Sustainable Happiness

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Lecture - 27

Positive & Creative Organizations

Hello viewers, welcome back to this NPTEL course on Sustainable Happiness. So, in the last class we are discussing about the positive and creative organizations. Now, in this context we will just discuss about what are the some of the essential characteristics and attributes that the organization must possess. So, the organization should also provide the adequate psychological support to the employees. So, psychological support in terms of you know job safety security compensation and you know you can taking care of her health and you know flexible leave rules all kinds of the facilities. So, that comes under the that means, to ensure that the employee can work.

taking into consideration his his or her own comfort comfort and his you know his other issues like work life balance his family things and other kinds of day to day activities. So, this kind that means, the organizational culture should be should be very flexible that it provide adequate psychological support to all the employees to engage them creatively, but because once they have completed they are finished their personal works etcetera now they can focus on the work in the work targets and the goals etcetera in the workplace and can engage themselves more creatively. So, similarly organizations should also make take the measure to motivate the employee intrinsically. Now, the primarily employees are more motivated in the organizational setup in the workplace for the promotions for the.

a pay package for the enhancement of the their salary, for incentives, for promotions, for you know for job opportunities, maybe that from getting the new projects etcetera. But these are all the external we can say that these are the external extrinsic goals, extrinsic incentives to motivate the employees. However, the organization should also make effort how to motivate, how to encourage, how to promote the employees to that means, to work and how to make them more committed by enhancing their intrinsic motivation. So, intrinsic motivation you can say it is in build. Like the moment the employees are

engaged in the work, they must enjoy the work, they must they must feel that feel the affinity to or belongingness to that organizations, they must enjoy their work, they must have the close bonding with the with their team mates, with their with their co workers, colleagues etcetera.

So, that is that this kind of intrinsic motivation you know it enhances not just the self-efficacy, but also boost their moral group moral group boost their you know needs also needs that means, needs career needs also. And so, they more they get more indulge in the workplace and try to you know take take the ownership of that workplace and get engaged in the workplace in the different kinds of activities and try to explore many creative and innovative aspects also. So, here the work and ways engagement creativity etcetera you know these are not only it employee it motivates the employees, but these are also self satisfactory in the in terms of a job satisfaction in terms of you know self self satisfaction job competencies a job satisfaction etcetera etcetera. It is considered as a very important aspects of human resource practices to enhance the employee needs, employee job satisfaction, employee well being etcetera. So, therefore, the organization must also make effort to acquire to acquire and provide different kinds of resources adequate resources to support their employees.

to support their you know their creative aptitude in the sense that providing immense resources, providing the flexibility, providing the different kinds time as a resource to keep them engaged to keep them motivated. So, that the environment will be more creative. So, in order to make the employee more creative innovative. The organization they have to create the environment to make the environment more creative in terms of providing many resources and the flexibility and also policy issues of the governance issues also. So, these are some of the some these are the this picture says that there are six P's are very important in creativity and or in making the workplace a creative oriented or innovative more innovative.

So, these are for example, then a product this is the this is a framework given by some some researchers that is called the six P's framework. So, that is product this when they are designing the product there must be some either product or service it must be more oriented towards the solution should be more effective that is the problem solution should be more effective and products should be very innovative in terms it is it is unique it is different from others similar kinds of products in the market. Now, process is the what are the stages and steps involved in this and what are the tools required, how the process is going on, how in each step that is some feedback mechanism. So, how that means, what is the total process complete process of operations or may operations from the starting from the beginning starting that is from the creation of the ideas to the till the end that is the production or the creation of the final product or the design of final product. final you

know packaging or everything that means, or services or the solutions etcetera.

And the persons like those who are involved in the teamwork that is personality, what is the personality of that personality of their aptitude, their attributes and their characteristics of the team members that is because of the human resource that is also important, their physiological state of mind, their IQ, their social intelligence, their emotional intelligence, all these things because they have to work together. Similarly, partnership, partnership that is the partnership between the employee and employer, leaders and the followers, team members, groups different groups in some big projects also different groups they horizontally they work together. That means, they are the work have been divided into different unit of production, unit of action, but at the end of the day they have to collaborate, they have to cooperate to to get the final product or the final solution final things. So, group alliances these are also equally important. So, partnership with leader, with the team members, with other agencies, with the different groups within the organizations.

So, all kinds of collaboration and alliances should also be very positive and constructive. Then possibilities that in this process there may be some problems, there may be some constraints, there may be some constraints of resources, constraint of talents, constraint skills may be some unknown problems. So, how what how possibly what could be the possibilities to deal with this kind of challenges and problems. So, how to you know how to handle these things and how to mitigate those challenges. And then ultimately that is a press that is a situational and contextual whenever we have already discussed well design and produce some kind of product and services, but again we have to fit into the particular context like who will be the end users? who are going to the going to take it, where it is going to be applied, where it is going to be implemented.

So, what is the press is here you can say situation or particular context and what is and the contextual inputs are also very much important. That means, depending on who will be the end users, who will be the takers, who will be where it will be implemented. So, these are that is a for any kind of business processes a business model. So, these six P's that are very important equally important to make it more creative and innovative. So, now, encourage similarly the organization must encourage the creativity through you know through creating the making the culture more creative through you know giving support giving support to the employees in that means, in the shape of in the in the way of you know making it when making or ensuring that job safety, security, salary and even sometimes to providing some seed money for innovation incubation and creative So, creative creating the creative culture providing the resources support mechanism.

So, that they can think of they can think of nurturing the creative ideas new ideas and

how it is to be pursued and how it can be translated into. definite that particular strategy or product or design etcetera. So, all these are these are continuous process. So, creativity is a process is a it is an not just the new idea, but also it has in order to manifest it you have to go through a process complete process that can be supported that can be given supported by the organizations to create creating a creative culture and providing the resources and you know So, and sometimes what time is also important because you know sometimes some organizations they give enough of leisure time leisure time and they allow them to to chat to discuss informally with many groups. So, that means, to consolidate their thought process or maybe to in the initial stage to experiment to try out whether it is going to be feasible viable or not all kinds of to make a any preliminary research on the creative ideas.

So, to the environment should be with the ecosystem of the organization should be very conducive. So, very conducive and you know very creative and conducive to you to make it more engaged innovative in terms of not just in terms of products and services, but in terms of quality of work, in terms of quality or nature of nature of job satisfaction that the employees are thing. So, in this process they become more creative not just creative their their job satisfaction increases, their commitment, their organizational belongingness, affinity, closeness, citizenship that also ownership with the all these things also increases. So, building a creative climate in the in the organization, it requires a combination of organizational culture, its leadership, its people and its like that support system policy also, policy of like inclusiveness, inclusiveness and you know equality and providing the support to diversity, leveraging diversity all these things. So, that is that the management should consider the following 7 points 7 questions.

So, before initiating before taking in before starting any kind of incubation innovation center in the organizations, they must ask these 5 questions to themselves that is the is the operating environment conducive for the creative thought or not. Like some organizations they are very traditional, they are more market oriented, they are more manufacturing units that means, they focus more on getting the products and how to sell it, but they are not very innovative in the sense that to create the variety to introduce the diversity variety or just enhance their enhance their that means, enhance the their customers choices. ah and giving them some preferences or ah that means, making it very ah making it very competitive in the market or to ah compete with others. They just go on creating some similar kind of same kind of ah products. So, that is very monotonous and boring.

So, in that ah context the organizations every organizations ah especially the ah you know employers and the leaders etcetera they must continuously be reflective and ask to themselves whether whether they actually the operating environment that who are the other competitors in the market what they are doing how we can be different. So, all these

kind of questions they should ask themselves is the culture where one the staffs are also encouraged to think for themselves. So, in the organization because it is not just only creative and innovative for the sake for the sake of their own business, but they are at the same time They must encourage the employees to be more creative in their personal in an individual endeavor also. How engaged are the staff, how strong is the self-belief of the staff like the employees their self-belief, their self-efficacy, their self-esteem, their confidence, their competencies all these things to what you have to map all these things, map all these skills, competencies etcetera then before starting any work. So, how tolerant are the people know with each other again interpersonal relationship you know social social emotional relationship is equally important.

So, every organization before starting any kind of creative venture. So, they must ask this kind of questions. So, do your managers manage or do this facilitate the leaders here leaders role real leaders are not just a you can say the task master, they are not just task masters or you can say the you can leaders for the sake of managing the people etcetera, but rather this would their role should be to facilitate, to enhance, to motivate, to promote, to participate in this process. so there what is the role of the managers how the people they perceive their manager um so here the two things are you know two things are different manager is by of his skills, his experience and competency has become manager, he is manager, manager are supposed to manage everything, but leader is to guide there to motivate them to take them forward towards the future. So, and how challenging is the work the people do, what type of it depends on the nature of the task that is what type of work they are doing, whether they are technical people, they people, what is their workplace, what is the work context actually, what type of product, what type of operation and the processes they are engaged in.

So, because business varies from one organization to another that in this context what exactly the people do. Like in automobile sector their operations are something different, in agriculture sector the operations are something different and in manufacturing sector like other kinds of manufacturing sector which which you know which develops different kinds of machinery parts, equipments etcetera that is different. Similarly, in IT sector, so it depends on the nature of the organization, the context and what are the type of difficult task or the challenges they are people are those people who are working there they are facing. So, how challenging is the work the people do like every time like that is every time the employees are being be given they are being given a kind of new challenge new that means, how to how to how to address some complaints, how to address some constraints, how to address you know some kind of complaints that has come from the customer side or how to face the different kinds of constraints and challenges, how to mitigate things. So, all these kind of things.

So, for that matter the employees should also be given an opportunity of kind of you know training, training through case studies, through case study matter like citing some case study, analyzing it. So, like for example, different companies like Google and Apple they have in this way by introducing their employees towards the different kinds of cases. challenging cases, crisis cases, cases having the crisis in the past, different kinds of varieties of cases. So, they just make them familiar with how to deal with the challenges, how to face the challenge or whenever you face any challenge, how what should be your thinking pattern, how you should think of address it, approach it, how what should be the your initial approach towards the critical cases. So, in this way you develop not only develop the organization not only develop a kind of innovative culture you also make the people or train the people to to have the courage not just have the courage and competence, but also have the thinking thinking ability and competency how to approach a difficult problem, how to approach a problem, how to approach a challenge, how to approach a crisis and how should be what should be the systematic way of resolving it mitigating it.

Then yes organizational creativity is very important definitely. Organizational creativity we can see that the organization when we now here we have discussed about how to make the organization more positive and creative and how to engage our employees and people ah towards more creative ah creative effort creative hm hm. activity and to think creatively etcetera etcetera. So, there here there are three key inputs in building the creative efficacy of the organization that as such the organization is creative in the sense that every corner in every segment in every unit in every section in every branch everybody is creative as that it is its products are creative its services are creative people are thinking differently. The creativity is the is the vibe that pervades that in the organizational climate.

So, that is that primarily the three kinds of in key inputs are there which can enhance the creative efficacy. One is the characteristics of the of the individuals like the individuals that is the employees, the employees how do they approach, how what is their thinking process, what sort of expertise they are having and what are what sort of you know personality traits they are having that means, if the focus is more on recruitment on the type of employees type of individuals who are a part of this organization. Employees primarily employees and employers also that means, leaders also. So, what are the characteristics of these individuals who are engaged in these organizational processes, what is their way of thinking, what is their expertise and what type of their expertise in any relevant domain, what type of personality they possess this kind of thing. Then it is the individual characteristics, then comes the characteristics of the teams.

So, like definitely the all the activities of creative activities and all kinds of projects are

team based. So, team is working. So, in team means it is a it is a it consists of either 4 or 5 members or the depending on the size of the size of that means, the size that means, depends on the type of the project whether it is a long term, short term or the nature of the project etcetera. So, what is the characteristics of the team? How many members are there? they are in the team. It is just whether it is a small team, what is the composition of the team, whether it is a small team, large team, what are the what are the different features of the team members, whether it is a homogeneous kind of team or the heterogeneous team, how do they interact, what is the group dynamics, what is the team dynamics, how do they approach the problems in a in a in a consensus approach, how do they use this use the how do they take the decision, all kinds of the characteristics of the team, how the team functions, how does how does this team members interact among themselves, what is that is the working pattern, their style of thinking, their approach etcetera.

So, that is the characteristics of the teams different teams they have different features. So, what are the different team features what are the type of teams composition of the team and nature of the task they are doing and their characteristics. Then the characteristics of the organization again here what type of organization it is whether it is service oriented organization manufacturing or organization whether the It is an it is an primarily depends on the nature of the business organization is doing. Like whether it is automobiles in automobile sector, in service sector, in fuel energy sector, in any other home appliances sector, what is the nature of the business that the organization carries forward. So, characteristics of organization relating to its work culture, the way it is structured and resourced like the type of business they are doing, even the situation context that is also important and including their including their employers and employees etcetera.

And, what they are supposed to do, what is their reason, mission and the goals etcetera, how do they operate, what is the hierarchical structure, what are the resources available, how do they utilize the resources, what is all their governance, their policies everything. So, here three types of in organizational creativity, three types of creativity aspects are important, creativity or characteristics of individual members. employees characteristics of the team members in which way they they are that means, they how they are being promoted promoted as to be creative in the team setup and the organization in the nature of business type of business they are doing how the whole organization is going to be more adoptable and more adoptive and more creative in their in their vision mission goal operations supply chain everything. So, this is a model you can see this is Philip Dennett he has given the concept of creative ecosystem. Here when we talk about the organizational climate that is the ecosystem, ecosystem environment and environment does not mean only the physical context, but also it takes into everything the resources,

the interactions A to Z of that organizational setup.

So, it is called as the ecosystem, creative ecosystem it consists of three interconnecting cogs that what are they say one is here just now we have discussed. individual creativity, individual creativity, how motivated employees are, what is the degree of resilience they have, how do they from working by working in the particular organization, what type of sense making they are doing. That means, how do they relate these kind of work processes, what they are doing with personal life goals, personal needs etcetera. That is how from this kind of work whatever they are doing in a particular organization, what sense they are making and how they can relate it to their personal perspective, views, needs, ambitions. and risk appetite how much risk they can take and social competence in this in this process they like they would like to work together with along with others that is their connectivity that is that is individual characteristic individual creativity any organizational culture is that The environment total ecosystem environment supporting the risk taking like if if in case in case they are the organization faces any kind of new challenges it must promote to take risk or maybe for venturing into new domain, new business to launch new products.

in design and in designing also. So, they promote the risk taking some some they promote all the employees and even their whole environment the whole unit to take risk. So, they are supporting the risk taking risk taking that to some extent you can take this unless and until you take the risk you cannot be more you cannot be more innovative and creative because you are not facing any challenges. So, and how to create the ideas, idea generation, how to promote idea generation through brainstorming, through informal chats, through symposiums, through workshops, through all kinds of things. So, that is the organizational culture that is the environment. And operating environment that for example, support and challenges like they have the seed money to support it, they have the infrastructure to support it, they have the in terms of time as a resource, they are also providing time as a resource to experiment on your new ideas creative ideas and again also they are also they have the support system to to you know support system to support system to you know face any kind of failures losses also primarily losses financial losses etcetera.

So, they have that backup plan they have the backup plan to you know to face any kind of risk if there. at all face in any kind of failure in kind of loss they are in case they face in the process of in the venture in the in the process of creativity. So, that kind of operating environment is also which is very supportive. So, these are the three you can say three pillars three wheels of this interconnecting wheels of creative ecosystem. Now, creativity results from being engaged in challenging work definitely the desire to find something new like the if the people if the employee will be very happy satisfied in the

sense are complacent whatever we are doing is routine work we are happy that is the complacent they are not they do not go beyond their comfort zone they do not go they do not want to go beyond the their boundary or comfort zone or routine life and so on.

So, in that case creativity will not happen. So, it requires some kind of deviation, some kind of risk taking, some kind of challenges. So, the creative components of the state is of also flow it is called as a state of the flow. That means, you when you start thinking of being creative innovative then it is a continuous process. So, that is called the flow. And so, and this this flow processing includes many kind of sub processes sub components like you know initially you may start with divergent thinking, thinking of different things, different ideas, different operations, different processes etcetera.

But at the end you have to finalize something and converge your ideas towards So, having the clear goal immediate feedback is also very much required from time to time they must the employees they must seek the feedback from the seniors from the leaders from the colleagues etcetera immediate feedback. So, they can so, the immediate feedback gives a direction to the employees to move ahead then balancing between skills and challenges which skills can be which skills can be acquired can be learned to develop the more competency better competency, but at the same time what are the What are the opportunities for upskilling upskilling the employees, what are what are the other challenges that may that they may face in the process. So, single mindedness that is that means, united united they are that means, single mindedness single idea that is all the at the end of the day all the employees the team members which they should come to the one spot one point that yes single mindedly all of us we were focused we are dedicated to work on this. Exclusion of distraction any kind of like when the employees are engaged any kind of Distraction which is that is happening may be chaos, noise, may be you know temperature even room temperature, then you know you can say the temperature, the light, the ventilation, any kind of extraction any distracted factor this would be this would be excluded from the thing and no worry about the failure. Whenever they are venturing the employees whenever they are venturing into any creative process creative endeavor.

So, they should not be scared of any failure that means, they should not have any fear their jobs or fear of criticism or fear of you know any kind of negative remark from the from the leader. So, there should not be any kind of failure, it is a journey, it is an adventure. So, it should that means, they should there should be complete absence of any worriedness, any kind of you know any kind of fear. fear factor or any kind of any any kind of negative side effects out of that. So, being un self-conscious that means, whenever the employees are engaged, they are totally totally engrossed, totally involved in the process in the sense that they are not aware of their own self-desire, self-needs or individual needs and self un self-conscious, they are not at all conscious.

So, because totally immersed in the process. So, time is distorted there is no in creative process you cannot follow strict timeline procedure the times are you know random and disruptive. So, the activity may end in itself the because you know the moment you achieve that ah kind of state of mind that means, you have got the solution you have got the idea you have got the design then that that is the end of the process. So, there is there is no routine work there is no time schedule etcetera. So, this kind of thing actually happens in the process of flow that involves the creative components. Similarly, different kinds of thinking are required as we have already discussed that divergent thing initially suppose you want to design some new product, new machine whatever.

So, everybody will come up with the different ideas. So, you must encourage all the employees to come up with the new ideas that is to encourage the divergent thing how differently you can think of. How differently every individual employee team member can think of that is the called the promote the divergent thinking. How differently you can think of options or design solution etcetera to solve one problem or to do a to match to a product creation etcetera that is the divergent thinking. So, after discussing all kinds of things having the diverse experience and let them allow let them allow to to go and explore the or to experience different kind of experiences because unless and until they work they come down to experience the actual real life field field experiences from from the market from the R and D sector from other kinds of things etc they may not conceptualize the actual actual you can say feasible problems or feasible challenges they may face. So, to initially to start with diversion thinking having different ideas then to experiment real life experiences that is to what extent all these ideas will be viable feasible etcetera.

So, to allow each individual to present their ideas in the creative process and to move on to the evaluations is. So, like in the in the for example, in the in the discussion forum, in the seminar, in the presentations, in the sessions. So, all everybody will be should be allowed to present their ideas. So, with with the details etcetera and it will be evaluated by all the all the members present there that is co-workers, leaders, employers etcetera or experts also sometime. That is not to criticize them, but unless and until it will be evaluated that means, its effectiveness, its trustworthiness, its effectiveness, its credibility cannot be so easily Then after some finalization, after evaluation of all these things like the startup businesses, all the innovative you know research ideas, entrepreneurship ideas also initially.

So, the all these they usually go through this kind of process of evaluation by different groups, by the team members, by the experts etcetera. Then after that then again you have to come down to the conversion like you may think of multiple ideas 3 4 ideas. And in

the initial study it appears that all the 4 ideas are very good very positive very effective etcetera, but unless and until you experiment in it then you have to analyze evaluate it analyze and etcetera. And at the end you come have to converge to one idea or one you have to opt for one topic or one idea. So, that requires a conversion thing like from with you can start with thinking differently divergently, but at the end of the day before actually work you start the working actual working then you have to converge your thinking to a particular one topic.

So, that is the it requires the convergent thinking itself. So, similarly the researcher Emma Wells he is the that is the creativity again creativity is also process. So, creativity is a you can creative people it starts with the cognitive perceiving or conceptualizing some new ideas. So, creativity starts begins with our thinking process ideas as the idea generation like it is our primarily what how what are the original ideas creative ideas that we are we are creating. Then it is also a process when we carry forward the work towards the end.

It is it involves a process and that requires a five step processes that is also a process. Similarly, creative people they have the different features characteristics. So, creativity as a person that means, what are the personality attributes that is very particular peculiar to the creative people. So, people differ in terms in terms of their personality traits and attributes.

So, here Amabel says that there are five step processes. First thing is that initially it is a problem presentation whenever you have conceptualized the ideas and you think that it needs to be addressed etcetera. So, you have presented the your problem and ideas as a problem presentation. Then comparison of the relevant information if at all these things has already happened what is that means, we in research we say that we do the literature review what has already been done. So, what is say similarly in the in the in the organizational setup. if anybody has done something like this similar to this then compiling the different kind relevant information from different sources.

Then determination of novelty, if already this has already been done then in what different what new thing we are going to do that is the determination of novelty of our own task every of the organizations new task. Then validation of the response then after collecting some after doing some pilot study some in in the initial experiment etcetera then we have to validate the response the response that that they are getting from the consumers from the users from the from the stakeholders etcetera validating the response. That means, when suppose they are designing something and implementing it definitely they have to get the get the get the answers from the user end from the customers end from the stakeholders end that is validating and to validate that response again they need

to assess it need to analyze it the assessment of the progress against the goals if they have already set up the target and the goal to what extent this process, this mechanism, this design has been successful and to what extent you have been successful in achieving the 50 percent, 60 percent or 70 percent of our our targets. So, that is the assessment of the progress that you have made that is the against the goal. So, it is in the organizational setup these are the five processes which are involved in creative thinking process.

Now, these are these creative combinations different combinations they have the different features. Now, in the literature it is also already there that different that means, different creative processes inter stages like the stages for initial stages that is the explore you have to explore what ask by asking different questions what when where how why we are doing it and it is comprehended come to the answer by comprehending explaining comparing giving example then we have to come to the come to the ideas of you know getting the answers to all the you know why, who, when etcetera questions. Then next step is to examine. Now, examine that suppose you have you have you know converged into one idea you know particular thing etcetera, then you have to examine what would be its relevant applications, To what extent it can be it can provide the solutions to our existing problems or it can be applied in new situations. So, to what is the extent of its applications in generalizability, reusability and analyze strengths and weaknesses etcetera pros and cons everything.

So, now, then a next is that then evaluate it. So, after that then you have to synthesize then we synthesize it now after evaluating everything now we have to synthesize it that is the what are the conflicting views then you have to consolidate and synthesize it and we have to develop a integrated model or something like that what are the links that between in between all the things how can we strengthen our model that is to synthesize and come up with the new model or the design. Then after that then again we have to again evaluate that how robust the design is, how robust the product is, how robust the strategy or mechanism is, to defend our own choice, to defend our own strategy, to justify, to validate it and to extend its generalizability that is the evaluation process. And after this verification evaluation assessment etcetera then we have to elect that where does this dialogue and what dialogue lead to us. That means, then again comes the decision of its implications and resolutions and how it can be embedded in our routine practice or in our marketing in our research and everywhere.

So, how it can be made a part of our business practices. So, the creativity is also associated with superior performance, it is also the heart of the business innovation and it is a creative leaders they outperform their peers on key financial metrics in the key financial metrics and creative leaders are also more innovative. So, again when we are coming up with the new idea creative idea and to and venturing into creating the design

or the product or strategy whatever, it involves different kinds of resources. Not only the intellectual resources, knowledge as a resource, but also financial resources, infrastructures and creative mindset so many things. So, so creative leaders that means, creative leaders actually they they not they themselves are very creative in terms they outperform their peers, their competitors in terms of all these holistic matrix like they just take into account the financial matrix, they look into the infrastructure, they look into the logistic, they look into the supply chain, they look into the market benefit, profit, brand image everything. So, so that these are the you can so we have already discussed these are the five steps of innovation and creativity these are some of the links that you can go through for better clarification.

So, I am just stopping it here next class we will continue. Thank you very much.