InnoWork

MODULE 6: CREATIVE WORKPLACE MANAGEMENT	
Project Title	"Towards a More Innovative Workplace"
Project Acronym	InnoWork
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I. Module overview

Learning objectives	As a result of engaging with this Module materials, learners are intended to achieve the following learning outcomes: *Knowledge*: understand the concepts "creative workplace" in its three dimensions: physical, social, and virtual; what distinguishes an innovative workplace. *Skills*: ability to develop a plan for transforming an ordinary working space into a creative one. *Competence*: reflective thinking, practical thinking, conceptual thinking; attention to communication; building collaborative relationships.
Time schedule	Time necessary for: Learning content (self-study): 2 hours Self-test questions: 5 minutes On-line game: 20 minutes
Structure	This module is divided into 3 parts: Part 1: Defining creative workplace; Part 2: Setting up creative workplace; Part 3: Managing creative workplace.

II. Learning content

Introduction

Module 6 defines creative workplace and provides guidelines for developing and managing it. Creative workplace is presented as a system of three domains: physical (place), social (people and their interactions), and virtual (technologies and tools).

Engaging with this Module learning materials, you will learn how to: set up inspiring working spaces including personal working space, office space, conference rooms and rest areas; develop organizational climate, fostering creative behaviour of employees; facilitate creative process by installing and using virtual technologies and tools.

You will read a case study of Mindvalley enterprise, which is a good example of setting up and managing creative workplaces.

The module exercises will help you apply the theoretical knowledge on creative workplace management to practical tasks.

Part 1: Defining creative workplace

Sit down, gather your thoughts and look around you. What does your immediate workplace look like? Think about it for a while. What do you see? How do you feel working in that space? Do you like working there? Does it help you achieve your work tasks in the most efficient way? Or does it feel like every day when you come to work you are back to the grindstone and you feel stifled and constricted in your abilities?

A creative workplace by definition is a personal working space, which should be just as cosy as your favourite couch and at the same time should motivate you to expand the horizons of your personal and your team's goals. It is there to help you set your mind free of disturbances, so that you can perform at your highest possible professional level. It should help you inspire your colleagues to approach work tasks with ease and with an out-of-the-box thinking attitude. It should conveniently set you and your team on the way of efficiency and high performance.

However, it is your individual space and only you are able to modify it the way it works best for you. When you are done with your individual working space, take a look at your entire work environment. Think about how to instil the same feeling of creativity in it.

Creative people work in creative environments. And creative environments make people create.

Your workplace environment consists of three domains: a physical, a social, and a virtual one. They have to work together seamlessly so that a creative process can be evoked in your company. The physical domain surrounds you everywhere. It is material and you can see and touch it. The social domain is built upon the individuals of a

team and their social interactions. The virtual domain helps people work more efficiently together, as it expands the possibilities of communication and collaboration.

The creative workplace should facilitate a work climate of trust, transparency, and freedom of expression. It should be welcoming and comfortable enough so that people would like coming to work every day; and it should look professional enough so that the team could work competently. It should reflect the personal preferences of the members of your team and be flexible to incorporate new creative ideas.

Part 2: Developing a creative workplace

When developing a creative workplace, you should consider all three domains. You should start by setting up the physical environment of your working space - the way it is arranged, designed, furnished and equipped. Then you should provide guidelines for your team interactions, which should reflect the way your team communicates and collaborates in solving their work tasks. As a third step, you should consider the possibility of augmenting the efficiency of your team by installing and using the most appropriate software and virtual tools.

The physical space and interaction processes that you set up should encourage free exploration and experimentation, ease of ideas exchange, as well as trust and support in shared work.

Let's see how a creative workplace may look.

INSPIRING WORKING SPACES

The physical environment has a tremendous influence on our behaviour, moods and thought processes. Michael J. Gelb, one of the world's leading authorities on the application of genius thinking to personal and organizational development, proves that sensory impressions from our daily environments act as a kind of food for our brains [1]. So, if you expect greater creativity and innovations from the members of your team, provide the working spaces encouraging such behaviour.

General characteristics of a modern innovative workplace

The authors of the book "*Innovative Workplaces: Benefits and Best Practices*" came up with a list of Hallmarks of the Productive Workplace. They suggest that any modern workplace maximizing employees' productivity and facilitating innovation process should incorporate these characteristics [2]:

- *Spatial Equity*: This concept means that all members of your team have the space, equipment and support to excel at their work. It implies that all workers have equal access to such workplace elements as natural light, outside view, and space to talk privately.

- *Healthfulness*: This characteristic describes a clean and healthy environment with access to fresh air, natural light, and water. It applies to a workplace which is free of contaminants and excessive noise.

- *Flexibility*: This concept encompasses flexible systems and flexible work strategies. Flexible systems mean an adaptable workplace with remodelled infrastructure and furniture, for instance, mobile

storage units, modular walls, freestanding work surfaces, etc. Flexible strategies, such as flex-time, job sharing, and telework programs, allow employees to work how, when, and where they are most productive.

- *Comfort*: It characterizes employee-adjustable workplaces where people can control temperature, lighting, ventilation, furniture systems and reconfigure them to suit their work needs.

- *Connectivity*: This item implies the use of modern communication technologies that provide access to people and data at any time and any place. For example, virtual networking where you can log into your company's network from any location, or "Follow-me/Find-me" technology which enables callers to find you wherever you are, by dialling just one number.

- *Reliability*: This characteristic means efficient and state-of-the-art building, security, computer, and telecommunication systems that provide reliable service and are easy to maintain.

- *Sense of Place*: It is a workplace that has a unique character, an appropriate image and identity. It instils a sense of pride, purpose, and dedication for the individual and the workplace community.

Setting up your workplace with regard to these hallmarks should improve your team's productivity and may become a prerequisite to creating an innovative working environment.

Personal working space

No matter if you work in a small enterprise or a big company, you are supposed to have your own, personal working space there.

Personal space is an imaginary space boundary surrounding a person, an invisible shield that individuals form around themselves as an area of self-privacy and protection. It indicates the desirable distance between people at which we feel comfortable to interact with one another. Personal space also includes specific physical areas that extend beyond our invisible space. These are the spaces that we qualify as "mine" even if we do not own them, for example: "my work cubicle", "my desk", and "my chair" [3].

A two-year workplace study, conducted by DYG Inc., a leading social science and marketing research firm, shows that a personal working space affects employees' job satisfaction and productivity. It cites the factors which influence their work performance [4].

Among the factors having a major impact on employees' performance are:

- *Technological tools* helping to work effectively;

- *Ample storage space* within close proximity to their desk;

- *Climate control* providing personal comfort;

- *Quiet space* minimizing noise that causes distractions and disruptions;

- *Adjustable and adaptable space* that can be personalized to fit a personal work style.

The factors with a moderate impact include:

- Personal lighting control;

- Ergonomic equipment and chairs for physical comfort;

- Proximity to the windows, providing natural light and views;
- Privacy and space for personal items at the workstation;
- A visually appealing workplace with a professional atmosphere.

While planning your work environment, allow more space for every workstation and zone. Provide the members of your team with comfortable furniture and necessary equipment. Let them personalize their working space. Such things will make people feel more comfortable and calm, will encourage their motivation and increase their productivity.

Office space

Depending on your business model and your team's workload, together with your colleagues, you should design the most suitable office layout.

Remember that innovation is a collaborative process, and it is necessary for people to work together in order to create and solve the problems arising from a wide range of areas of expertise. Ideas only get better if they are shared and discussed, combined and recombined with other ideas on their way to becoming innovations.

Your team communication and collaboration in the process of solving shared work tasks will be easier if you choose an open concept workplace - an open-plan office space without distinct rooms or fully enclosed spaces. The main advantage of the open concept workplace is that people work together. Colleagues can easily turn to each other for advice without having to knock on doors or schedule a formal meeting. Interactions in the open workplace are more frequent and informal than in closed environments where everyone has a separate office space. On the downside, however, is the heightened level of noise and distractions that make it difficult for employees to focus on their work. Reduced concentration, as a result, may lead to a decrease in your team's productivity.

Finding a balance between openness and privacy in the workplace is a challenging task. Try to keep personal working spaces available in an open office environment. Try to enhance person-to-person interaction and, at the same time, allow private space for thinking, writing, and researching in peace and quiet.

Conference Room

Do you have a conference room in your office? What does it look like? Does it resemble a traditional conference room with longish table and chairs around it? Probably, yes, because we have an unspoken assumption that a meeting room has to fit this traditional shape, size, and layout. Is it a good environment for creativity and innovation? Probably not, because it bears a sense of formalism we often experience at staff meetings.

Do you want to facilitate brainstorming, strategizing, and creative problem solving at your staff meetings? If so, you need to transform your traditional conference room into a creative studio [1; 2].

If you have a choice, give your preference to a spacious room without dividing walls. It will help you create an open space where all members of your team will communicate face-to-face. Remove standard

furnishings. Put a sign on the door saying, for example, "Creativity Centre," "Think Tank," "Awesomeness," or "1+1=3," etc.

Bring in a comfortable couch, chairs, or even floor cushions. Choose "flexible" furniture on wheels, because it is easy to reconfigure when you have to accommodate a large team or a few small teams working at the same time. Have an overhead projector, flip charts, white boards, coloured pens and highlighters for sharing ideas and easy collaboration. Provide immediate access to any resources that may be necessary for solving work tasks. If you have colleagues working at home or at another location and you need their presence at your team meetings, take advantage of using virtual presence technologies.

Hang inspiring art on the walls, encourage your colleagues to bring the reproductions of their favourite paintings. Bring in living green plants and fresh flowers. It will make the environment more pleasant, fragrant and "alive".

Replace standard fluorescent lights with full-spectrum lights, halogen lamps, or incandescent bulbs. Provide a possibility to change lighting depending on the type of tasks you have to solve. German researchers show that dim illumination triggers an explorative processing style and improves creative performance, while bright lights help in solving analytical tasks [5].

Chill zones and Sports Centres

Your team's productivity may be enhanced significantly if they have a separate place to take a break and recharge their creative batteries. Think about the most common forms of employee recreation facilities, such as a music library, different games, sun deck, chill out lounge, etc.

Sports facilities such as gyms, swimming pools, basketball courts, or just ping-pong tables, can also help your team leave stress behind and approach work with a fresh mind. In addition, doing sports together is another way for you and your colleagues to bond, break down barriers, evoke team spirit and promote the sharing of ideas. If you cannot afford to equip a sport centre, you could suggest undertaking sport activities which do not require any special facilities. For example, you could promote lunchtime joint walking, jogging or everyday cycling to work.

Cantinas and Coffee shops

Studies have shown that the happiest parts of the day for an individual coincide almost perfectly with the times when you have your daily meals. Think about it. You are always calmer and more relaxed after you have had a snack than before that. Therefore, the places at which you eat are of great importance. Provide your colleagues with a comfortable and friendly space where they can gather for lunch or a cup of coffee.

HP Labs: Coffee, Communication and Innovation outputs

HP Labs is the exploratory and advanced research group for Hewlett-Packard.

"During the best days in the Labs, in the 1950s, 60s, and into the '70s, coffee was made in big pots in a basement kitchen. Twice a day the kitchen staff would bring up the pots on a cart, and everyone would

fill their cups and stand around for ten or fifteen minutes to chat while enjoying their coffee.

What they'd chat about, in addition to the weather, the favourite teams, or the news, was work. People often talked about where they were stuck, and sometimes your naturally-curious colleagues (this was an R&D group, after all) would help you by brainstorming possible solutions to design and engineering problems right then and there.

And if today's ideas didn't work out, tomorrow's coffee breaks were another opportunity to get creative input from some very smart people who were by now aware of what you were doing, and might even be thinking about it for you. A lot of tough problems got unstuck at the coffee break.

HP Labs' twice-a-day coffee break was an organizational tool that promoted chance conversations and spontaneous brainstorming opening new insights into the work they did."

Source: Langdon Morris

Innovation Master Plan: the CEO's Guide to Innovation [6, p. 287]

Your creative workplace is a flexible and inspiring place designed for your team's interaction. It supports creative thinking, problem-solving, and collaboration, as well as provides a tool-rich setting for the important work of innovation.

CREATIVE CLIMATE

Setting up a creative workplace is more than designing a comfortable, flexible and personalized working space. Its social domain requires creating an organizational climate where all members of your team apply innovative thinking to solving problems for developing new products and services.

How would you define organizational climate? Imagine organization as a tree (Figure 6.1). Its branch network represents the hierarchy of an organization with people being the leaves. The roots symbolize the culture of the organization - its values, norms, beliefs, and corporate assumptions. They are like the foundation without which the company will not be able to exist. The second factor that influences the wellbeing of the tree is the climate. Rainwater and sunlight feed the tree and help it grow, flourish, and bear fruits. The more favourable the climate, the more thriving the tree would be. The same is true for organizational climate. It represents behaviour, feelings, and attitudes in the organization which affect its operational processes – communications, problem solving, and decision making. So, the more favourable it is, the more productive people would be [7].
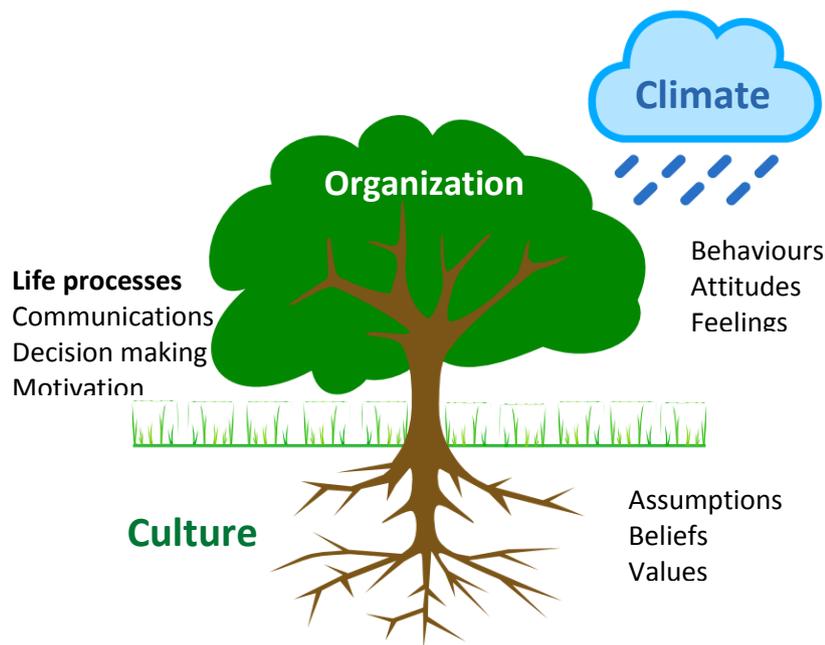
Figure 6.1 Organization tree [7]

The personal characteristics of your colleagues (e.g. cognitive styles and abilities, knowledge and skills) do not necessarily influence the creative potential of your team. Creativity happens in a social context, in interaction of a person with other people and the environment which surrounds him or her. The interactionist approach to creativity assumes that all members of your team have creative potential; and how it is expressed depends on the organizational context – the physical environment (already discussed earlier) and the climate at your workplace.

Organizational creativity studies show that in innovative organizations, supporting creative climate at the workplace, people perceive encouragement, work in collaboration, get challenging tasks, and have an ample supply of resources [8]. They feel free to express their creative ideas and are able to choose how to do their work. At the same time, innovative organizations try to mitigate creativity impediments, such as pressure of excessive workload, internal strife, conservatism and rigid formal management structures.

Here are the hallmarks of creative climate you should consider setting up at your workplace [9; 10].

★ *Challenging work and involvement – the degree to which your team is involved in and challenged by their work.*

High level of challenge and involvement inspires intrinsic motivation and commitment, and therefore stimulates creative behaviour. Measure how your team's abilities and skills match to the requirements of the work they do; set up big goals, and assign difficult tasks, so that your team could feel the challenge.

★ *Freedom – independence your colleagues have in deciding what work to do and how to do it*

High level of freedom implies that your team perceives more autonomy in their work. Give your team an opportunity to plan their work and choose the right approaches to it.

★ *Transparency and trust – the level of emotional safety in relationship*

In high transparency/ trust situations the members of your team will feel more comfortable to share ideas and be honest with each other. Show your colleagues that you are reliable, cooperative and committed to team success; remain honest with them about positive and negative aspects of your work; be transparent

with the goals you set; involve all members of your team in achieving meaningful results and show that you value their contributions.

- ★ *Teamwork and collaboration – cooperative efforts of a team to achieve a common goal*

Communication and collaboration at the workplace lie in the heart of the innovation process. The high level of teamwork implies that the members of your team can communicate well. They listen to each other and receive suggested ideas in an attentive and professional manner. Set up team interaction processes that encourage an easy exchange of different ideas.

- ★ *Idea-time – the amount of time your team has available to elaborate new ideas*

When you allow more idea-time, your colleagues can develop new ideas which may not have been implied by the original task.

- ★ *Organizational and leadership encouragement – encouragement towards creative attitude and flexibility to accommodate creative behaviour*

Providing a high level of encouragement means creating a shared vision for creativity and innovation; introducing a mechanism for an active flow of ideas; demonstrating fair, unbiased, and constructive judgement of ideas; recognizing and rewarding innovative work.

- ★ *Lack of organizational impediments – absence of organizational barriers to creativity and innovation*

Eliminate criticism of new ideas and destructive internal competition. Minimize pressure of excessive workload. Do not be afraid of failure. Support risk-taking and experimentation.

- ★ *Sufficient resources*

Provide your team with the resources they need to generate and develop creative ideas, including materials, facilities, and information. Be sure the systems and structures that support innovation surround them too.

McKinsey study: Relationship between collaboration and trust

There is little innovation without collaboration; And there is no collaboration without trust.

"Managers and employees broadly agree about the attitudes, values, and behaviour that promote innovation. Topping the list, in our research, were *openness to new ideas* and a *willingness to experiment* and *take risks*.

In an innovative culture, employees know their ideas are valued and believe it is safe to express and act on those ideas and learn from failure. Leaders reinforce this state of mind by involving employees in decisions that matter to them.

Respondents to our survey of 600 executives and managers indicated that *trust* and *engagement* were the mind-sets more closely correlated with a strong performance on innovation. In the same survey, 46 percent said they were far more likely to seek out a trusted colleague than an expert or manager to get new ideas and feedback on their own ideas."

Source: Langdon Morris, Innovation Master Plan: the CEO's Guide to Innovation [6, p. 232]

Advancement in information technologies has made an impact on many aspects of our life, including our workplaces. A lot of virtual tools have been developed to enhance employees' productivity, and many of them can facilitate creativity and innovation at the workplace.

Social networking tools and online collaboration tools provide solutions for working effectively across organizational and geographical borders. Other tools (such as Wikis and Mind Mapping) help organize your thinking about complex problems and help you generate new ideas. Online idea repositories assist you with gathering new ideas and maintaining a clear view over the process of developing them.

When you are setting up the virtual environment of your workplace, think about using different communication tools, idea management software, and information storage systems.

For specific technological tools and ways you can apply them, refer to Module 8 "Technology as an enabler of innovative ideas".

Part 3: Managing a creative workplace

Managing a creative workplace means assuring that its physical, social and virtual domains compliment each other and work seamlessly together. In your day-to-day operations you have to help your colleagues implement their tasks in the most efficient way, using the resources the workplace offers.

You should make the physical work space communicate your values and facilitate "creative" behaviour of your team members. You should help your colleagues cooperate in finding an innovative approach to their work. And you should provide technologies and tools to enhance their collaborative efforts in solving work tasks in a creative manner.

As a small or medium-sized enterprise, you may have limited resources to spend for innovation. However, setting up and managing a creative workplace is not necessarily a costly process. Sometimes even small changes may transform an ordinary office into a welcoming and inviting working space.

If you cannot afford expensive office design and repair, you may consider rearranging the furniture layout and letting people personalize their workstations to fit their work styles and needs. Just make sure that your working space is comfortable for every member of your team and that it combines co-working spaces for collaboration and private spaces for working in quiet.

Using technologies also does not necessarily imply investment in expensive software. You can apply a variety of free web tools for communication and collaboration, idea generation and idea management, information storage and retrieval (see Module 8).

For managing a social domain of a creative workplace, being an SME is an advantage. You have fewer layers of management which eases the process of driving the "creativity and innovation" mind-set throughout your organization. You may be closer and more responsive to your employees; you can more easily instil trust in work relationships, as well as create the sense of shared responsibility and ownership for the work you do and the results you gain.

Every now and then you may need to redefine the three domains of your workplace for augmenting the creative potential of your team members. Here are a few *suggestions for approaching "creative workplace management"*:

- Think about your workplace. Consider all three domains – physical (place), social (people and their interactions), and virtual (tools).

- Does your workplace help you achieve your business goals? Does it enhance your employees' productivity and job satisfaction? Does it stimulate their creative behaviour? Is there a gap between what it is and what you would like it to be?

- What is your challenge in redefining and managing your work environment? How could you address your challenge? What will the transformed workplace look like?

- Visualize your new workplace: how the physical space will be planned; how your colleagues will use it in their work; what technological tools you will provide to facilitate their work.

- Does your idea of changing your workplace meet the needs of the stakeholders – the company owner, your colleagues, your customers / clients? Test your hypothesis with them. Arrange interviews, surveys, focus groups, and observations. Consider their ideas and suggestions.

- Devise an action plan for transforming your workplace.

- Communicate the changes you are going to make to your colleagues. Provide a clear vision of how you are going to change the workplace and why you intend to do it. Explain people how the new work setting will look like, and how it will affect their work style and organizational behaviour.

- Make sure your colleagues understand and share the need for change. Involve your colleagues in the process of implementing the change. Ask them for their feedback, and consider their perspective.

- Match the results with your vision. Have you achieved what you aimed for?

- Continue observing your workplace and communicating with your colleagues about new possible improvements.

The case study of Mindvalley is an inspiring example which could empower you to reconsider your working space. It tells a story of how "creative workplace management" helped to transform a small company into a one of the top private enterprises to work for.

Mindvalley: Happiness is the new productivity

Background

Mindvalley is a 21st century enterprise, offering services such as digital publishing and the development of education technology, mobile apps, content and events, to further enhance companies that deal with self-help and motivation.

Founder and CEO Vishen Lakhiani established the company in 2005, working out of a house with a team of seven. Today, the company has 200 employees from 40 different nations.

Vishen Lakhiani was born in Malaysia. He watched the majority of his friends leave Malaysia for richer countries. One of his goals was to reverse this process by creating the world's greatest workplace right there in Malaysia and changing the way the world and Malaysians view the country.

Values and believes for transforming Mindvalley into one of the world's best places to work

- Happiness is a new productivity.
- Hours at work should be the happiest, most fulfilling, most celebratory, most enticing times of life.
- Work environment should make people create, learn and grow.

Social dimension of Mindvalley's workplace

Since 2008 Mindvalley has been recognized as one of the most *democratic workplaces*. Mindvalley believes that democracy creates a supportive environment that promotes creativity, develops innovation and gives everyone a voice to birth ideas, expand their roles, increase productivity, build great work relationships and launch projects and initiatives that will eventually grow respective teams and in turn – the company.

"*By being a freedom-centered leader, I allow other leaders to rise within the organization and grow Mindvalley into its full potential*," says Vishen Lakhiani.

Physical dimension of Mindvalley's workplace

As the company grew, Vishen Lakhiani decided it was time to invest in a proper headquarters. Mindvalley needed a workplace which could reflect the company's values. Vishen engaged *PDI Design + Associates* to help realise his vision.

PDI created a beautiful and modern workplace, which boasted open communal spaces, organic layouts and textures interspersed with sci-fi shapes and bright, solid colours. The new workplace encouraged people come together or 'accidentally' meet so they can talk, share and exchange ideas.

Here is an example of Mindvalley's working space:

It is an open area with a big white tree and Astro Turf on the floor, where people can sit on the "grass" if they wanted. There's a tree house up a ladder for a cosy gathering of the minds; beneath it are four cubicles with sound-dampening walls, for groups of up to four to convene or for individuals looking for a more private space to work. Some offer seating, some offer high tables for those who prefer to work on their feet.

Another example is Mindvalley's *Hall of Awesomeness*, an auditorium with a capacity for 150 guests with a speaker stage, customisable seating with beanbags, a built-in sound system, a backstage room and a kitchen space for catering.

Mindvalley workplace enables the employees to sit and work however, wherever and whenever they want. PDI designer Ian Lee says, "To me, it's a space where even if you're shy, you can still get around it. <…> It's a very *social space*. Even if you're an introvert, it could encourage you to come out of your shell a little bit too."

Virtual dimension *of Mindvalley's workplace*

Recognizing that we live in a networked society, Mindvalley communicates with the world using social networking sites. They have more than 160000 fans on Facebook, more than 15000 followers on Twitter and almost 27000 subscribers to their YouTube channel.

Mindvalley also uses social media to attract and recruit talents as well as to help their teams to work more efficiently.

Mindvalley innovates on technology. For the last years, the company has been creating their unique tech eco system to get the content they produce out to the World. Their e-platform allows to attract the best teachers and to create amazing apps and on-line courses based on their work. Using the cutting-edge technology, they reach hundreds of thousands of people who look for educational opportunities leading to personal growth and development.

Sources:

1. *Mindvalley's website,* http://www.mindvalley.com/

2. *Vishen Lakhiani's Talk At Wild Digital 2015*, http://www.mindvalley.com/blog/

3. Toyad, J. Tapping the Human Mind. How a stretch of the imagination has produced one of the region's most inspiring workspaces. *Haven, August - September 2015*. p. 28-39. http://dew.theedgemarkets.com/Weekly/2015/DEW20150803OT1_x4phyf.pdf

4. Golshan, N. M. & Omar, R. A Success Story of Managing Millennial Talents: A Case of Mindvalley. 2011 3rd International Conference on Advanced Management Science. *IPEDR vol.19*. © (2011) *IACSIT Press*, Singapore.

Having read the Mindvalley case study, think about how their ideas could work for your company.

Have another look at the *suggestions for "creative workplace management"* above and think how you could change your working environment. What kind of organizational culture and climate would you like to

set up? What management solutions could help you do that? What changes in the physical space would help you communicate your values? Do you think new technologies and tools could facilitate your work? Make a plan for your "creative workplace management" using the table below.

Your creative workplace	What would you like it to be? Visualization	What would you do to achieve it? Actions
Social dimension		
Physical dimension		
Virtual dimension		

Visit Module 6 on the InnoWork website for interactive games and exercises.

III. Conclusion

The creative workplace is built upon three domains – physical (place), social (people and their interactions), and virtual (tools), which should work seamlessly together to foster and facilitate creative behaviour of employees. Creative workplace management means defining and redefining each of the three domains depending on your company's goals and your team's needs.

Creative workplace management implies that you promote and support organizational creativity and innovation. It means that you manage for innovation, helping your colleagues apply creative thinking to solving work tasks. For a closer look at this topic refer to Module 7 "Innovation leadership".

Creative workplace management also requires deep understanding of the entire innovation process, starting from strategic perspective, through creative endeavours, to reaping the benefits. For more details about the innovation process, refer to Module 9 "Designing the organization's innovation plan".

IV. Additional reading

Innovative Workplace: Benefits and Best Practices. (2006). U.S. General Services Administration.	*The publication provides ideas on creating innovative work environments, which help to attract and retain talented, motivated employees. It describes the value of improving facilities and work practices to create not only more efficient, but more effective workplaces – ones that offer increased benefits to all stakeholders, including building owners, managers, occupants, and the public.*
Morriss, L. (2011). Innovation Master Plan: the CEO's Guide to Innovation.	*The book suggests a holistic approach to planning and managing innovation process. It provides a powerful framework for thinking about innovation by asking and answers the questions: Why innovate; What to innovate; How to innovate; Who innovates; and Where we innovate.*

V. Self-test questions

Question 1: Match creative workplace domains with their characteristics.

Domain	Characteristics	Domain
1. Physical	Implies using web technologies and tools, facilitating creativity and innovation at workplace.	
2. Social	Material; includes space arrangement, furnishing, design.	
3. Virtual	Involves people and their interactions; implies instilling creative climate in organization.	

Question 2: What is NOT true about creative workplaces?
You can choose one or more answers.
- ☐ Creative workplace implies flexible systems and flexible strategies.
- ☐ Creative workplace is connected: it provides access to people and data at any time and any place.
- ☐ Creative workplace consists of fully enclosed individual working spaces.
- ☐ Creative workplace makes every employee feel comfortable there.
- ☐ Creative workplace imposes rigid, hierarchal relationship between employees.

Question 3: What characteristics could define a creative workplace?
Choose the correct word or word combination in each alternative.
- Personal working space: Adjustable / Predefined
- Office space: Separated individual working zones / Open concept space with "collaboration zones" and "quiet zones"
- Management: A manager decides what employees should do and how they should approach their tasks/ Employees enjoy more freedom in implementing their tasks
- Work tasks: Employees are engaged in challenging tasks / Employees implement day-to-day repeating tasks
- Creative workplace fosters: Individual approach to work tasks / Collaboration

Question 4: Why is "creative workplace management" important?
Choose the most suitable answer.
- ☐ It supports creative climate at workplace.
- ☐ It helps to make the physical space reflect the company's values.
- ☐ It helps to enhance employees' creativity by using different technologies and tools.
- ☐ It assures that physical, social and virtual domains of a workplace complement each other and augment the creative potential of employees.
- ☐ All of the above.

Question 5: What is TRUE about interactionist approach to creativity?
You can choose one or more answers.
- ☐ Social/organizational context has no significant influence on creativity.
- ☐ Creativity happens in interaction of a person with other people and with environment which surround him/her.
- ☐ Interactionist approach assumes that only few people can realize their creative potential.
- ☐ Supportive climate, encouragement and collaboration could foster creative process in organization.

Question 6: Which of the following is more likely to characterize a creative conference/ meeting room?
You can choose one or more answers.

- ☐ Standard furnishing with longish table and chairs around it.
- ☐ Spacious room with comfortable couch chairs, or floor cushions.
- ☐ Equipment or space for sharing ideas at brainstorming sessions (e.g. white boards and coloured markers).
- ☐ White empty walls and overhead projector.
- ☐ Inspiring design and layout allowing to work in a relaxed atmosphere.

Correct answers:

Question 1:
Physical: Material; includes space arrangement, furnishing, design.
Social: Involves people and their interactions; implies instilling creative climate in organization.
Virtual: Implies using web technologies and tools, facilitating creativity and innovation at workplace.
Question 2: 3 and 5
Question 3: Adjustable; Open concept with collaboration space and "quiet zones"; Employees enjoy more freedom in implementing their tasks; Employees are engaged in challenging tasks; Collaboration.
Question 4: 5
Question 5: 2 and 4
Question 6: 2, 3, and 5

VI. Glossary

Term	Definition
Creative workplace	Creative workplace is a convenient, comfortable, flexible and sustainable work environment that supports collaborative work and fosters creative ideas. It includes three domains: physical (place), social (people and their interactions), and virtual (technologies and tools). Based on analysis of different resources (see bibliography).
Personal space	Personal space is an imaginary space boundary surrounding a person, an invisible shield that individuals form around themselves as an area of self-privacy and protection. It also includes specific physical areas that extend beyond our invisible space. Related to work environment, personal space may include: personal workstation, work cubical, desk, chair, etc. Heiner, R. New Working Environments: The Need For Personal Space. URL: http://officesnapshots.com/articles/new-working-environments-the-need-for-personal-space/
Organizational climate	Organizational climate represents behaviour, feelings, and attitudes in the organization which affect its operational processes – communications, problem solving, and decision making. The Climate for Creativity and Innovation. (2013). URL: http://www.m1creativity.co.uk/innovationclimate.htm

Creative climate	Creative climate is a favourable organizational climate, where people perceive encouragement, work in collaboration, get challenging tasks, have an ample supply of resources, and feel free to express their creative ideas.
	Rasulzada, F. (2007). Organizational creativity and Psychological well-being. Contextual aspects creativity and psychological well-being form in an open systems perspective. Department of Psychology, Lund University. URL: http://www.farida.se/Farida_Rasulzada_book.pdf

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