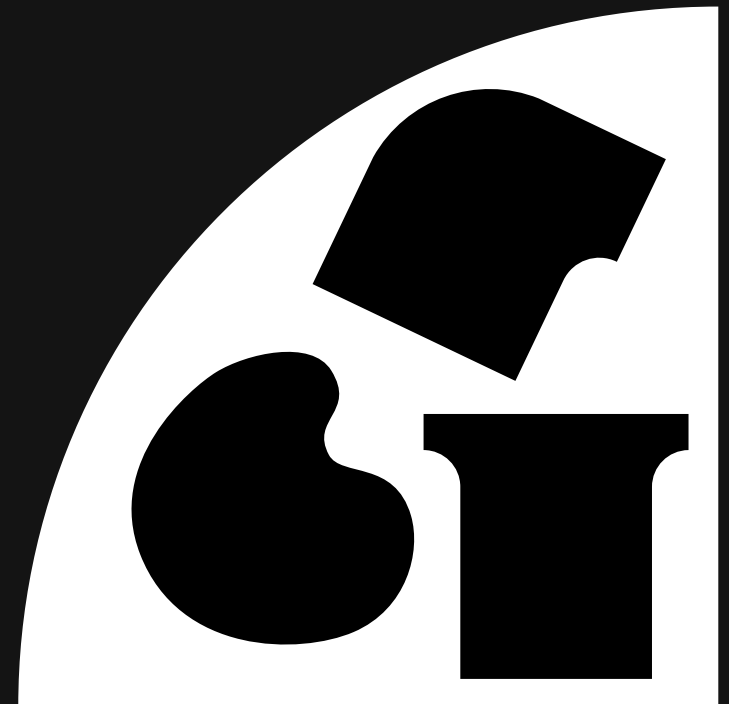




Capability building program.

Training courses, workshops and tools for teams and individuals.



Welcome.

Success depends on people like you.

We are not born with all the attributes required to navigate an increasingly complex world. However, all human beings are inherently creative, with natural problem solving skills that have ensured the success of our species over millennia.

So how do we focus on, and nurture, the skills and attributes required to succeed today?

Answering that question is at the foundation of the Pivot Playbook, a guide and ladder program anyone can use to build their capability and performance.

Through the capability building program, participants learn how to adopt a creative mindset, design a creative process, leverage the power of identity, and guide behaviour to achieve real, measurable results.

If you are thinking about your career in an AI-enabled world, or building a team to outperform, the capability building program is for you.

Learn from practice leaders and subject matter experts, get access to immediately useful resources, and connect with other motivated changemakers in a growing community of practice.

Most of all, define and nurture the fundamental human attributes that make your skills and talents creative, productive and remarkable.

Focus on who you are and what you can do. Because every organisation and every community needs to pivot in response to complex, intersecting challenges.

Success depends on people like you.

Pivot Playbook: approach.

Designed to support people navigating and addressing the risks and opportunities of workforce, climate, technology, and cultural transition.

Complex challenges

Companies and governments dealing with rapidly escalating, complex and intersecting challenges of inflation, climate, AI, and generational change - amid rising community expectations and evolving regulation - with major effects on workers, markets, customers and stakeholders.

Pivot path

Pivot path

Creativity

Build creative capability in people to innovate and solve complex problems.

Create shared value

Activating business, workforce and service strategy through creative innovation and behaviour change to create sustainable financial (economic) returns with social and environmental impact.

Identity

Unite people. Establish relationships based on trust, common values, and a shared vision.

Behaviour

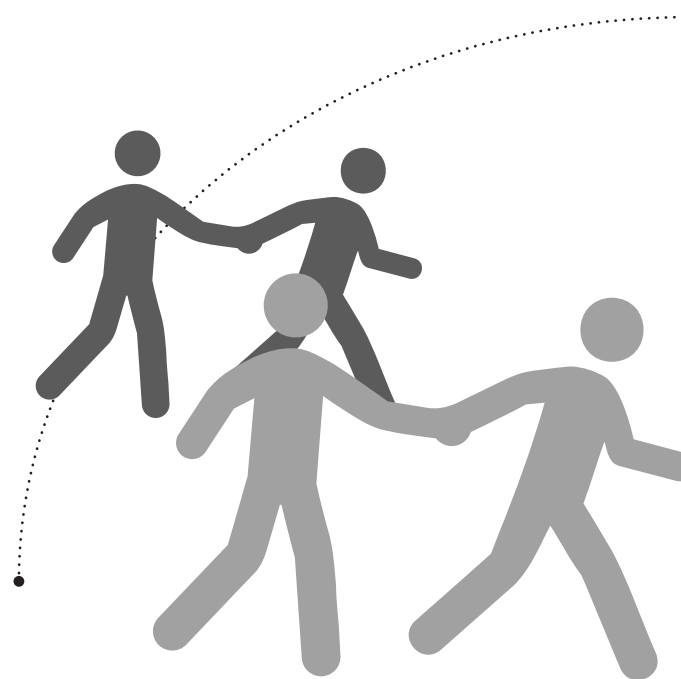
Understand and change behaviour so strategy, systems, services and experiences create shared value.

People power.

People are the planet's future. People change when they connect with an idea, with people and organisations they identify with, and the immediate and long-term benefits to them and their families. Always start with people.

Is your organisation...

- Commissioning or writing strategies, and expecting people to adopt them?
- Increasingly uncompetitive in a market with fast emerging alternatives?
- Assuming AI will make/save money by replacing white collar jobs and boosting productivity?
- Designing digital portals and complex systems and expecting people to show up, and comply?
- Relying on climate change mitigation via technology solutions that haven't been invented yet?
- Trying to motivate a workforce struggling with cognitive overload and fatigue?



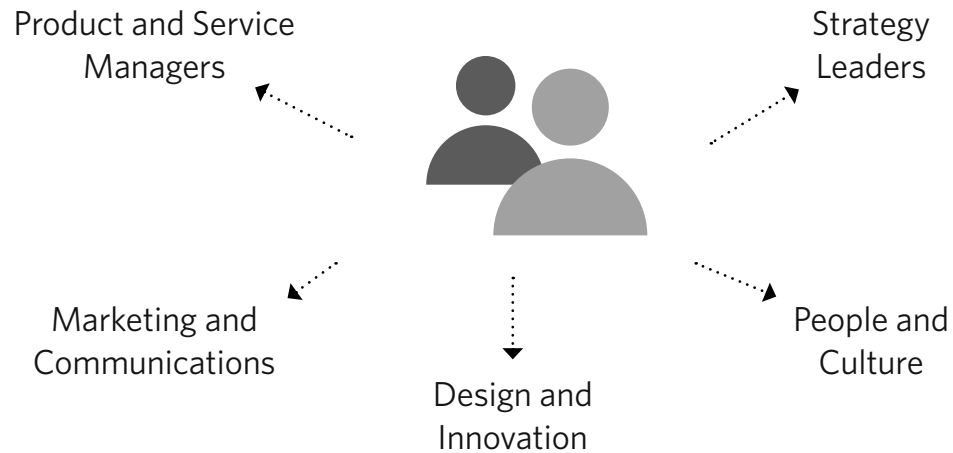
You need to pivot.

- People make strategy work. Understand and motivate them.
- People make the circular economy go round. Establish a circular mindset, and change resource use, everywhere.
- People changed the climate; people can change the climate. Invest in supporting people to think and act differently.
- AI can't create like its creator. People will apply creativity to solve the problems before us, powered by AI.
- Systems serve people. Changing systems requires people to adopt them, persistently. Design with people.

Who is the Pivot Playbook for?

Have you ever been handed an exciting, maybe even daunting, challenge you know you can meet, with the right approaches and motivated people? The Pivot Playbook is for any person, working in organisation or community contexts, whose goal is evidence-based design of strategy, initiatives and communication to facilitate persistent changes in employee, customer or community behaviour.

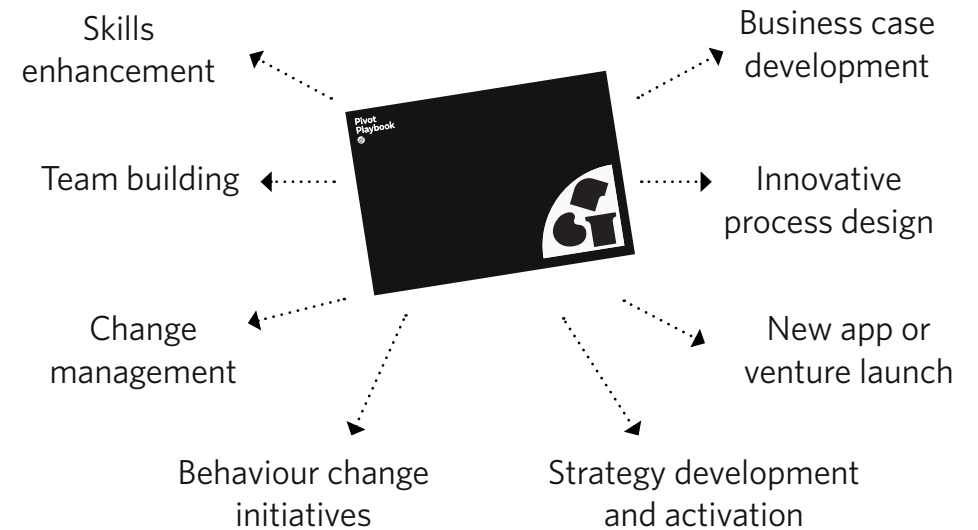
Playbook adopters



When do I use the Playbook?

Use the Playbook as a reference and inspiration when tackling tasks or challenges. It's helpful for developing business cases, designing innovative processes, launching new ventures, creating value, influencing behaviour, managing change, building effective teams, and enhancing skills in brand, creativity, and behaviour theory.

Playbook applications



Creativity

Capability building program.

Training courses, workshops and tools for teams and individuals.



Course outline.

This table outlines the full course outline. It is split over three sessions for individual online learning. And, can be run as a full or half day team workshop, depending on organisational needs and constraints.

Session	Contents	Learning objective	Learning outcomes
Welcome	- Your facilitators - Your fellow participants - Session outline - Goals & outcomes - The Pivot Playbook	Introduce the leaders, participants and structure for the day's session - content, resources and output.	Demonstrate a clear understanding of the purpose, theme and structure of the session, and what they expect to accomplish/create.
Why Creativity?	- A fundamental human need, and drive - The neurology of creativity - Solving the complex challenges of our time - The future of work	Establish the relevance and need for creativity in the learner's context.	Articulate why/how creativity is important and relevant to their role and career (now and next).
What is Creativity?	- Definition (culture, domain, field) - Requirement of novelty in different settings - The 'creative person' and the 'ideas man'	Present an overview of creativity - who, why, where, how. Supported by examples and case studies.	Identify areas of misalignment between creative myths, and creative practice (real world application)
Creative Mindset	- The Creative Mindset - Tensions and parallels with a growth mindset - The benefits of a creative mindset - Creativity in individuals, teams and large organisations or communities	Define the 'creative mindset' relative to the concept of a 'growth mindset'. Lead participants through application of the mindset to different scenarios.	Assess the relevance/benefit of applying a 'creative mindset' to familiar role or organisational situations.

Course outline.

Continued.

Session	Contents	Learning objective	Learning outcomes
Creative Process	• The 5 stages • Creativity and innovation • Communication and influence • Integration with other disciplines and functions	Dig into the 'how' of applied creativity. Share the process, forces and skills that influence project success.	Actively contribute to mapping a hypothetical creative process on a creative process map.
Creative Practice	• Meeting the challenges of creative practice (time, resources, competing priorities) • Discipline • Tools and techniques	Sharing the variety and persistence of contexts for applied creativity. Outlining tools to support creative practice.	Navigate daily life with a creative mindset. Identify and apply the right tools for common creative contexts.
Creative Community	• Fostering creativity • Intellectual and creative community	Introducing approaches to fostering creative community and culture.	Define your creative community of practice, and starting build one.
Creative Challenge	• Problem to solve • How might you approach it? • What do you need?	Provide an opportunity to 'bring it all together' with a focused exemplar.	Demonstrate use of the concepts, skills, processes and tools presented to frame a response to a specific problem.
Launch out	• How will you be creative, tomorrow?	Move back from subject matter to personal reflection and practice.	Demonstrate an evolved understanding of creativity, and a path to exercise it.

Creativity

A selection of playbook
extracts



We are all creative.

Creativity is an inherent human capability. We are all creative. Creativity solves problems, and we appreciate the fruit of creative endeavours when we see and experience them.

From art to science, creativity is at the foundation of the most significant inventions and the many critical steps behind them.

In the creative industries, new stories, mediums and experiences – or their reinterpretation for contemporary relevance – reach and motivate people.

Creativity is also critical to successful climate transition and the future of our planet. We can't innovate without creativity, releasing value from the investments made in environmental and social change.

That's why it is rated as one of the top skills required of workers now, and into the immediate future.

- Creativity is a source of motivation
- Productive creativity is fundamental to innovation
- Creativity is a core skill and function of organisations addressing complexity and rapid change
- Creativity will drive the technology enabled climate transition

This section shares the Ellis Jones approach to creativity based on our research into the field of creativity and its application in our work.

It is designed to help people, teams and organisation leaders:

- Understanding what creativity is;
- Why it matters;
- How to build it as a skill and mindset;
- The creative process to apply; and
- The models and tools to achieve it

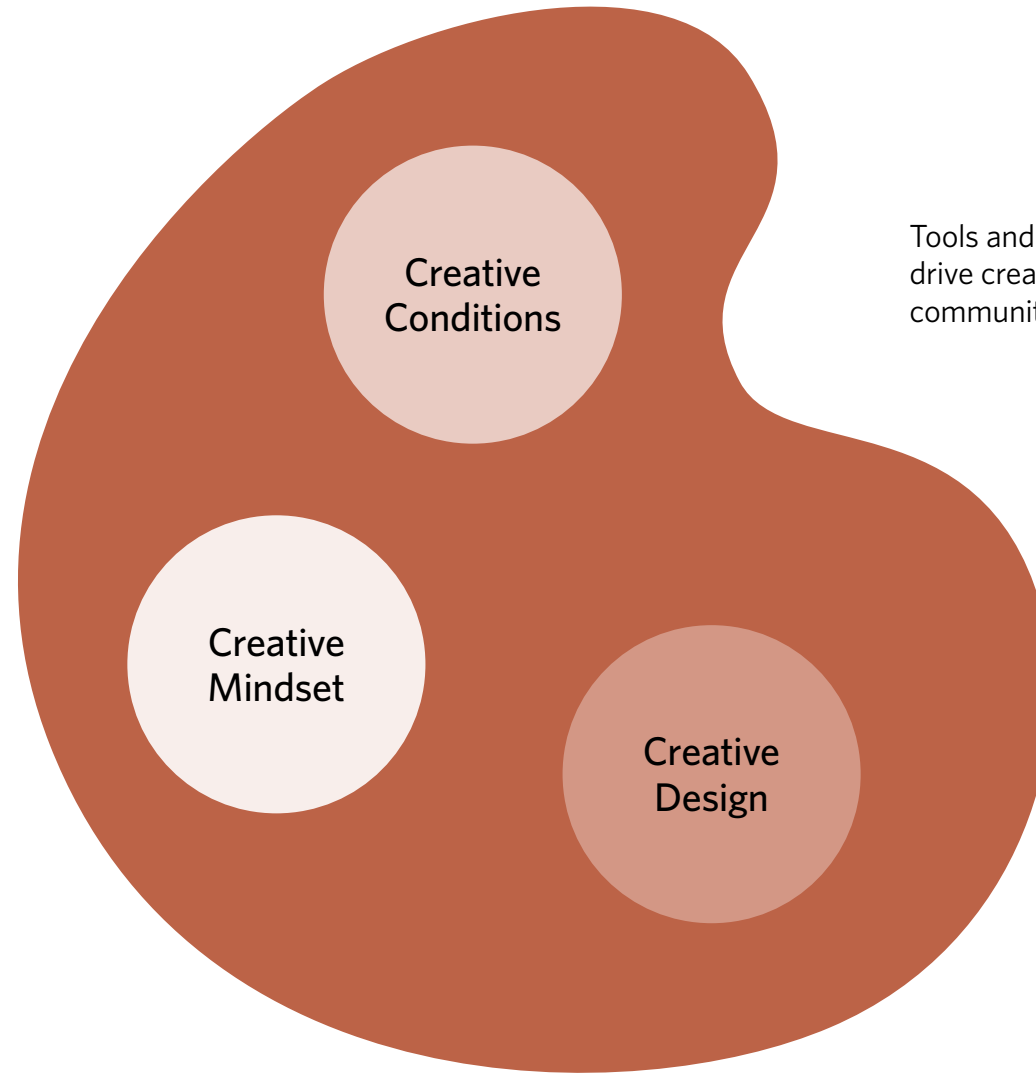
As you will learn, creativity and associated skills are important to business and government leaders globally as their organisations strive to adapt to, and tackle, the great challenges of today, and the coming decades.

**Be creative. Meet the challenges of our times.
Have a positive impact on people and our planet.**

Creativity. Approach.

Motivating people; addressing complex challenges with novel solutions.

People confidently channeling the innate desire to create, towards critical problem solving and innovation.



Tools and approaches to drive creativity in teams and communities.

Establish the place and process to be creative, innovative and productive.

Architecture.

Unleashing personal creative capacity to address challenges and opportunities, releasing value through creative process.

1 Creative mindset

1. Share and standardise knowledge

2. Define the potential

3. Establish the Creative Mindset

2 Creative conditions

4. Purpose and business case

5. Problem finding and definition

6. Project design

7. People

8. Space to create

3 Creative design

9. Set-up for success

10. Discover

11. Create

12. Evaluate, innovate and communicate

What is creativity?

Creativity is a central source of meaning in our lives.

Most of the things that are interesting, important, and human are the results of creativity. And, when we are involved in it, we feel that we are living more fully than during other times in our lives.

The excitement of the artist at the easel or the scientist in the lab comes close to the ideal fulfillment we all hope to get from life, but too rarely do.

Creativity does not happen inside people's heads, but in the interaction between a person's thoughts and a sociocultural context. It is a systemic rather than an individual phenomenon.

Creativity plays out in networks, from the micro-connection of neurons, to the teams, organisation and societal level. Unexpected connections that shift existing patterns of association, creating something new.

The creativity that has significant impact is any act, idea, or product that changes an existing domain, or that transforms an existing domain into a new one.

Creativity is broadly defined as having two central elements: a capacity to generate ideas that are original, unusual or novel in some way; and, the production of ideas that are satisfying, appropriate or suited to the context in question.

For the purposes of the Pivot Playbook, we define creativity as generating ideas that are original and useful.

Creativity as a core skill.

Most people have moments at which we ask, 'are my skills going to be relevant in the future'. In rapidly changing workplaces and disciplines, what skills are currently needed for work, and can we expect an increase or decrease in importance in the next five years?

According to the WEF *Future of Jobs Report 2023*, of the top ten skills business leaders deem critical, eight are related to how we think and what we might call 'soft skills' (attitudes, mindsets).

Analytical thinking is considered to be a core skill by more companies than any other skill. Another cognitive skill, creative thinking, ranks second, ahead of three self-efficacy skills – resilience, flexibility and agility; motivation and self-awareness; and curiosity and lifelong learning. These reflect the importance of worker's ability to adapt to disruption.

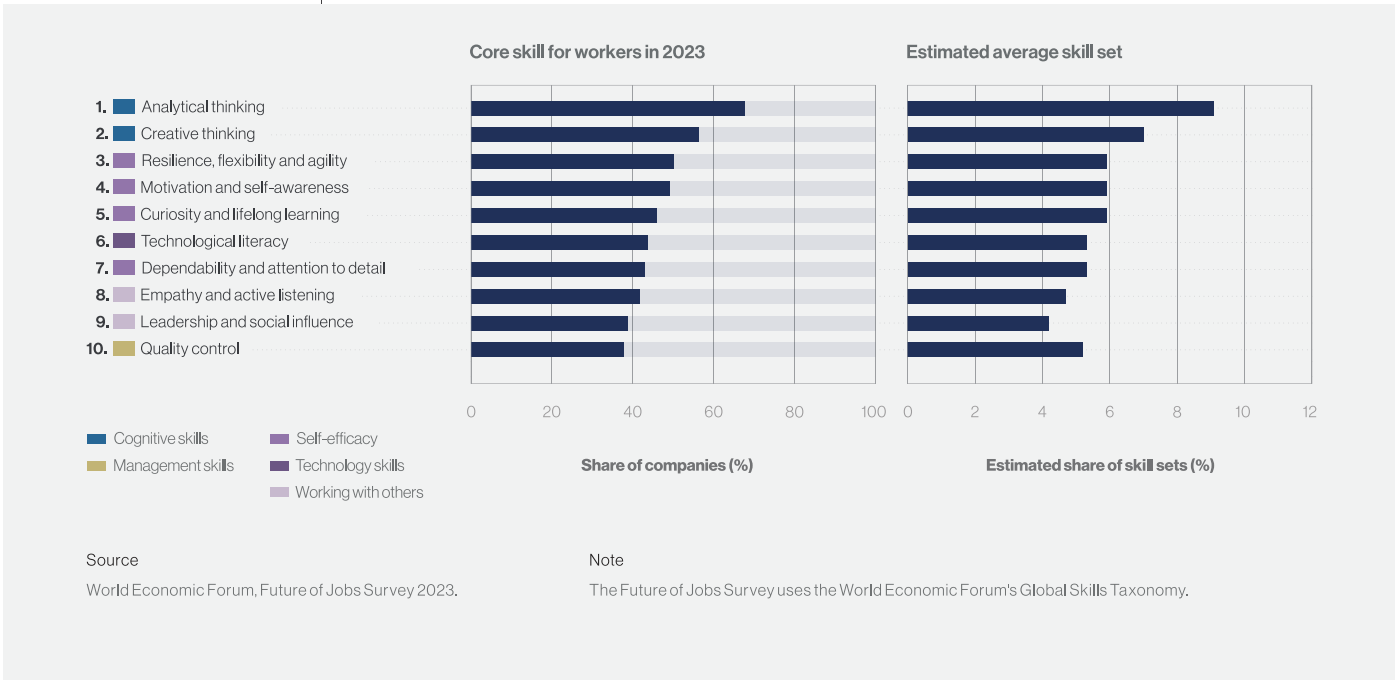
As the data reveals, general management skills, engagement skills, technology skills, ethics and physical abilities are considered less important than cognition, self-efficacy, and working with others.

It's *how we think and behave* – the way we approach challenges and opportunities – that employers care most about.

In creative people, the top ten skills are all highly developed. To be creative, to build creative teams, is a distinct advantage. In fact, it is critical to the success of people and organisations in the future.

Core skills in 2023

Share of organizations surveyed which consider skills to be core skills for their workforce. Estimated average composition of the skill sets of workers in organizations surveyed. Skills are ranked and ordered by the share of organizations surveyed which consider the skill as core to their workforce.



Source: World Economic Forum, *Future of Jobs Report 2023*

Creativity as a neural process.

We can 'train' our brains to be creative, harnessing the power of neuroplasticity by approaching creativity with intention and purpose.

Neuroplasticity is the ability of the nervous system (neural networks) to change its activity in response to intrinsic or extrinsic stimuli by reorganising its structure, functions, or connections. Learning, environment and genetics play a role in the process.

Creative thought relies on the reorganisation of acquired knowledge. The brain adapts and transforms in response to novel experiences, challenges, and opportunities for learning. It forms new, strengthens existing, and eliminates unnecessary neural connections.

Neuroplasticity establishes connections between diverse cerebral regions of the brain. Through this, the brain engages in creative cognition, linking unrelated ideas or concepts to foster novel perspectives.

Individuals endowed with higher creative aptitude exhibit a notably greater abundance of white matter connections connecting the left and right hemispheres of the brain.

Two key elements of the creative thought - idea generation and idea evaluation - happen throughout the creative process as ideas are assessed and either progressed or rejected. Neuroplasticity is pivotal to a person's resilience in the face of failures necessary on the creative process, enabling us to learn from and recover from setbacks.

Creative experiences trigger specific brain regions associated with reward and motivation, such as the striatum and ventral tegmental area.

These regions facilitate the release of neurotransmitters such as dopamine, which provide motivation and uplift mood. By deriving reward from the creative process, rather than solely the outcome, the brain enables creative people to go the distance.

We can support brain function by setting specific goals, and actively seeking feedback according to a defined process with clear milestones. Also, by practicing a creative mindset.

To foster creativity, we can boost neuroplasticity, by:

- Pursuing new experiences. Stepping outside our comfort zones, embracing change and new endeavours, challenges the brain to make new neural connections.
- Learning. Acquiring new skills establishes new connections among distinct brain regions.
- Meditating. Meditation increases grey matter volume within the prefrontal cortex, which governs higher-level cognition and decision-making.
- Exercising. Exercising stimulates the growth of fresh neurons in the hippocampus, a region vital for memory and learning.
- Sleeping well. Rapid eye movement sleep (REM), and non-REM sleep facilitate creativity in different ways.

Mindsets.

A mindset refers to the sum of our attitudes, feelings, core values, and philosophical outlook on the world. Individual people, teams and organisations can be described in this way.

People and organisations with a growth mindset are better equipped to overcome challenges, adapt to change and lead through complex transitions.

People with a *creative mindset* have all the attributes of a growth mindset, with additional beliefs and traits.

Fixed

People with a 'fixed mindset' have an underlying belief that we are born with a particular set of skills and can't change them. They can believe their talents are innate gifts and don't need development; or, that they can't meet the challenge of personal and professional development.

Growth

People with a 'growth mindset' believe their talents and abilities can be developed through hard work, good strategies and input from others. That is, through effort, learning, and persistence. They believe achievements are down to effort, not just inherent talent.

Creative

People with a 'creative mindset' believe novel thinking and invention occurs where there is friction. Aware of the problems in contexts they inhabit, they are motivated to solve them. They are comfortable challenging assumptions and the status quo. They value experimentation.

Creative conditions.

Creativity does not happen inside people's heads, but in the interaction between a person's thoughts (brain) and a socio-cultural context. It is a systemic rather than an individual phenomenon.

We can create the right conditions for creativity to flourish. This can be in everyday work ('living creatively') or on a project with a specific goal.

Some key requirements for creativity to be productive (to achieve an intended goal) are:

- A problem worth solving.
- The right people addressing the problem, supported by a creative and intellectual community.
- Process design that is fit-for-purpose.
- A commitment from stakeholders to the process and the outcome. A 'licence to experiment'.
- Sufficient resources.
- The space to create (dedicated time for incubation of ideas and a physical and/or virtual environment)

Creative design.

Once the conditions have been established, with ambition built into the project scope, the task of meeting expectations with a meaningful and productive creative outcome begins.

The project team needs to hold the space for creativity – with its necessary, non-linear churn of ideas and subconscious thought – while also channeling activity toward milestones and providing evidence, consistently enough, to stakeholders so the project continues to have enough independence for success to be achieved.

Resources are always constrained. Those constraints are important to the creative process and output. The key resources are:

- **Time:** Don't redo what has come before. Question it, get behind the outcome to the context, but don't redo the work. Find and adapt tools, models and processes rather than make new ones. Timing is important, such as when to report on outputs or release outcomes.
- **People:** There is no hierarchy to creative people, but role definition and responsibility aligned to natural talent, expertise and influence need to be established, agreed and supported. A culture of rigorous, transparent, brave and safe dialogue and engagement should be created and fostered.

- **Financial:** Financial investment pays for physical infrastructure requirements, salaries, data, remuneration and technology. It is usually fixed; if not, evidence will be required for further investment.
- **Political capital:** Creative projects need endorsement and support from business case through to outcome. That requires influence supported with capabilities such as communication. This de-risks the project, and sets the outcome up for the next stage of investment and impact.

As Thomas Eddison, one of history's creative giants, once said, "Creativity consists of 1% inspiration and 99% perspiration."

Creativity usually leads to dead ends and failures which are positive outcomes of the process. The idea is being fully tested. But it takes effort, confidence, and personal resilience – as well as sustained support from stakeholders who might be nervous at the time required and the lack of perceived progress.

Author and lead facilitator.

Rhod Ellis-Jones

Restless, frustrated by the status quo, and cursed with an irrepressible creative urge, Rhod Ellis-Jones has devoted over 20 years of his life to questioning assumptions, challenging questionable authority, and testing ideas.

He has guided many organisations as they pivot in response to complex challenges and emerging opportunities, sometimes at points of identity, relevance, strategic or market crises.

Rhod has diverse experience delivering advice and services to major private and public companies, governments at all levels, non-government organisations and start-up enterprises. His key areas of professional interest include shared value and social impact strategy; human centred design and social innovation; behavioural research and behaviour change initiatives/communications; and, place and brand identity.

Originally an earth scientist, Rhod began working in issues and crisis management consulting as an entry point to the strategic communications discipline. Soon after, he worked as a speechwriter and political advisor to two lord mayors of Melbourne. He established [Ellis Jones](#) as a communications consultancy in 2008.

A passion for strategy and complex problem-solving led to the foundation of a research practice. Soon after, Ellis Jones established a design studio to ensure the integrity of strategy execution and to challenge contemporary visual design practice.

An eternal optimist, Rhod believes in the potential for business to do well from doing good. In 2012, he began steering Ellis Jones to its present position as a multidisciplinary social and environmental impact consultancy.

Rhod has worked with leaders in Europe and the US to develop and establish shared value as a strategy and design framework in the Australian context. He also founded the Shared Value Project, an incorporated not-for-profit with activities in Australia, Hong Kong, and New Zealand. Since 2013, he has coached and facilitated shared value training for corporate and not-for-profit leaders.

Rhod leads Ellis Jones' collaboration with the Melbourne Centre for Behaviour Change, within the University of Melbourne.

About Ellis Jones

A multidisciplinary consultancy, Ellis Jones provides integrated research, strategy, communications, and design services. Its core competencies comprise identity, creativity, and behaviour change to generate shared value.

Ellis Jones is a shared value enterprise, balancing social impact with business sustainability. Purpose and a focus on social impact is embedded in the culture and practice of the company, from the choice of work and partnerships to investments and strategic decision-making. Through co-design and behavioural research, it has developed a range of social innovation models.



Ellis Jones has three impact domains in which innovation is focused:

1. Equitable health, ageing and participation
2. Circular economies and sustainable climate transition
3. Inclusive, creative communities

People expressing identity and creativity, developing shared visions and journeys, while fostering communities and places in which people thrive and achieve positive change.

Move people. Change the world for good.

Find out more

Visit PivotPlaybook.au

Go to the Pivot Playbook website and:

- View introductory videos
- Learn from case studies
- Sign up to the newsletter to receive free resources

Visit website

Download

Download the Pivot Playbook. It's free!

Download the playbook and share it with colleagues.

Get ready to receive a range of tools and resources as the community of practice grows and thrives.

Download Playbook



Get in contact

Tailor a workshop. Get support on a project.

You know what your organisation is facing and where your team is currently sitting. Work with us to establish the creative mindset and process, developing research, initiatives, strategy and communications to achieve behaviour change.

Let us be your guide and coach. From introductory workshops to immersive problem solving, we are here to help.

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