

Zur Kreativität der Universität

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1. Wissenschaftliche Kreativität
2. Organisationskreativität
3. Wissenschaftliche Kreativität im hochschulorganisationalen Kontext
4. Fazit

1. Wissenschaftliche Kreativität: Wie lässt sie sich bestimmen? Mögliche Aspekte:

- Jenseits von Normalwissenschaft – revolutionary science

Aber auch

- Interdisziplinär
- Exzellent
- Inventiv
- Innovativ
- Exzeptionell
- Entrepreneurial
- Originell

Is the contribution novel?

Yes

No

Is the contribution relevant?

Yes

Creative

Cumulative

No

Original

Replication

- Li Bennich Björkmann (1997): Organising Innovative Research: The Inner Life of University Departments, Oxford (Pergamon Press), S. 24

- *Creative Research* ist neuartig (*novel*) und relevant/*valuable*;
- *Original Research* ist neuartig, aber nicht unbedingt relevant;
- *Cumulative Research* ist relevant, aber nicht neuartig;
- *Replication* ist keins von beidem.

Wissenschaftliche Kreativität/Fragen

- Daraus folgt, dass nicht alle Forschung kreativ sein kann und sein soll;
- Die Vorstellung, alle Forschung sei kreativ – im Sinne von neuartig und relevant – wirkt bedrohlich: Wissenschaft hätte dann u. a. ein gesteigertes Aufmerksamkeitsproblem.



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2 Organisationskreativität



- Im gängigen Managementdiskurs wird organisationale Kreativität im Zusammenhang mit individueller Kreativität bestimmt;
- Sie erstreckt sich auf die Kreativität nicht-kreativer Praxen „kreative Buchführung“;
- Sie meint Wandelbarkeit, Reformfähigkeit, nichtinertes Agieren, Flexibilität (ein Bündel von organisationalen Sekundärtugenden).

- Organisationale Kreativität wird oft mit Innovativität gleichgesetzt;
- Ist in den fundierteren Zugängen etwas anderes als aggregierte personale Kreativität;
- Organisationskreativität wird dennoch im Managementdiskurs oft im Zusammenhang mit Training thematisiert.

- Daraus resultiert oft ein Umbau der organisationalen Gliederung;
- Eine (nicht selten) zum Selbstzweck erhobene Transgression innerer Grenzen;
- Die Schaffung neuer Konfiguration die auf einer Selbstbeschreibungsebene Problemzugewandtheit kommunizieren.

Organisationale Kreativität

- Die Semantik in der über Kreativität in organisationalen Kontexten gesprochen wird ähnelt der der Wissensgesellschaft: Wissen/Kreativität~ein Naturprodukt ein Rohstoff;
- Gleichzeitig boomen im Managementdiskurs Kreativitätstechniken (**CPSTS**, **cube crawling**, **fishbone techniques**, *Knigt's Move*, **Synetics etc..**);
- Im Managamentkontext hat es den Anschein, als sei Kreativität der Vorzug vor Kompetenz zu geben.



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COCA Principle of Achievement

Capabilities × Opportunities × Commitment × Action

"If you think you can, you can. If you think you think you can't, you're right."
– George Bernard Shaw

"An optimist sees the opportunity in every difficulty."
– Winston Churchill



"The future belongs to the common man with uncommon determination."
– Baba Amte

"Practice is the best of all instructions."
– Publilius Syrus

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1000ventures.com



Training for Success

learning | development | progression | inspiration

Cube Crawling, Innovation, Brainstorming & Creativity

26 February 2008 | Course Code: 064P1

A one-day training course at:

Leatherhead Food International, Randall Road, Leatherhead, Surrey, KT22 7RY

Loyalty Scheme Star Rating ★

Course Overview:

Learn to cascade the concepts of innovation and spread the message that innovation is for everyone, everywhere, all the time. Bury the idea that innovation is not for you and you have nothing to contribute. All managers and their teams need to think creatively – 'outside their boxes and comfort zones'.

This very popular course will inspire delegates to run idea generating sessions, to lead and organise brainstorming sessions, and give them the ability, confidence and techniques to 'pick winners', 'stop the flops' and 'kill off the duffs' whether idea, product, or process. Participants will master the evolutionary technique of cube crawling as a tool for idea generation.

A very interactive and participative course, the day will consist of a number of workshops, brainstorming practicals and presentations. Special emphasis will be placed on structures and practical issues for innovation.

This course has inspired the development of many new products and services within the food and drinks industry over the last ten years. Imagine how much you will benefit from attending!



From this course you will:

- Find out: What is innovation?
- Discover how to run creative and productive idea generating sessions
- Learn how to pick a winner from all the ideas you have generated
- Evaluate industry case studies and success stories
- Learn the technique of "Cube Crawling"
- Be able to overcome your own barriers to creativity

Who Should Attend?

This course is for all managers, supervisors and technical staff in food and drinks manufacturing and retailing, who want to act and think in a more creative way.

This course is directed by
Tony Hines MBE, Membership Director and
Crisis Management Manager at LFI

Secure your place by making a provisional booking by phone, then send the completed booking form as confirmation.

www.leatherheadfood.com



Leatherhead Food International

Provisional Programme

Tuesday 26 February 2008

09.00 Introduction to course

- ♦ Objectives of the course
- ♦ Workshop 1. Understand what decisions consumers make before buying anything - from food to non-food commodity items
- ♦ 'Cube Crawling' - A Tool for Innovation and Idea generation. Gain the confidence and understand the benefits of this fascinating technique.
- ♦ 'Cube Crawling' exercise and examples

10.30 Refreshments

- ♦ What is Creativity and Brainstorming - definitions
- ♦ Ground Rules of Brainstorming
- ♦ The Rickards Model of Innovation
- ♦ Barriers to Creativity. Open new doors.
- ♦ Why Innovate? Capture new skills
- ♦ Workshop 2. The Problem - Re-defining the Issue before you Brainstorm

12.45 Lunch

- ♦ How to run a Brainstorming Session - Rules of the Team Leader
- ♦ Lifestyle Changes driving Innovation
- ♦ Workshop 3. Group Brainstorming Exercise
- ♦ Picking Winners, filtering, clustering and scoring to capture the best ideas.
- ♦ The Rickards Model and Key Characteristics of Good and Poor Innovators

17.00 Course close

Early Bird Discount -
Book before 11 January to receive 10% off -
subject to availability

Fees quoted are per delegate and include all refreshments, lunches and handout material for the event.

UK Delegate
LFI Member* £390.00 + £88.25 VAT
Non-Member £490.00 + £85.75 VAT

Non UK Delegate
LFI Member* £490.00 less discount of £100.00 = £390.00 + £85.75 VAT
Non-Member £490.00 + £85.75 VAT

UK VAT Regulations do not allow VAT discounts on Member fees

*For more information about Membership, please contact Jackie Apps
japps@leatherheadfood.com

How to Book

Please complete a separate form for each delegate (photocopies acceptable)

- 1 Complete and fax this form to: +44 (0)1372 360221
- 2 Or mail to: Leatherhead Food International, Training and Conferences, Randall Road, Leatherhead, Surrey KT22 7RY, UK
- 3 Book online at www.leatherheadfood.com

Course Title: _____
Course Code: _____ Course Date: _____
Surname: (Initials/Full/Other) _____
Forename: _____
Job Title: _____
Company: _____
Address: _____

EU Member State Companies please provide VAT No:
Telephone: _____ Fax No: _____
Email: _____
Special dietary requirements: _____ Loyalty scheme registration No:
TRA

PLEASE NOTE: Your booking will be confirmed by email; please ensure that you fill out your email address clearly. Confirmation of your booking will be returned with a location map and details of local accommodation.

Payment Methods

I wish to make payment in UK £ US \$ Euros

I enclose a cheque made payable to 'Leatherhead Food International Limited'

Please charge my credit card (Circle the card you wish to use)



Card number
Valid from
Expiry date
Issue No. (if applicable)

Member/Non-Member Purchase Order Number

I will pay via bank transfer to your account

For payments made in:

E Sterling:
Account No: 10207284
Bank Sort Code: 20-29-90
Swift Code: BARCGB22
IBAN: GB12BARC202990.10207284

Euros:
Account No: 57568233
Bank Sort Code: 20-21-02
IBAN: GB54BARC202990.57568233

Bank Address: Leatherhead Food International Limited, Barclays Bank plc, 82-84 High Street, Epsom, Surrey KT19 8BH, United Kingdom.

VAT Registration No: GB 609 0859 27

US \$:
Account Number: 114-738475
Routing No: 02100021
Bank Address: Chase Manhattan Bank, New York, NY, USA

Authorising signature _____

Date _____

This booking form constitutes a legally binding contract. The programme is correct at the time of going to press but it may be necessary for reasons beyond LFI's control to change the content and timing of the programme, the speakers or the date or venue. Participants will have no claim against Leatherhead Food International in respect of such changes. If the programme is cancelled LFI shall make a full refund of the fees but shall not be liable for any other costs or expenses incurred by the attendee as a result of the cancellation and any such liability is hereby excluded.

All cancellations must be made in writing, and the following charges will apply if you cancel: 29+ days before a course = 20% of the course fee; 15-28 days before a course = 50% of the course fee; 1-14 days before a course = 100% of the course fee.

Booking information

For further information please contact the Training Officer:

T: +44 (0)1372 376211 or Email: training@leatherheadfood.com

3 Kreativität im hochschulorganisationalen Kontext

- Umbau von Fachbereichen Fakultätengliederung;
- Genese von Verbänden, Clustern etc.;
- Organisationales Unternehmerischsein;
- Zur Entwicklung der Kreativwirtschaft beitragen.

4 Fazit/Offene Fragen

- Wissenschaftliche Kreativität steht in einem Spannungsverhältnis zur organisationaler Kreativität;
- Bei einer Überformung durch organisationale Kreativität läuft Wissenschaft Gefahr in ein kulturindustrielles Fahrwasser zu geraten.



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- “Richard Florida is a phenomenon... there is no academic quite like him...” Joe Berridge, The Globe and Mail, March 15th 2008
- “Richard Florida is a one-man think tank and go-to guru for companies in need of a creative jolt.”, Brad Hatch, The Australian Financial Review, March 14th 2008
- “Florida-social theorist, geographer, urban planner and guru of the globalization debate...”, Larissa Dubecki, The Age, April 19th 2008
- “...thought-provoking intellectual Richard Florida...”, Patrick S. Duffy, LA Times, April 13th 2008



- Es zeigt sich, dass Kreativität als moralisches Postulat für den Bereich der Wissenschaft nicht gelten kann;
- Es stellt sich die Frage, ob das Konzept der Kreativität für den wissenschaftlichen Bereich anschlussfähig ist, oder ob andere Konzepte wie das der Inventiveness Vorrang genießen sollten:
- Die Perspektive der Inventiveness würde Kreativität im Sinne eines moralischen Postulats zurückweisen;
- Sie würde darüber hinaus weniger auf Schließungen denn auf (Er-)Öffnungen, Fragestellungen abstellen.



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Schluss