that drawing fulfills the criteria for being a language. It can be learned by everyone and requires only simple motor skills. Drawing is the “silent twin to reading,” and simple lines are to drawing what the alphabet is to verbal language—the simplest basic unit.

Edwards also notes that drawing could be a valuable language if it could be captured and translated into words, allowing it to be transferred to the left brain to read, interpret, and act upon. However, it is not an easy task as not everything in visual language can be expressed in words. Nevertheless, drawing (not painting) is currently the best bet for a parallel, non-verbal language.

### **11.3 ANALOG DRAWINGS**

The ability to express abstract ideas in a tangible form is essential in many fields, including business. One method of communication that allows for this is drawing. Betty Edwards, in her book, refers to drawing as the "language of thought," which can be used to access the right brain and express insights that are not easily put into words.

Drawing can be learned by anyone, as it requires only simple motor skills and can be learned at any age. Edwards argues that drawing fulfills the criteria for being a language, with simple lines being the equivalent of the alphabet in verbal language.

Edwards introduces the Drawing Analog technique as a tool to capture right-brain insights. One exercise involves drawing emotions using only lines, which proves the universality of drawing as a language. Emotions are similarly felt by all human beings and, hence, similarly expressed in the drawings.

Another exercise involves drawing portrait analogs, which involves drawing people using lines and shapes based on how one sees them, not the way they look.

This technique allows for new insights into a person's persona to emerge and can be tagged

with words to allow the left brain to access and interpret the insights.

In the business world, drawing can be a valuable tool for brainstorming and problem-solving, as it allows for ideas to be expressed visually and can lead to new insights and solutions. As such, drawing should be considered an essential skill for all individuals, including those studying for a Master of Business Administration.

Betty Edwards, an expert in art and drawing, suggests a unique technique called "analog drawings" that can be applied not only to emotions and portraits but also to problems. As an MBA student, you will face many problems and challenges in your coursework and future career, and this technique can help you approach them in a holistic and creative manner.

To begin, the analog drawing exercise for a problem requires three key elements: totality/integrity, harmony, and clarity. Totality means creating a boundary on the paper that separates the problem from its extraneous surroundings. This helps us to focus on the problem itself and think of it in the right context and frame.

Harmony involves viewing the problem as a whole, as the sum of its parts. By considering the various facets of the problem, we gain a holistic view and can identify subtle interactions between its different aspects. This approach can help us identify multiple solutions for the problem and choose the one that works the best.

Clarity involves focusing solely on the problem and nothing else. By directing our attention like a beam of light towards the problem, we can achieve a moment where only the problem is visible, with nothing else interfering with our understanding of it.

It's important to note that the problem for the exercise should be one that affects or benefits you, and it's recommended to avoid naming the problem at the outset. Instead, the definition of the problem should emerge only after the analog drawing is complete. Overall, Betty Edwards' analog drawing technique can be a powerful tool for MBA students to approach problems in a creative and holistic manner, allowing for multiple solutions to emerge and encouraging a deeper understanding of the problem at hand.

Betty Edwards' analog drawing technique can be a powerful tool for MBAs to unlock their right-brain potential, which is essential for creativity. This technique involves drawing analogs of emotions, portraits, and even problems, in order to gain new insights and perspectives.

To create a complete and total analog, it's important to draw a boundary around the problem and view it in the right context. The holistic approach helps to capture the entirety of the problem and its multiple, breakable parts. To ensure clarity and focus, it's important to refrain from naming the problem at the outset and to look for any new information that emerges from the drawing.

After completing the drawing, it's recommended to capture it in words and try viewing it upside down or from another perspective to gain a new and different understanding of the problem. This is similar to the reframing tool, which helps in problem-solving by structuring the problem using the power of opposites.

Drawing analogs is not limited to artists or painters. It can be a useful tool for writers, inventors, and MBAs who need to creatively visualize and communicate complex ideas. By tapping into the power of the right brain, we can unlock our potential for creativity and gain new perspectives on old problems.

#### **11.4 GUIDED IMAGERY AND ANALOG DRAWINGS**

The Problem-Analog-Drawing technique shares some similarities with Guided Imagery, which is a popular visualization technique used in psychotherapy, meditation, and sports. In Guided Imagery, an individual is guided through the process of producing mental images through real experiences, perceptions, memories, or fantasies. The process involves four steps: image generation, image maintenance, image inspection, and image transformation.

The image generation step involves creating mental images using various techniques. The images need to be sustained, which is where image maintenance comes in. Attention control and meditation can help to sustain the image, which is then thoroughly studied during image inspection. The subject inspects the image from all possible aspects, which is similar to examining an analog drawing from all angles.

The transformation step involves changing the images under the guidance of the practitioner, from negative to positive feelings, from suffering to coping, and so on. Similarly, in problem-analog drawing, we deeply examine the problem and capture it in an analog drawing, which serves as a mental photograph. Turning the analog drawing upside down can help reveal solutions to the problem.

Both techniques help in unlocking the potential of the right brain and are useful for promoting creativity. Many individuals, including writers and inventors, use visualization techniques to develop their ideas and bring them to life. Therefore, understanding these techniques can be beneficial for individuals pursuing a Master of Business Administration degree, as they can help with problem-solving and creative thinking in the business world.

## **11.5 SUMMARY**

- Drawing is a language that everyone understands and can learn
- Drawing is a wonderful way to switch our thinking from the left to the right brain
- The techniques of Analog Drawing and Guided Imagery enable expression in a visual language – giving us a framework to draw upon our right brain to understand emotions and think out of the box.
- It is not just visual art forms; any creative activity can use drawing as a tool to enhance creativity.

## **11.6 KEYWORDS**

Visualization - Ability to think in images

Analog Drawing - Freely drawn image to express emotions and feelings

Guided Imagery- Technique for motivation and relaxation which involves visualizing positive images

## **11.5 REVIEW QUESTIONS**

1. Why can drawing be considered as a language for the right brain?

2. Analyze this Problem Analog titled “Good and Bad marriage”. Why do you think it is important to tag analog drawings with words?

## **11.6 FURTHER READING**

Drawing on the Artist Within- Book by Betty Edwards

# UNIT 12: LESSONS OF CREATIVITY FROM WRITING

## **CONTENT:**

- *Objectives*

*Introduction*

***12.1 Lessons of Creativity from Writing***

***12.2 Use of Stream of consciousness by writers***

***12.3 Morning Pages***

***12.4 Other mind freeing techniques***

***12.5 Summary***

***12.6 Keywords***

***12.7 Review Questions***

## **OBJECTIVES**

- Enumerate the technique that we can learn from writer for creating
- Define Stream of Consciousness
- Discuss other mind freeing techniques that writers use

## **INTRODUCTION**

In the world of business, creativity is a crucial skill that can help professionals come up with innovative solutions to complex problems. One technique that writers use to tap into their creativity is the "stream of consciousness" method, which involves letting one's thoughts flow freely without judgment or censorship.

In the context of business, this technique can be thought of as a form of meditation that allows individuals to access their subconscious mind and tap into their own experiences, memories, and emotions. By doing so, they can generate fresh ideas and insights that may not have been accessible through more traditional methods of problem-solving.

As a Master of Business Administration student, you may find the stream of consciousness technique useful in your coursework and future career. By learning to quiet your mind and allow your thoughts to flow freely, you can access your innate creativity and develop new and innovative solutions to the challenges you will face in the business world.

## **12.1 LESSONS OF CREATIVITY FROM WRITING**

"You can make anything by writing." ~ C.S. Lewis

Writing is a powerful medium for creating imaginative worlds and compelling stories. One renowned writer is C.S. Lewis, who created the beloved fantasy series, The Chronicles of Narnia. Lewis's ability to conjure up vivid characters, settings, and situations was fueled by his use of the "stream of consciousness" technique, which allows the writer to access their deepest thoughts and ideas.

Writers possess a unique way of thinking about concepts, characters, and scenarios, often resulting in compelling storytelling that ignites the imagination. They use techniques such as empathy and immersion to understand and bring to life their characters and their experiences.

However, writing is not without its challenges, as even the most accomplished writers experience writer's block - a mental obstacle that can halt the creative process. Overcoming

writer's block requires using techniques such as brainstorming and creative exercises to overcome the obstacle and continue with the creative process.

One technique that writers often employ is adding a twist to their stories. This unexpected element adds a level of surprise or awe to the reader's experience and makes the story more appealing and successful. In the world of business, the ability to add a unique twist to a project or idea can help differentiate it from the competition and make it more successful.

In conclusion, writing is a powerful tool for creativity, and writers use various techniques to tap into their imagination and overcome challenges. As an MBA student, understanding these techniques can help you apply them in your professional life to enhance your creativity and achieve success.

## **12.2 USE OF STREAM OF CONSCIOUSNESS BY WRITERS**

Writing is an art form that has the power to unlock the creative potential of our minds. However, our minds can often be limited by rules, procedures, and clichés, which can hinder our ability to generate fresh ideas. To overcome this challenge, writers often use a technique known as the "stream of consciousness."

The stream of consciousness is the continuous flow of thoughts, emotions, and memories that occur in our minds. This technique involves being aware of this flow of mental events and paying attention to them one at a time. It is similar to meditation, but it involves being mindful while awake. The stream of consciousness technique originated from Buddhist philosophy, and the term was coined by William James, an American psychologist.

In the early 20th century, writers began to realize the potential of this technique, using it to enter the minds of their characters and write their thoughts as they appear.

This technique helps writers express themselves in a disjointed way, allowing them to skip randomly from one topic to another without a rigid template. It is a way to avoid the trap of a

standard set of assumptions that confines expression to set patterns.

Julia Cameron, an American writer, teacher, and author of the book *The Artist's Way*, uses a technique called "morning pages." This technique involves using the stream of consciousness to teach creativity. By writing three pages of stream of consciousness first thing in the morning, individuals can tap into their innermost thoughts and emotions, allowing them to free their minds and generate fresh ideas.

The stream of consciousness technique can be useful for MBA students, as it encourages them to think beyond established rules and procedures, enabling them to develop creative solutions to business challenges. By embracing the stream of consciousness technique, MBA students can unlock their full creative potential and become better problem solvers.

### **12.3 MORNING PAGES**

Stream-of-consciousness writing is a powerful tool that writers and creative thinkers use to unleash their creativity and unlock new insights. This technique can also be useful for MBA students who want to enhance their creativity and problem-solving skills.

To get started with stream-of-consciousness writing, you can choose a broad topic that you're interested in or a problem that you're trying to solve. It's important to allocate time and space for writing and have easy access to your writing tools, whether it's a notebook and pen or a computer. The key to this technique is to write without inhibitions or fear of making mistakes. It doesn't matter if your writing seems disjointed, meaningless, or nonsensical. The goal is to capture all your thoughts and ideas, without censoring or filtering them.

After you've completed your writing, it's important to step back and read it later with fresh eyes. This can help you uncover interesting insights and connections that may not have been immediately apparent. It's also helpful to reflect on your writing and use it as a starting point for further exploration and analysis.

Stream-of-consciousness writing can help you break free from your usual patterns of thinking and generate new ideas and solutions. By using this technique regularly, you can enhance your creativity and expand your perspective, which can be invaluable for MBA students looking to tackle complex business challenges.

## **12.4 OTHER MIND FREEING TECHNIQUES**

The mind-freeing technique of stream-of-consciousness writing can also be observed in other creative spheres, such as painting, choreographing, and music. In painting, artists often start with a blank canvas and let their instincts guide their use of colors and ideas, leading to fresh perspectives and approaches. Similarly, in choreographing a dance, dancers freely execute whatever moves come to their mind, without worrying about fitting into a pattern. And in music, musicians have casual jam sessions where they just go with the flow.

This technique allows us to make deep intuitive connections with our innermost thoughts and feelings, tapping into the part of the brain involved in daydreaming and fantasy for creative expression. By breaking free of the restrictive controls of our analytical minds, we can reach a zone of thinking in images and feelings, resulting in radical new ideas that differ from standard solutions.

Even Nikola Tesla, one of the greatest inventors of all time, seemed to have used this technique by letting ideas incubate in his mind at a subconscious level. This approach can be useful in the business world, where creativity and innovation are highly valued, as it allows individuals to explore new ideas and perspectives beyond the usual templates and procedures.

## **12.5 SUMMARY**

- Let the mind wander but make sure you follow it to where it leads
- Behind the maze of thoughts, lies a beautiful insight

## **12.6 KEYWORDS**

Stream of Consciousness- A narrative technique that utilizes the writer's inner monologue

## **12.7 REVIEW QUESTIONS**

Q1. Why do you think “morning pages” is a good exercise for creativity? Can it be used by other creative artists besides writers? How?

Q2. What is the likely origin of the stream of consciousness technique?

# UNIT 13: CREATIVITY THROUGH EMPATHY

## CONTENT:

- *Objectives*

**13.1 Characterization**

**13.2 Extreme Characterization**

**13.3 Summary**

**13.4 Keywords**

**13.5 Review Questions**

**13.6 Further Readings**

## OBJECTIVES

- Enumerate the technique that we can learn from writer for creating
- Define Empathy
- Describe the process of characterization
- Explain how extreme characterization can help in creating

### **13.1 CHARACTERIZATION**

As a writer, it's essential to create characters that are realistic and relatable to readers. This process is known as characterization. To effectively describe a character's speech, actions, thoughts, and behavior, a writer must delve deep into the character's psyche.

The key to creating compelling characters is empathy, which involves not only understanding but also experiencing a character's innermost thoughts, desires, and emotions. By empathizing with a character, we can gain insight into their worldview, reactions, and needs. This understanding allows writers to create nuanced and multifaceted characters that are not only believable but also resonate with readers.

Empathy is an important skill in business as well. In today's globalized world, business leaders need to empathize with their colleagues, customers, and stakeholders from diverse backgrounds to understand their needs and perspectives. By putting themselves in other people's shoes, business professionals can develop more effective communication strategies, build stronger relationships, and ultimately drive business success.

The ability to develop relatable and realistic characters is a crucial skill for writers. To create such characters, writers often use a literary device called characterization, which involves immersing themselves in the character's mind and life to understand their deepest insights, desires, and passions. Empathy is at the heart of this process, allowing writers to understand why a character sees the world the way they do and what their needs are.

Psychologist John Wakefield suggests that empathy with oneself is an important factor in artistic expression. By acknowledging and understanding one's own turmoil and tensions, artists can define the artistic problem and create relatable characters. William Faulkner's character, Caddy, from "The Sound and the Fury" was created out of his own empathy for a beautiful and tragic little girl, as he had never had a sister and lost his daughter in infancy.

Creating characters from one's imagination is rare, and characters often emerge from either empathy with oneself or by immersing oneself in new environments. For example, Dominique Lapierre stayed in the slums of Kolkata for months before writing "City of Joy."

When creating characters, writers start by identifying the basics, such as name, age, income, appearance, and ethnicity. They then add details such as hobbies, lifestyle, and more to understand the character better. By completing statements such as "I wish... I like... If only...", writers can gain new insights and ideas on the character's behavior, feelings, and needs. This technique helps writers create relatable and realistic characters that readers can connect with.

Characterization and empathy are not only applicable in writing but can also be used in other fields such as design and innovation. For instance, IDEO, a leading innovation and design company, uses a technique called "design thinking," which involves considering the user's perspective when developing innovative products, services, and designs that meet their needs and desires.

To develop a deep understanding of the user's needs, IDEO employs empathy by observing user behavior or putting themselves in the user's shoes. This approach has enabled IDEO to design hundreds of products, including the first mouse for Apple, stand-up toothpaste tubes, and improved shopping carts.

The designer's process of creating a prototype is similar to the writer's process of creating a draft. Both involve getting under the skin of the character or user, imagining their world, understanding their core wishes, fears, passions, drives, and innermost thoughts, and using that knowledge to develop a solution that meets their needs.

However, the challenge in using empathy for creativity lies in identifying problems or needs that the user may not be aware of, which requires a deep understanding of the user and their behavior.

## **13.2 EXTREME CHARACTERIZATION**

One crucial aspect of characterization is creating unique and distinct characters that stand out from the ordinary. This is also important in empathetic design, where designers seek to understand the needs and desires of extreme users to develop innovative products. By exploring the case of extreme users, designers can identify problems and develop solutions that benefit a wider range of users.

For example, when designing a mobile phone for the elderly, designers can take into account individuals with genuine difficulties in using gadgets or bad eyesight. This approach can lead to the development of a device with larger buttons and bigger font sizes that will benefit many users with similar problems. Lead users, who are experts or hobbyists with specific and unique needs, can also provide valuable insights into product design.

One inspiring example of empathetic design is Doug Dietz's "Adventure Series" for GE Healthcare. While observing a little girl's anxiety before an MRI scan, Dietz decided to transform the MRI suite into a wonderful adventure for children. His team covered all walls and equipment surfaces with colorful decals and wrote a script for MRI operators to take the child on an adventure during the scan. This design not only reduced children's anxiety during MRI scans but also made the overall experience more enjoyable.

Designers can also learn from companies like The Lego Group, which has utilized a user community called "Adult Fans of Lego" to gain insights into designing products for children. The group, consisting of adult hobbyists who build with and collect Lego, can provide valuable feedback on product design and user experience. By adopting an empathetic approach and considering the needs of extreme users, designers can create products that meet the needs of a broader range of users and ultimately achieve greater success in the market.

### **13.3 SUMMARY**

- Empathy is a great way to get started on creativity
- The characterization technique used by writers is useful for creating with empathy
- Thinking of extremes, peculiarities, oddities while creating with empathy often gets better results.

### **13.4 KEYWORDS**

Empathy: Ability to understand how another person feels

Characterization: Process of giving shape to a character while writing

### **13.5 REVIEW QUESTIONS**

- Q1 Explain the stages of characterization
- Q2. How does empathy with their characters help writers in creating memorable characters
- Q3. How can extreme user profiling help understand the needs of customers better?

### **13.6 FURTHER READINGS**

<https://www.interaction-design.org/literature/article/design-thinking-getting-started-with-empathy>

## UNIT 14: WRITER'S BLOCK

### **CONTENT:**

- ***Objectives***

***Introduction***

***14.1 Walking past the Writer's block***

***14.2 Power of discipline***

***14.3 Summary***

***14.4 Key words***

***14.5 Review Questions***

***14.6 Further readings***

### **OBJECTIVES**

- Explain the meaning of creative blocks
- Enumerate some ways of overcoming creative blocks

## **INTRODUCTION**

As creative individuals, artists and writers may experience moments where they run out of motivation, inspiration, or simply lack the will to create. These creative blocks are a common occurrence in the creative journey, but fortunately, artists and writers have developed techniques and rituals that can help overcome these obstacles. In this chapter, we will explore some of the methods that have been tried and tested by creative individuals to get past the hurdles that prevent them from bringing their artistic visions to life. These techniques range from practical exercises to mental practices that can help rekindle the creative fire and unleash the flow of ideas. Whether you are an artist, writer, or any other creative person, these techniques may provide a valuable resource to help you overcome your creative blocks and unleash your full creative potential.

### **14.1 WALKING PAST THE WRITER'S BLOCK**

Writer's block or creative mental blocks can be broadly defined as a temporary or prolonged inability to generate new and original ideas or to produce a work in progress. This phenomenon can affect not only writers but also other creative individuals such as artists, musicians, and entrepreneurs.

To understand when and how these blocks occur, it is important to understand the creative process. Creativity involves several stages, including preparation, incubation, illumination, and verification. During the preparation stage, the creator accumulates knowledge, skills, and experiences that will later serve as a foundation for the creative work. During the incubation stage, the creator subconsciously works on the problem or idea without actively thinking about it. The illumination stage is when the creative idea suddenly comes to the forefront of the creator's mind, often described as a "Eureka" moment. Finally, during the verification stage, the creator evaluates and refines the idea or work.

Creative mental blocks can occur at any stage of the creative process. For example, a lack of inspiration or motivation during the preparation stage can hinder the accumulation of knowledge and experiences necessary for the creative work. Similarly, a prolonged incubation stage without illumination can result in frustration and demotivation. Fear of failure or self-doubt can also create mental blocks during the verification stage, leading to hesitation in evaluating or refining the work.

In the context of business administration, creative mental blocks can manifest in a variety of ways. For example, a marketing executive may struggle to generate new campaign ideas or a product manager may have difficulty innovating new product features. To overcome these blocks, it is important to take breaks, engage in activities outside of work, and seek feedback and support from colleagues and mentors. Additionally, practicing mindfulness and self-reflection can help identify and overcome limiting beliefs and negative thought patterns that contribute to mental blocks.

A very simplified version of the creative process looks like this:

Birth of an idea → Evolution of the idea → Conversion of idea to a tangible creative output

Creative mental blocks are common obstacles faced by individuals in various creative fields, including business administration. There are two points in the creative process where blocks can arise and hinder progress. The first point is at the beginning of the creative process, where individuals may struggle to come up with new ideas and get inspired. The second point is during the translation of an idea into a tangible form, where individuals may struggle with bringing their idea to life.

Neuroscientists suggest that when an individual is improvising, a part of the prefrontal cortex, responsible for our sense of self and conforming to social norms, experiences lowered activity. Creativity can, therefore, be linked to dropping our guard and inhibitions. When we deliberately think about a problem, we tend to limit our thinking, and this can lead to mental blocks. Taking a break from the creative process is a common suggestion to overcome mental blocks, and walking has been found to be a helpful activity in this regard. Walking is a low-intensity aerobic exercise that increases blood and oxygen supply to the brain. Long-term aerobic exercise also improves cognitive processes and can lead to sudden flashes of insight or "Aha" moments.

A study by Marily Oppezzo and Daniel Schwartz of Stanford University titled "Give Your Ideas Some Legs" directly measures the effect of walking on creativity. They conducted four experiments under different settings and found that walking boosts creative ideation during and shortly after walking. The surroundings of the walk can also influence creativity, as evidenced

by the poet William Wordsworth, who was inspired by the scenes of his walks and incorporated them into his poetry.

In fact, he actually seems to acknowledge this point in poem “Bothwell Castle”, where he says:

*“Once on those steeps I roamed at large; and have*

*In mind the landscape, as if still in sight;*

*The river glides, the woods before me wave”*

When an individual is walking, their subconscious mind can engage with various images and experiences, leading to creative expression or "poetic flight." Marily Oppezzo's study suggests that even walking on a treadmill facing the wall can improve creativity proficiency compared to sitting. While the study found that walking outside produced the most novel and highest quality of ideas, the effect of being outdoors was inconclusive.

It is essential to note that walking can be a helpful tool in overcoming creative mental blocks, leading to improved ideation and problem-solving in various fields, including business administration. Incorporating walking into a daily routine, whether indoors or outdoors, can be an effective way to enhance creativity and overcome mental blocks. The study by Oppezzo and Schwartz provides evidence of the benefits of walking on creative ideation and highlights the need for further research in this area.

## **14.2 POWER OF DISCIPLINE**

For those who create, whether writers or not, the power of habits and discipline can play a significant role in overcoming creative blocks. Our daily routines and habits are so ingrained that psychologists believe we have evolved to follow the same patterns repetitively. Therefore, identifying the habits that hinder creativity and replacing them with good ones can help. It is essential to weaken a bad habit by avoiding everything that triggers it and diverting your mind to a good habit, cultivating it until it becomes an integral part of you.

Writers, in particular, understand the significance of disciplined daily routines to their creative process. For instance, Ernest Hemingway wrote between 500 and 1,000 words every day, completing most books' first draft within three months. Moreover, Lili St. Crow emphasizes the importance of discipline in creativity, noting that it allows magic to happen. Consistent effort through disciplined routines and schedules can help individuals develop the time and inclination to be creative regularly.

One way to overcome writer's block is to stop at a point where there is still some possibility of what's ahead. By leaving a little something incomplete from the last day's work, you can maintain your motivation to continue the next day. Hemingway, for example, never wanted to run out of imagination, so he always stopped at a point where he knew what would happen next. This common-sense approach ensures that creative momentum continues, and progress is made daily, boosting confidence and creativity.

### **14.3 SUMMARY**

- Take a walk. Walk in the scenic outdoors or a crowded street or even on a treadmill.
- Do creative work deliberately. Establish a routine. Make it a habit.

### **14.4 KEY WORDS**

Creative Block: Inability to use creative ability for a certain period of time

### **14.5 REVIEW QUESTIONS**

Q1. What methods would you suggest to someone who is going through a creative block

Q2. How does walking help overcome creative blocks?

### **14.6 FURTHER READINGS**

<https://www.npr.org/2019/05/10/719573708/marily-oppezzo-how-can-taking-a-walk-spark-creative-ideas>



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