TAP the Untapped (Think, Act, Prosper)

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Abstract: **The modern business world is changing its face by each passing day. Competition is increasing rapidly. The one which is not out of the box stands no chance to survive in highly competitive and unpredictable business environment. There are resources like man, machine, material, money, market which are basis to management but one resource which remains untapped is the creativity. Creativity is the fifth and the strongest hidden pillar for any organization. Through this detail study organization need to understand the importance of this unutilized resource i.e. creativity. Through this project the organizations will not only tap this untapped resource rather learn to identify creative people in the organization and nurture them. Organizations will also be able to manage creativity and drive energies towards creating something new and exploiting creativity of employees to the maximum.**

Keywords: **Creativity theories, creativity and explore**

1. Introduction

A. Why this project?

A box and four bottle caps were handed over to old man and a small boy, the old man asked what this is?. The small boy asks what all can I do with this? And he made a small toy car out of it. This incident resulted in understanding that creativity is the basis of every individual but with time the creative side that small creative boy in us fade away. We all tend to work in the same standard operating procedure each day. But have any of us thought like that small boy as to what all can be done out of that standard work?, Only the very few among us tend to go out of the way and break free from these standard operating procedures(SOP). If the organizations are able to tap this useful resource and identify these employees who can go an extra mile then these creative employees should be assigned task according to their abilities like either in new business development or new product development.

B. What is creativity?

The word creativity comes from the Latin word CREō "to create": it's This "create" word for the first time appeared in 14th century, notably in Chaucer, the indication of creation of divine. The oxford dictionary says "that it is the use of imagination or original ideas to create something new." But is this it? Is creativity just imagining and thinking of original ideas? Creativity is much more beyond it. Have you ever thought how the first Macintosh computer came into being? It was on the basis of creativity the calligraphy and the dots. That

is Steve jobs a college dropout dint have a degree with him but just because he could think differently and had creativity, he used this connecting of dots and calligraphy to make the first Macintosh computer in the world. This word alone "creativity" is today the base of Apple.inc. Do one thing every day that you are scared to do- its creativity? Many of us fail to go beyond our standards because of self-doubt or fear of failing.

C. Aspects of creativity

Creativity theories (based on why few people are more creative than others) have concentrated on various aspects. Theories appealing vast thinking rather than specific thinking. And theories describing creative process are the primary theories of creativity. A focus on the nature of the creative person considers more general intellectual habits, such as open mind, idea generation, independence, experience, exploring new things. Environment provided also influences the degree of creativity.

D. History

The ancient Greek thinkers of Ancient Greece, Ancient China, and Ancient India, the concept of creativity was missing, art was seen as a discovery and not creation of man. During ancient times Greeks had no terms for to "to create something" or for the "creators" with the exception of "poiein" that is to make which was only used for poetry. The great scientist Plato did not believe creativity. It is argued that creativity originated from Western background through Christian culture, by inspiration for god. But in modern sense it is not creativity, creativity dint arise until the Resurgence. In Christianity man none in ancient times were of the views similar to the modern concept. After the evolution of generations creativity was first time seen as abilities of the great men and not duct for the divine.
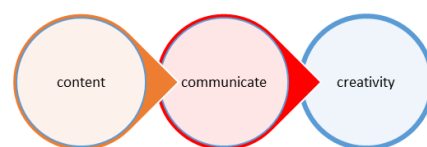
E. 3C'S of creativity

Fig. 1. 3C'S of creativity

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2. Content

The first most important C of the 3c's is the content. Content is the know – how's of doing particular task, it is the skills or the knowledge which individuals acquire or learn through experience and learning. Content is the first and most vital factor which a creative person must possess. To develop and work on content building constant up-gradation of skills, content also builds up by inclination to new skills. Content is the reason SEARCH began. Content is not just the king rather it's the kingdom.

A. Content is like water

- "You put water into a cup it becomes the cup.
- You put water into the bottle it becomes the bottle.
- You put in a teapot, it becomes the teapot.

B. Communicate

Content is the most important factor but after a person possess proper content if we fail to communicate the content then there's no point of possessing content. The most common problem today is that employees possess content but somehow fail to communicate. Creativity can only transfer when proper communication skills are possessed by the employees. Effective team work begins and ends with communication. A creative person can easily be identified in the crowd because a good communicator is very creative in nature. The quality of your communication is the quality of our lives. To effectively communicate we must realize that we are really different in the way we perceive and the use this understanding as a guide to our communication with others. Without fighting or arguing if we are able to communicate or put up our point of view then it is called communication. Technical skills may get you the job. But soft skill like communication can make you or break you as a manager.

3. Creativity

Once the employees have appropriate content and the art of communicating the content the ideas then comes the creativity. Creativity in any organization not only breaks the monotony of doing work but rather also helps in growth of the employees. Creativity ensures coming up of new brighter ideas and also helps in surviving in dynamic business environment. Have we ever thought why the public sector undertakings became sick units? The basic reason was lack of creativity and contribution by government employees. PSU'S couldn't survive in fast changing environment because it was only running on SOP'S (standard operating procedures). The value an employee add in the organization is creativity. An organization if fails to tap this most important resource i.e. creativity, it can't run in long run. It is said hundred unproductive and non-creative employees are of no use where as one creative employee is worth of providing growth equal to hundred employees.

In the diagram the three gear's which are basis to individual's creativity are shown. The first gear that is the green gear is the creativity known to the individual. He knows he's capable to provide creative and new ideas to the organization. Second gear is hidden creativity. The individual

Creativity can never be induced or forced from outside, it is something which comes from within. But creativity in some is unknown to them. Which means they haven't discovered themselves to their full potential. Red danger sign (the third red gear) is the area of concern for the company i.e. the employees are creative but they do not exercise their creativity. It remains unused. Not using creativity leads to fading away of the same with time. As mind become mechanical to only standard operating procedures .The organizations need to ensure that the third gear is used to the optimum level rather than not being exercised.
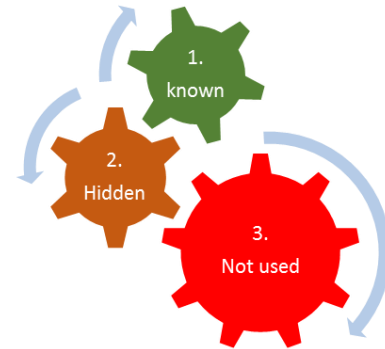

Fig. 2. Three gears of individual creativity

A. Creativity process

- *Intent:* Creative person has the intent to do something different and out of box. It is the first step to creativity process.
- *Explore:* The second step is moving into that direction by exploring all the possible alternatives available to us and exploring the field properly.
- *Experiment:* After evaluating the alternatives now comes the selection of best alternatives and testing the selected alternatives.
- *Create:* Now actual execution, creation of ideas and creativity takes place.
- *Evaluate:* Last step is evaluating the process to see the set standards and actual performance.
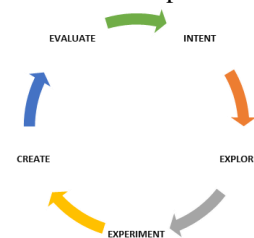

Fig. 3. Creative process

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B. How to identify creativity?

In modern business era identifying creative employees is next to impossible task. And unless we don't identify the creative person we can't utilize this unutilized resource. But it can be made easy by seeing these characteristics in the employees.

C. Characteristics of creative person

- *Associative orientation:* That employee will possess sense of imagination, would have abundance of ideas, and he must have strong sense of mind and should know how to support facts.
- *Originality:* The employee would think out of the box and go beyond the standard operating procedures and will possess rebellious nature. The employee will always do monotonous task with his own different flavor.
- *Motivated:* This employee will be goal oriented and his focus will be doing work creatively. Even after hindrances in job he must know how to tackle problems on daily basis. He also must be self-motivated.
- Ambition: The creative employee will be visible even with closed eyes because he would know how to attract attention. He will possess ambitious attitude. \
- *Flexibility:* The employee will have an open broad mind and will be flexible irrespective of conditions he is put into. The employee will never show resistance to change and even in the most difficult situations come up with most optimal solution.
- *Low sociability:* The employee tends have very less consideration towards fellow employees. And also tends to find faults in other people as well.

The above stated characteristics are commonly seen in creative employees but as creativity depends on individual's nature it may vary.

4. Thinking process

Divide thinking into two parts orange arrow that is make list and the blue arrow make choice.

- Quadrant one shows low IQ and low level of creativity, employees falling in this category are the unproductive part of the company and are of no use.
- Quadrant two shows low levels of IQ but high level of creativity that is employees lying in this quadrant posses creativity but lacks sense of understanding, lacks confidence and are poor at handling rejection.
- Quadrant three shows high level of IQ but significantly low levels of creativity that is employees in this quadrant tend to just stick to monotonous standard procedures for performing a particular task and add no value to by themselves. They are target oriented and workaholics.
- Quadrant four shows high level of IQ and high level

of creativity it is the perfect balance of creativity and IQ that is employees falling in this quadrant are confident about themselves , think out of the box are ready to go beyond the standard procedures of doing work and perform the same task but creatively. They possess strong interpersonal relationships and our never bored of their jobs.

A. Top notch companies that practice creativity

1) Google.inc

Google is world's most desirable company to work for because it has maintained this stature in the world. Google offers a creatively designed and very comfortable work environment to its employees. It has a very open culture and it welcomes new ideas in the organizations. Google conducts its meetings in "TGIF" and the CEO Larry page personally attends each and every issues and attends each employee in a friendly manner. The setup of Google has a very friendly environment with colorful board meeting rooms and comfortable seating for each and every employee. Google also has a thinking room where in each employees has to sit with himself and come up with new and creative business ideas. Google till date maintains this stature and is the most desirable company to work for.

2) Apple.inc

Apple is the biggest innovator in the world, how did they make it possible? It was all possible because they nurtured creative minds. Every idea is accounted for. Apple is based on think different principle. Apple is still considered the desirable company. Each and every product is finely created and designed to perfection. Apple nurtures creativity.

3) Facebook

The very own base of Facebook was creativity. Facebook came into being with the creative idea of socializing. But socializing electronically over a portal. Today Facebook is a sensation and it constantly improves by effectively using creativity of its employees. Facebook is also on the list of most desired company to work for. Facebook is the most successful social networking website today because of its focus on creativity.

4) Hermes paris

The style icon Hermes bags which each and every women wishes to buy is a fine pure leather ladies bags. Hermes focused on creating each and every hand bag with perfection. Each and every employee who comes up with new creative handbag is offered bonuses and his own name printed inside that bag carried by the lady.

5) Monster beverages

The largest selling energy drink in the world and it attracts huge segment that is youth. In western countries youth consider it style icon while carrying it in hand. Monster creatively crafts its packed can's and intensely extracts creativity of its employees.

6) DC (Dilip Chabaria)

Famously known as DC. The company is the world's number one modifier of cars. Each and every car which is modified by

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DC is one of its kind. Creativity is the basis of DC. Company selects each and every employee carefully and they are masters in their work.

7) Red hat

Red hat is an American software company it provides software products. Red hat uses creativity in its operations. Employees at red hat are allowed to wear informal and have a much socialized environment. At end of every week employee who gives most creative ideas are asked to wear special red hat which is considered style statement.

8) Hindustan unilever

Hindustan Unilever is India's number one fast moving consumer goods company. HUL offers basket of products. In competitive market each product is differentiated by creative designing and innovation.
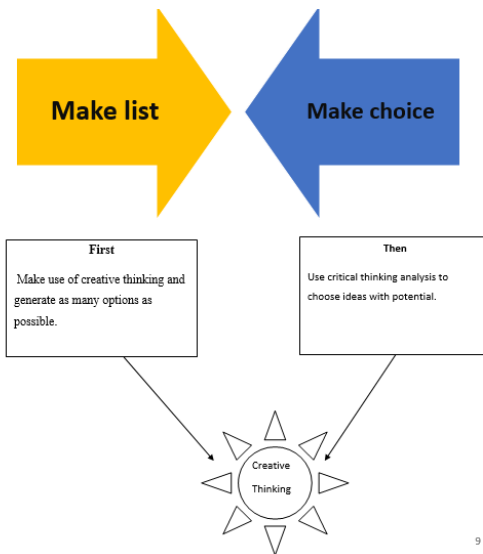

Fig. 4. Creative thinking

Fig. 5. Creative matrix

5. Theories of creativity

A. Incubation

Temporary break from the usual problem solving is called incubation. Incubation provides time to introspect. Incubation allows insight to employees. Experiential research work was done. Where incubation is absent it will cause the employees who wants to solve any problem. His mind becomes habitual on using standard procedures to solve any problem. Earlier hypothesis coined by Csikszentmihalvi's states that creative solutions to disputes comes from the unconscious part of our brains. Whereas our conscious brain is occupied on other standard tasks. This work disputes the earlier hypothesis that creative solutions to problems arise mysteriously from the unconscious mind while the conscious mind is occupied on common activities.

B. Brainstorming

Is measured an important tool for generating ideas. It seen that brainstorming is best suited for groups because there is more pool of ideas rather than just few ideas in case of individual brain storming. But, loss of productivity is of high magnitude, therefore as a result it is recommended for smaller groups or individuals. The way from having the ideas to expressing an idea is idea production blocking. Why it fails in groups is because of group size and because of the size there is conflicting ideology and waiting for expression of ideas. Then in the technology dominated era came the electronic brainstorming for groups wherein on a screen individual can type their ideas and see ideas typed by others as well on same screen. It ensures improved idea generation in groups. Benefits of electronic brainstorming over the traditional brainstorming are as follows: - the production blocking won't take place and there will be no wait for turn for coining new idea, electronic brainstorming keeps a huge database of ideas as and when required. It is advised to use electronic brainstorming over traditional brainstorming in case of groups.

C. Overload

This technique states that the employee should be overloaded with work and keep his mind preoccupied with work as a result the employee will try to find new and easier ways to do the task hence his creativity will be exploited automatically.

D. Discovering knowledge

In this technique the employees are asked to discover ways to perform the same task but now at minimal cost or using resources optimally.

E. Mind mapping

It is the process wherein map or blue print of desired task is made in mind first then converted into concrete decisions and steps. It is the display of tasks and activities.

F. Experiments

In this technique the organizations lets the employees

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experiment and test the creativity in the organization and it helps in getting insights into the hidden area of the company.

G. Surveys

Some organizations regularly survey its employees as to be they satisfied with jobs or what ideas they have but they are not able to convey to top management.

H. Ex-novation

The organization cannot survive just on old innovations, therefore reviewing the company's goals and strategy is important to move along with competitive market which is possible by promoting new ideas and newer innovations.

I. Training

The most common tool used is training the employees to think out of the box add some value and be creative for that the organizations conduct various creative brainstorming sessions.

J. Inside-business

These techniques to foster creativity asks the employees to coin new business ideas or new ideas which would be supported by the organization, this way it motivates people to have their own startups.

6. The creative organizations

Group activities take place in big organizations be it private or government or the research and development department. Larger the organization more will be the number of employees and more will be the quantity of new and creative ideas. The surrounding environment and the quality of employees determine the organizational culture it also can be stated as the way an organization faces day to day problems. Organizational culture can also be divided into four parts introversion-represent concern for fellow employees, extroversion-represents knowledge organizational surrounding, flexibility- is how adaptive employees are to change taking place in an organization, and control- shows the efficient management of the organizations rules and regulations in the organization. Ideal profile for creativity is open to new technologies and preparedness to take appropriate risk. The degree of flexibility to respond to the new changes and development taking place and how easily the newer technologies are incorporated and to face new problems which they come across has also be found to be usual of creative organizations.

A. Approaches to design creative organization is

- A creative company always has a creative leader or owner who possess the ability to creatively bend its employees towards company's goals and mission.
- Concentration of power in hands of few can result in the blocking of creativity therefore appropriate dispersal of power among the respective levels of the organizations is important so that employees can practice creativity.

- Strong organizational changes can be implemented to foster creativity in the organization by time to time forecasting business environment and introducing newer control mechanisms and changes or also doing SWOT analysis of the company and also coming up with techniques to brain storm employees to promote innovation.
- Organizational politics and criticizing ideas by creative employees, and the internal competition needs to be put under check to design creative organization.

7. Recommendations and solutions

Creativity can be easily fostered in the organizations by following the given solution and recommendations.

- First and the most important step is identifying creative employee. Creative employee will have following qualities :- easily bored of standard operating procedures, will be a big time risk taker, would have nature of coloring outside the lines, would always think with his heart, also would make a lot of mistakes because and he will also learn from his mistakes , he will be easily visible in the crowd because the creative employee hates rules he makes his own rules, the creative person would love to work independently, creative person changes his mind a lot, he will always have a reputation because they act differently and the most important and the easily identifiable point is that the creative employee will always dream big.
- Problem solving in a creative manner can be done by having an idea journal wherein each and every idea which comes to our mind must be recorded.
- Curious minds are the most creative minds so one must have curious mind. The mind should ask why this?
- Courage is also important because to go out of the way and to think differently requires courage. Weak at heart people can't be the most creative ones.
- Exercising the imaginative ideas is important because not in use things rust out with time.
- My recommendation is to find that special place for yourself where you can generate idea's and practice creativity.
- Also each individual must figure a time of the day during which his productivity is maximum in terms of idea generation.
- Every organization must have its own think tank wherein each employee idea is accounted for and the best idea is actually practiced,
- Proper reward system should be coined wherein the employee whose idea is being incorporated should be appropriately awarded so that he's stays motivated.
- Centralized power in an organization restricts the creativity of employees therefore the decentralization

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- of power amongst all levels of management is also important.
- Ideas should be welcomed from all directions because it may be possible that a low level worker has a idea which if not accounted could cause the company to lose a huge chance of success.
- Creativity should be included while day to day operations because creativity removes monotonous work.
- Each one of us have that special push button which drives us to success for example for some people being criticized is a push for some failing in a task is a push button, but for some being disrespected is a push button.
- At times problem is failing to get new creative ideas it is because our mind doesn't get rid of the old same ideas, new ideas will come only when the old ones are cleaned away.
- The biggest problem is inculcating creativity is the resistance to change which is most common in every organization the best way to manage change is gradual change. Gradual change is acceptable with time.
- Always have a list of ideas because if one fails you'll have the others which may work.
- Creativity should not be for small period of time it has to be developed over a period of time.
- Be different in whatever you do should be mantra of life.
- Winner's make their own rules so the best way to be most creative is do it your way.
- Let your work speak or you.
- Always have your flavor at whatever work.
- Creative person always seeks attention of top management so to be in good books of the company one must stick being creative and different.
- Value addition is important to succeed in any sphere of life. Value addition is only possible if one is creative.
- Being target oriented is important but one must not run behind meeting targets rather creative employee should focus on value creation.
- Never let the child in you die. There's a difference between growing old and growing up. If is sit in my room for years I ll grow old but I won't grow up. So to grow up or for growth one has to face situations creatively and do smart work and not hard work.

8. Conclusion

Global creativity research stated eighty percent people feel that tapping creativity is essential for the economic growth. Two-thirds of the world feels creativity is of value to the society. Out of hundred percent of world population only thirty-nine percent respondents described themselves as creative. Out of every four men only one says that he utilizes his creativity potential. Seventy-five percent of the respondents reported that they are asked to be productive rather than creative. These figures are shocking because this important resource is not being utilized to the optimum level. The seventy-five percent of respondents are asked not to be creative in an organization is a matter of concern because this important resource is not being tapped to the optimum level. TAP- think, act, prosper this topic is coined to throw light on tapping the most vital resource that is creativity in an organization which the statistics shows remains untapped. First Think, imagine and visualize what or how thing needs to be done. Then Act on it follow a course of action, then Prosper when this resource creativity will be exploited then only we can prosper. It's the need of the hour to inculcate and include creativity in the organizations functions and operations. Standard operating procedures have to be dropped now and new way of doing the task needs to be developed. In creativity tests four to five-year-old has ninety-eight percent creativity as compared to over thirty-year-old who have a disappointing two percent creativity. This clearly shows that with time creativity fades away. So creativity should be maintained but creativity should not be fostered be only individuals but also the organizations need to tap the creativity of its employees. Through this project we are trying to convey that one must not lead his life by default but be design. That it's in our hands completely. If we keep the creativity in ourselves alive nothing is impossible in life. If a college dropout could be the CEO of apple Mr. Steve Jobs, then everything's possible. Think different, act smartly and nurture creativity. Don't forget to TAP THE UNTAPPED ………Think, Act, And Prosper.

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