Creativity

How to make the invisible visible by lighting the way into the future

Roy Sharples
Since the first human crawled deep into a cave to make art, creativity has flourished among rebels and risk takers, mavericks, and visionaries. However, if creativity thrives among outsiders, how can it be nurtured inside large organizations? How can one build a team that works together to solve real problems while leaving room for individual inspiration? How can one ignite the creative spark without burning down the building?

Roy Sharples draws on decades of experience at the vanguard of business innovation and a deep affinity for applying an artistic instinct to explore these questions, offering novel solutions.

Building on a broad survey of the misfits who defined the modern world, from Dada to Elon Musk and Bauhaus to Acid House, he explores what makes the creative mind tick. He also examines the conditions that nourish creativity in organizations of all sizes, from artists to corporations to civilizations.

The result is a manifesto for harnessing inspiration and unleashing the creative power we all have inside.
CREATIVE SOCIETIES
Understand how societies are a catalyst for inspiring creativity and sociocultural movements, where people can realize their full potential and live more enriched, fulfilled, and happy lives.

THE MODERNISTS, MISFITS & MAVERICKS
True artists are always outsiders looking in; rebels with a cause—themselves. They provide something new to the world that we live in, overturning the status quo by positively impacting people’s lives and moving society forward. Learn how sustained creativity has always been a true differentiator. The people who transcend the status quo—and inspire others to do so, too—become our models for ingenuity.

POP CULTURE REFLECTS TIME
Learn how popular culture has mirrored time and change by connecting society, entertainment, politics, fashion, and technology by provoking action to change minds and translating experiences across space and time. Understand how to stand on the shoulders of giants by learning from history and how to avoid reinventing the wheel as you make progress in your creative pursuits.

PHILOSOPHY IN THE BEDROOM
What creativity is, why it matters, and what difference it makes. Aspire to be as great as the things that are influencing you. Aim not to be like them, but to be as influential by defining your own unique structure and style. Constraints, barriers, principles, and standards are critical to expressing yourself through what you are, what you are not, and appreciating the differences.

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CHAOS TO CULTURE
How to nurture a culture of creativity through a do-it-yourself sensibility and a social system that allows people to create without fear and which is embraced, nurtured, imparted, and practiced by individuals, teams, and organizations; backed up with proven examples from creative industry experts.
AESTHETICS IN LOVE: THE CREATIVE PROCESS
The creative process initiates and transforms an idea into actualization by bringing it to fruition through three steps—Dream, Make, and Do. Supported by true stories and perspectives from creative industry experts about their creative processes, keys to success, and pitfalls to avoid.

LEADING WITHOUT FRONTIERS
The creative leadership values, principles, and competencies. The five learning stages and personas of creative leadership: Fledgling, Journeyman, Expert, Innovator, and Artist. The behaviors, knowledge, skills, and proficiencies to build creative competency in your team and organization, and the manifesto for creating without frontiers that arms your arsenal to achieve creative freedom and excellence.
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The Creative Excellence Model is a guide to help creative leaders, teams, and organizations build sustainable creative capability. Grounded in real patterns and insights gleaned from some of the most creative teams and organizations globally, it formalizes behaviors from a cluster of knowledge, skills, abilities, and motivations. It prescribes the desired performance patterns required by diagnosing and evaluating performance and talent.

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<tr>
<th>LEVEL</th>
<th>LEADERSHIP</th>
<th>AESTHETICS &amp; IDENTITY</th>
<th>INDUSTRY &amp; CULTURE</th>
<th>CRAFTSMANSHIP</th>
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<tr>
<td>5 ARTIST</td>
<td>Leads through artistry and personal mastery towards invisible by lighting the way into the future</td>
<td>Leads through artistry and personal mastery to create aesthetic vision and identity</td>
<td>Leads through artistry and personal mastery of creative outputs in context of industry and culture</td>
<td>Leads through artistry and personal mastery through excellence of craft</td>
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<td>4 INNOVATOR</td>
<td>Innovates through breakthrough execution towards invisible horizons</td>
<td>Innovates through breakthrough execution of aesthetic vision and identity</td>
<td>Innovates through breakthrough execution of creative outputs in context of industry and culture</td>
<td>Innovates through breakthrough execution excellence of craft</td>
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<td>3 EXPERT</td>
<td>Guides through domain expertise towards invisible horizons</td>
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<td>Guides through domain expertise of creative outputs in context of industry and culture</td>
<td>Guides through domain expertise of craft</td>
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<td>2 JOURNEYMAN</td>
<td>Applies insight and contributes independently towards invisible horizons</td>
<td>Applies insights and contributes independently to aesthetic vision and identity</td>
<td>Applies insights and contributes independently to creative outputs in context of industry and culture</td>
<td>Applies insights and contributes independently to develop craft</td>
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<td>1 FLEDGLING</td>
<td>Acquires knowledge and know-how to develop towards invisible horizons</td>
<td>Acquires knowledge and know-how of aesthetic vision and identity</td>
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There are five learning stages of creative leadership: Fledgling, Journeyman, Expert, Innovator, and Artist; there are also four distinct behaviors, knowledge, and skill clusters: leadership, aesthetics and identity, industry, and cultural insights craftsmanship. These make use of three proficiencies: discovery, invention, and innovation.

One of our most fundamental life needs is to create, next to air, water, food, shelter, safety, sleep, clothing, and belonging. Creativity is a core discipline, like reading, writing, and arithmetic. It is not incidental and nice to have. Rather, it is a way of life.

The Creative Excellence Model is a collection of skills and competencies identified as necessary for success in creative leadership positions. It comprises a set of principles defining what creative leaders must know and do. It incorporates practices essential for all levels, from Fledgling to Expert to Innovator to Artist. It holistically addresses leadership at the individual, team, and organizational levels.

It contains definitions and examples of each competency, particularly where it deals with different performance levels for each of the expected behaviors that contribute to advancement. Using a competency-based approach to leadership, organizations and teams can better determine and grow their next generation of creative leaders by instilling which behaviors, values, skills, and competencies are required, valued, recognized, and rewarded in their performance management systems.
The five learning stages require a balance of people at each level, with a majority at the expert stage. People will move through the stages in different times throughout their careers.

The five stages are:

1. **FLEDGLING**: Acquiring knowledge and know-how.
2. **JOURNEYMAN**: Applying insight and contributing independently.
3. **EXPERT**: Guiding through domain expertise.
4. **INNOVATOR**: Innovating through breakthrough execution.
5. **ARTIST**: Leading through artistry and personal mastery.

People have the distinct option to develop a breadth of disciplines across multiple industries, businesses, and technical areas or develop depth in more focused disciplines in a specific industry, business, and technical area.

People at the Expert, Innovator, and Artist stages perform differently (not necessarily more or better) than those at Fledgling or Journeyman stages, as leadership, interpersonal, and strategic skills become more relevant. The process is not necessarily completely cyclical either. Typically, you will always start as a fledgling when something is new to you or if the environment or technology has changed. You then progress to journeyman as you become able to operate independently. Learning is a social process and involves peripheral activities, where people take on more complex activities as they grow in confidence and see their peers perform them.

The learning never stops!
You may then choose to stay at the Journeyman level as you go "deep" in this competency, for example, if you become a subject-matter expert. Or you may move on because you become a team leader or a mentor in that competency area, rather than journeying yourself. You start to help and guide others on how to journey effectively. This requires slightly different personal skills and qualities, as you need to lead and teach people.

People at the Expert and Innovator levels are typically leading a movement and complex novel pursuit, engagement, or project in a particular area to break new ground and set a new direction. Effective leadership behaviors do, therefore, become very important as you reach these stages.
Proficiency

Creativity, invention, and innovation are intrinsically linked and essential for growth and mastery.

**DISCOVERY**
Developing creative ideas and concepts by translating them into purposeful action.

**INVENTION**
The creation of novel solutions that have not been discovered previously.

**INNOVATION**
Turning new concepts that have value into commercial success for widespread use.

**CREATION**
The ability to conceive of something original or unusual and turn it into reality.
Leadership

Lead towards invisible horizons with fearless expression, connecting to emotions and imagination that fuel consistent action, evoking wonder and magic to create the future.

**CREATIVITY**
Generate novel ideas that have value, and inspire energy, enthusiasm, and action.

**VISION**
Formulate and articulate a clear vision and direction that synthesizes the unknown into the known.

**AGILITY**
Adapt to and navigate through adversity and change with curiosity and persistence.

**RESULTS**
Authentically generate energy through passion and engagement by cultivating a movement that drives successful outcomes with positive impact.
Aesthetics and identity

Blend the art and science of aesthetics to create engaging outcomes.

**Aesthetic Creation**
Design and direct the aesthetic vision to enable product creation that connects emotionally and delivers value to audiences.

**Creative Principles**
Define guidance to set expected standards that infuse through the entire branded assets and experiences.

**Brand Cohesion**
Establish and articulate creative direction to drive brand cohesion and integrity across all touchpoints.

**Research & Positioning**
Take a data-driven approach to inform direction, messaging, and positioning by leveraging qualitative and quantitative research methods.
Industry and cultural insights

Proactively respond to the forces at work that drive change to the creation of products, services, or experiences.

TREND SETTING
Anticipate opportunities to set future trends based on sociocultural, economic, political, and technological drivers.

SYNTHESIS
Infuse the relevance of market trends to new solutions and future direction and set the strategy for timing, design, and positioning for the future.

NURTURE
Develop or acquire talent with specific skills and expertise to realize the desired vision.

MARKET RESEARCH & ANALYSIS
Synthesize market needs and create new products and services to address audience needs.
Craftsmanship

Continuously improve craft through constant skills honing, acquiring new experiences to remain relevant and innovative, and maintaining quality focus to the last detail.

TECHNICAL EXCELLENCE
Ensure technical depth and breadth in domain to remain relevant and innovative.

INNOVATION
Progressively improve creative outputs by working across multiple disciplines to ensure longevity and optimal impact.

ROLE MODEL
Commit to creative advancement, inspiring and guiding others to deliver innovative outputs.

FUTURING
Anticipate the future and adapt to change throughout time.
Behaviors

Always be future-oriented. A Dreamer, Maker, and Doer who starts and moves things forward with a bias for action, and inspiring others to do it.

**ADAPTABILITY**
Adapt to change and navigate through ambiguity, curiosity, and persistence.

**COLLABORATION**
Cross pollinate across multiple domains to seek inspiration and expertise to force multiple innovative outcomes.

**AUDIENCE FOCUSED**
Intuitively anticipate audience needs and proactively provide solutions that surprise and delight.

**BIAS FOR ACTION**
Activate transformative change with persistence and resilience to stay the course.