



CREATION TODAY

In *Creation Today* you will be looking at creativity from a different angle. We are going to dig into organisational creativity. How do organisations change and evolve? How do we create new organisational realities?

We will explore creation and organisational development from the viewpoint that only one thing about reality is real: it is changing every instant. And we are all co-creators of this new reality.

We invite you to come along with us and find out what this vision has in store for you. Examine the consequences. Explore the possibilities.

Some real-life cases will provide you with concrete examples of how this view of creation and change works in practise. And beware! Don't view the examples as models to copy. Because if there is only one thing that sticks with you after reading *Creation Today*, we hope it's that you feel you are the original creator of your own reality, right here and now.

Words like love, authenticity, connection, dreams, silence, opening up, trust, and soul will be part of this exploration. Open up and go with the flow!

Godelieve Spaas & Igor Byttebier

THE WORLD IS IN MOTION

More and more studies are concluding that all things – from the infinitely small to the infinitely big – are in motion ... nothing ever rests. Stability, stillness is an illusion. Einstein claimed we should perceive motion as the natural and real state of matter, a state that we do not have to explain because it stems from the nature of the universe itself. It is the essence of existence.

Man has looked at motion in many a different way throughout the ages. Motion is often associated with things tangible: the movement of people, objects, the sun and the moon, the trees in the wind, etc. We also use the term motion as a metaphor for the development of people, companies, evolution; in short, everything that is alive, exists or could exist. Motion can be regarded as the opposite of stagnation, a phenomenon that can be started and stopped, an initiative of mankind, nature, or of the universe itself. However we can also regard motion as implicit, and as such motion is a wholeness of which everything and everyone is a part, and in which everything and everyone influences the interactions between the various motions – sometimes as a conscious and targeted action, sometimes unconsciously. This creates a continuous flow of motions that influence each other. It is the slowness of the movement or the invisibility of its direction that makes us experience motion as stagnation or stability.

The deeper meaning attributed to motion varies, too. In Western cultures, motion is almost always additive; it increases, accumulates. One thing leads to another, meaning that you first have to take one step before you can take the next. This makes motion targeted, focused, less free.

Focus is always exclusive, enabling one to concentrate on part of the whole. It is not the whole that is leading, but only a fragment of the whole. By concentrating on part of the whole, we gain insight into the relationships between the parts, but not into the coherent whole.

Zooming in from an additive paradigm creates a pattern of exclusion. The emphasis on increasingly smaller things is then amplified. This results in the exclusion of more and more things and creates a more fragmented reality.

A process of inclusion is needed to gain insight into the coherent whole. The predominantly Western meaning attributed to motion is only one of many. Interpreting this meaning more loosely creates room for perceiving motion from a different angle.

Not that which exists, but that which is possible, is the starting point. Not characterising motion as an additive process but assigning it a random or rampant nature creates room for inclusion. The dynamics of inclusion

embraces new impulses, freely combines all kinds of fragments with each other and responds to what happens, without a predetermined focus created by sequentiality.

Experiencing motion as a constant increases our awareness of all kinds of motion. One sees more motions and recognises more variation between the motions. The dynamics of inclusion creates more freedom to play with variation in the whole of motion.

VARIATION AND INCLUSION

Since Motion is continuous and not necessarily additive, the world is created through a continuous flow of motions that encounter each other and result in something different. Each encounter influences that which exists, purposely or accidentally. Each motion, tangible and intangible – a gust of wind, a fleeting thought, a bold decision, a growing tree – everything interacts with Motion. Depending on the observer, things may or may not appear to be coherent. The cohesion the observer wishes to associate with a variety of motions can come from within or from an outside context.

The combined action between motions is a process that starts with inclusion. Everything and everyone is allowed to participate – must participate, even. Every new creation (act, thought, shape) is included in the same ensemble.

Motion is a constant process, the result of different kinds of interactions between motions, which may, or may not, take shape: Shapes that are not amassed and hence destined to becoming stagnant. Shapes that are transient and free. Shapes that keep changing because they are not exclusive.

Some shapes last longer than a human lifetime, others only last a fraction of a second.

Motion is thus a constant and integral part of our existence in which each event and action creates and influences the whole. Sometimes something new is created; at one time, together with that which already exists, at another time, independently of that which exists. And all the little creations find their way, and together form new combinations that lead to the next transient combination of motion.

ORGANISATIONS PLAYING

Moving away from the additive meaning of motion and experiencing motion as continuous creates room for perceiving and acting differently in organisations. The focal point and starting point for organisational development is not that which exists, but that which is possible. This perspective provides an opening for creation not restricted by existing reality. It detects opportunities to forge relationships other than with history only. It enables us to take major leaps, to link seemingly incoherent worlds, to create without obstacles and expectations, and without excluding anything.

Fundamentally changing the way we experience Motion and the meaning we give it creates an open, multiform and dynamic way for companies to develop.

Most organisations consider evolution as being a series of sequential developments. One development leads to the next and each development in itself is fertile ground for the next. Organisations are in constant search for the next step up on their ladder of development. Always better, more accurate, and better thought-out, but always along the same line, thus fixing all that exists and excluding something totally different.

A number of organisations find themselves striving for predictability and reliability. The developmental process is then characterised by learning from other organisations, using proven organisational models and structured step-by-step plans – very common ways to create successful businesses. Handing over that which was is then, of course, a prerequisite. And a hand-over requires language, which means that organisations limit themselves to thinking and acting in the explicit, the known, the material, everything which can be expressed in words, arguments, plans and models.

IMPLICIT PROCESS

Underneath the explicit and conscious organisational development process, there is obviously also an unconscious and implicit process that develops the organisation. There are motions, feelings, emotions, dreams, fantasies, images, confusion and a lot more. The fact that we cannot immediately put this process into words does not mean it is not there.

And it is especially in the implicit that the spontaneity of an organisation can be found, due to an absence of shapes, focus, coagulation. When consciously including the implicit in the developmental process of an organisation, one creates room for perception alongside thought, letting things happen alongside getting things done, imagination alongside translation, floating alongside direction, paying attention to broad vision alongside paying attention to detail, feelings alongside knowledge, allowing fantasy alongside holding on to reality, experimenting alongside applying your skills.

All the dreams, fantasies, wishes, values, hopes... contribute to growth, give new life, create new angles and perspectives. In fact, especially the disparate, open and implicit images, that do not originate from that which already is or has already been determined, will contribute to an organisation's organic and continuous unfolding.

If development is continuous and not additive, then every road map, shape, method or model is merely a source of inspiration. They are nothing more than one of the many shapes that drop in, participate in the interaction and then change or disappear.

And that's exactly what this is about. How can we, in our professional activities, deal with everything that is handed to us, everything that we look for or that falls into our laps, as openly and as freely as possible, without giving in to the desire to copy for the sake of the security that every model, every guru seems to offer us?

It is the false security of models, step-by-step plans and copying from others that keeps organisations in their current place and position. By copying, organisations distinguish themselves less and less from each other in terms of structure, systems, competition and knowledge management. Organisations lack individuality and uniqueness. And that is a real pitfall.

Organisations that are open for different kinds of impulses, that step into the dynamics of inclusion, that keep observing freshly, enter into a flow of continuous progression. Everything sets everything in motion – in tune with the moment, free from previous ballast and including each and every inspiration in co-creation with everything and everyone involved – always resulting in new and transient shapes.

Of course, the models and visions of other people may be inspiring. Of course writers such as Joseph Jaworski, Danah Zohar, Stephen Covey, Jim Collins, Peter Senge ... are not by accident at the top of many a manager's list. Great thinkers provide inspiration, outlines and methods for organisational development. But never will the visions of one situation be fully applicable to another. Something entirely new will always surface, a new reality connected to the whole and matching the organisation's individuality.

THREE PRINCIPLES

Three principles may inspire you in making organisational development more playful, more authentic and more organic. Applying these principles will stimulate spontaneity in organisational development and prevent the progression which starts from the additive claim, is slowed down by periods of stagnation and is exclusive. Applying them will create development that is continuous, gives everything a chance and experiences fragments as parts of the whole.

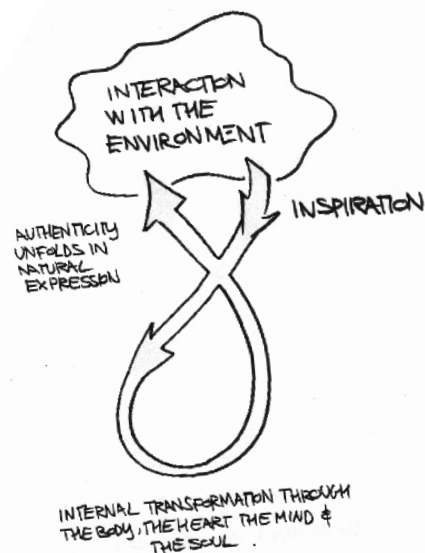
The principles are: inspiration, co-creation and experimentation. Each principle is described here briefly, clearly, and lightly, inviting you to apply them as you feel appropriate.

Inspiration

Everything that exists inspires and contributes to motion: objective, subjective and fictitious things. Words, images, sounds, in short all of our senses provide input. Inspiration does not always have to be explicit. That which can be read between the lines, which accompanies us as a vague outline, which we don't know yet, which is invisible and intangible – everything may contribute.

The process of what you explicitly want and are able or not able to make, together with that which is implicit, always results in new shapes.

The following figure shows how inspiration can work and how it can lead to the development of authentic action and true wisdom in people, groups, organisations and even societies.



Co-creation

There are fundamental differences between creation and co-creation. Creation is making something new and presenting this result to the world as a given. Co-creation is about unconditionally offering whatever is in you to the process of creating with others. You give away all your ideas and thoughts and don't hold on to them, or defend them, so that they become part of the co-creation process.

Co-creation profoundly involves all of the players in a particular situation and opens up the possibility of generating motion which is bigger than the individual parts. What each part cannot establish on its own may be achieved through interplay. The players find themselves in a coherent flow towards the realisation of whatever may come to them.

Co-creation is different from negotiating, convincing, brainstorming, explaining, informing, finding support or arriving at a win-win situation. It is the moment in which something entirely new is created through the interrelationship between people, or between people and other elements (for example, the environment, nature, books). One creates here and now, interlinked with the environment. And the very moment before, that creation had not existed. We talk about a unique new creation in a specific situation – be it a new meaning, a new form or even new matter.

Experimentation

Only experimentation can lead to fundamental innovation. Considering and experiencing each activity, each shape, every process as an experiment increases one's awareness of the continuous development in an organisation. Everything is in motion, not one single movement is the same as the previous. Everything takes shape in the moment and the given situation. Without experimentation, not one single idea would materialise. Every activity, every subject, decision or consideration has a unique meaning for the organisation.

These three principles are inseparably linked and continuously influence each other. Inspiration always incites creation, which incites experimentation, which accesses the world of inspiration and so forth. Sometimes fleetingly, sometimes robustly, sometimes fast, sometimes slowly, they follow each other, often hardly perceptible, but if you pay attention, always present. Sometimes these principles are applied in just a few seconds, sometimes they take weeks or months. The sequence in which the principles are applied varies too, and can be anything from coincidence to a conscious decision.

A UNIVERSE OF ENDLESS POSSIBILITIES

Like a scent from the past
 Without really knowing
 Gives you the security
 Of how you experienced it
 Or like every silence in your house
 Tells you who is present and who isn't
 I accept
 Full of confidence a shard
 A minute fragment
 That touched me imperceptibly
 Absolutely sure that the splinter
 Will generously provide me evidence
 Of its universality

LAB OF INSPIRATION
 Godelieve Spaas

An open, playful and organic developmental process can be recognised by its unique constellation of apparent contradictions: the gentle disruption of boundaries, the tight navigation of a global course, the application of that which does not yet exist, organic structures.

The courage to encounter each other, to be connected with the environment, acting from values and a developing awareness of the variation in the meaning of things leads to beauty, organic growth, creative people, passionate contributions to the environment and a radiating presence in the world. In practice, this means a developmental approach that unfolds slowly but surely and in which people's growth goes hand in hand with the development of the company. An approach in which subtle, simple and nuanced activities or decisions often have a big impact.

Links with the outside world also affect development: an organisation is not alone in the world, but an important part of it. The external is internalised and vice versa. The customer participates in the brainstorming and unfolding, as does the provider, and sometimes even society: the government, interest groups, competitors and others.

EXAMPLES AS SOURCE OF INSPIRATION

We will present a few examples, real-life cases, that give a glimpse of how the three principles described above may be applied in the development of organisations and organisational structures, implicitly and explicitly.

We invite you to look beneath the outer appearance of these cases and open up to the deeper motion, the undercurrent flowing through these examples.

Some of the cases show very well how the original source of inspiration keeps surfacing, on its own or in combination with other sources, in the shape of the things that were created during the process.

The cases may inspire you to apply the principles in your own environment. You may want to create a change process in your own organisation, starting with new inspiration, real co-creation and original experiments.