



HOW **CREATIVITY** CAN HELP US BUILD **ECOSYSTEMS OF LEARNING**



EDUCATION, SKILLS AND LEARNING

We need a global reskilling revolution – here's why

Jan 22, 2020

1B people need to be trained in new and evolving skills by 2030

LINEAR, REPETITIVE, SEGMENTED AND PREDICTABLE

INDUSTRIAL

MINDSET

DIGITAL

NON-LINEAR, CONNECTED, MULTIDISCIPLINARY AND UNPREDICTABLE

We Are Becoming A PowerSkills Economy

BY JOSHBERSIN · PUBLISHED OCTOBER 3, 2022 · UPDATED OCTOBER 5, 2022

“While routine work has been reduced, **non-routine work has exploded with growth**. And this trend is creating jobs: better jobs, higher paying jobs, and **jobs that require new skills**.”

- Josh Bersin, CEO and Founder of Deloitte



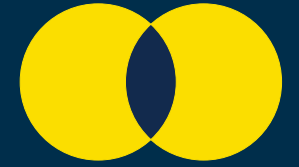
CURIOSITY



TEAMWORK



FLEXIBILITY



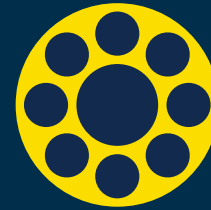
KINDNESS



LEARNING



HUMILITY



ETHICS



CREATIVITY

“CEOs don’t only want technical skills, they are **desperately looking for people who are creative**, can solve complex problems, manage large teams of people, and deal with strategy, time management, and organizational growth.”

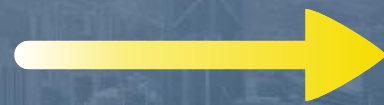
IBM Institute for
Business Value

A person is captured mid-jump, leaping over a large gap between two rocky outcrops. The person is wearing a dark jacket and pants, and their arms are outstretched. The background is a bright blue sky with scattered white clouds. The overall image conveys a sense of risk-taking and overcoming challenges.

**The enterprise
guide to
closing the
skills gap**



EDUCATION



WORK

"CURIOSITY IS THE CURRENCY OF THE FUTURE."

- NATALIE NIXON



CREATIVITY

CURIOSITY

LEARNING



CREATIVITY

CURIOSITY



LEARNING



CREATIVITY

CURIOSITY

CHANGE

LEARNING



CREATIVITY

CURIOSITY

CHANGE

EVERY COMPANY WILL ALSO HAVE TO BECOME A SCHOOL.

**IT WILL BE INCREASINGLY FUNDAMENTAL FROM NOW ON
THAT OUR WORK ALSO DEVELOPS US.**

CORPORATE UNIVERSITIES

CORPORATE UNIVERSITIES



CORPORATE UNIVERSITIES



**LEADERSHIP
DEVELOPMENT**

CORPORATE UNIVERSITIES



**LEADERSHIP
DEVELOPMENT**

**RETAINING
TALENT**

CORPORATE UNIVERSITIES



**LEADERSHIP
DEVELOPMENT**

**RETAINING
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**CLOSING
SKILL GAPS**

CORPORATE UNIVERSITIES



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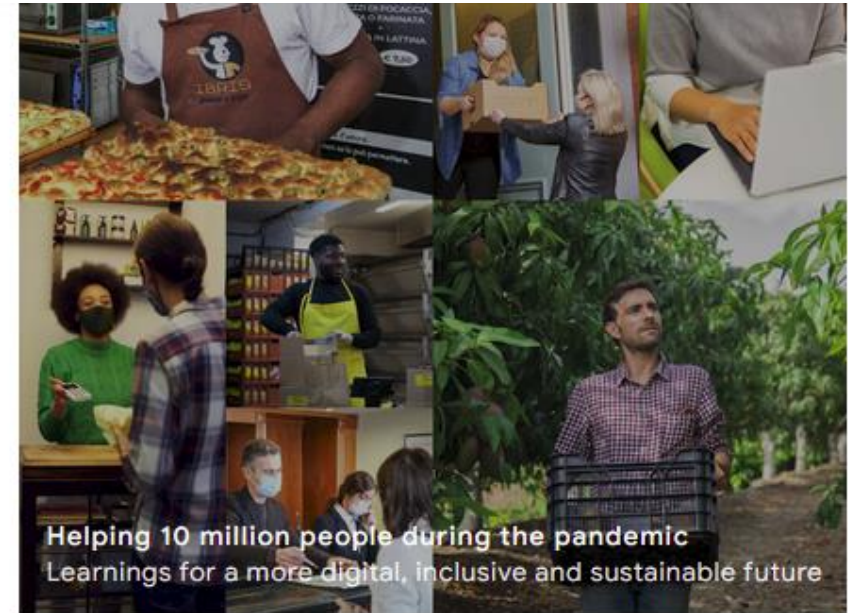
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RELEVANT**

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CREATIVE ECOSYSTEMS

**WE CANNOT SOLVE THE
WORLD'S PROBLEMS WITH
SIMPLE APPROACHES.
WE NEED SYSTEMIC
APPROACHES.**

- KLAUS SCHWAB (WEF)



CREATIVE ECOSYSTEM FRAMEWORK:

**A SYSTEMIC APPROACH TO TACKLE IN
THE POST-DIGITAL WORLD CHALLENGES.**

Source: Zamana, F. (2021). Creative Ecosystems Framework. *Iberoamerican Journal of Creativity and Innovation*, 02(03), pp. 134-150.

**IT CAN BE USED TO
MANAGE AND DEVELOP ANY LEARNING COMMUNITY
IN DIFFERENT SETTINGS AND SCALES, SUCH AS:**

EDUCATIONAL

**(UNIVERSITIES, SCHOOLS, AND
OTHER LEARNING COMMUNITIES)**

ORGANIZATIONAL

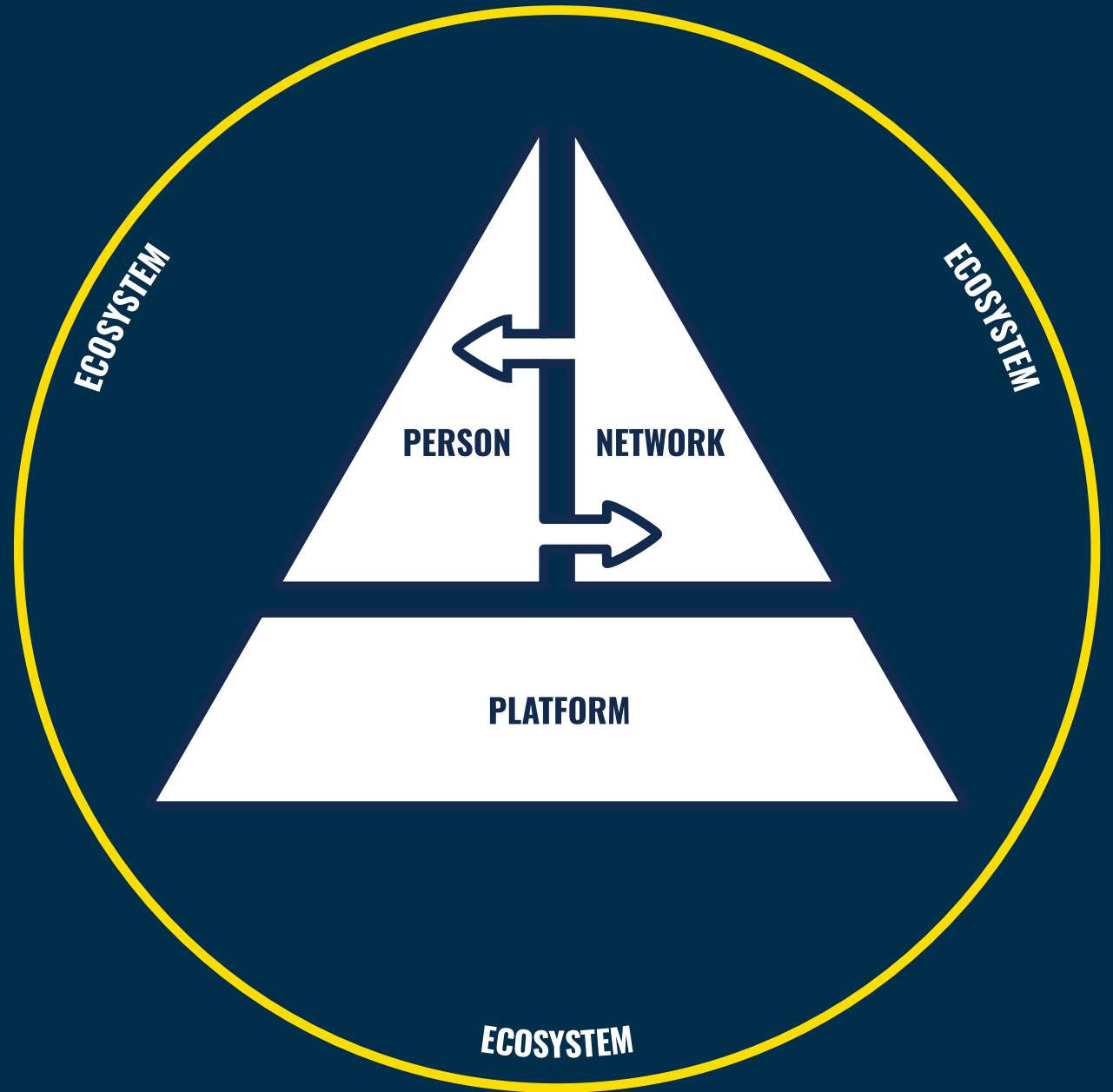
**(CORPORATE UNIVERSITIES,
SPECIFIC DEPARTMENTS OR ENTIRE COMPANIES)**

SOCIAL

**(CITIES, NEIGHBORHOODS, AND
ONLINE OR OFFLINE COMMUNITIES)**

CREATIVE ECOSYSTEM

IS THE WHOLE SYSTEM
FROM WHICH CREATIVE
ACTIVITY ARISES,
INCLUDING THREE BASIC
ELEMENTS, BUT MAINLY
THE RELATIONSHIPS THAT
CONNECT THEM.



From the elements of the **PERSON**, **NETWORK**, and **PLATFORM**, it is possible to understand how the structure of the Creative Ecosystem works:

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- ▶ The **NETWORK**'s ability to open and connect, which favors the sharing of information and the flow of ideas between individuals;
- ▶ The **PLATFORM**'s ability to offer an environment that favors sharing and connection between people and ideas
 - (**PERSON** $\rightleftharpoons$ **NETWORK**).

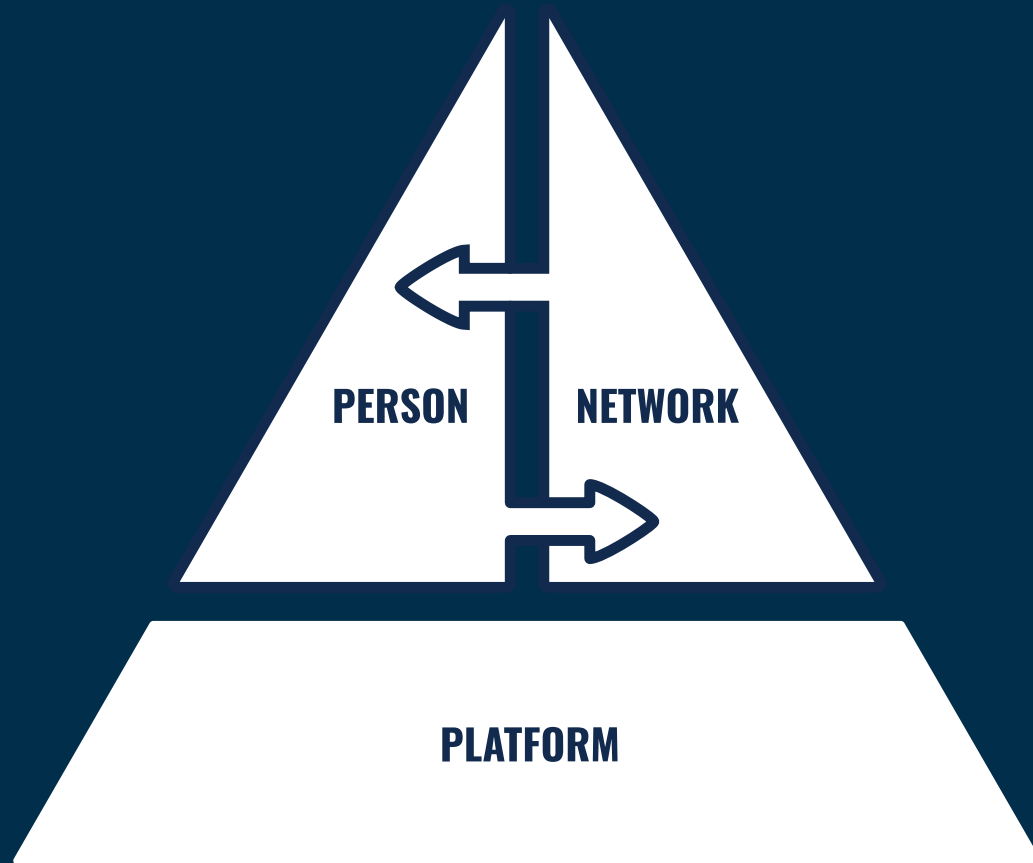
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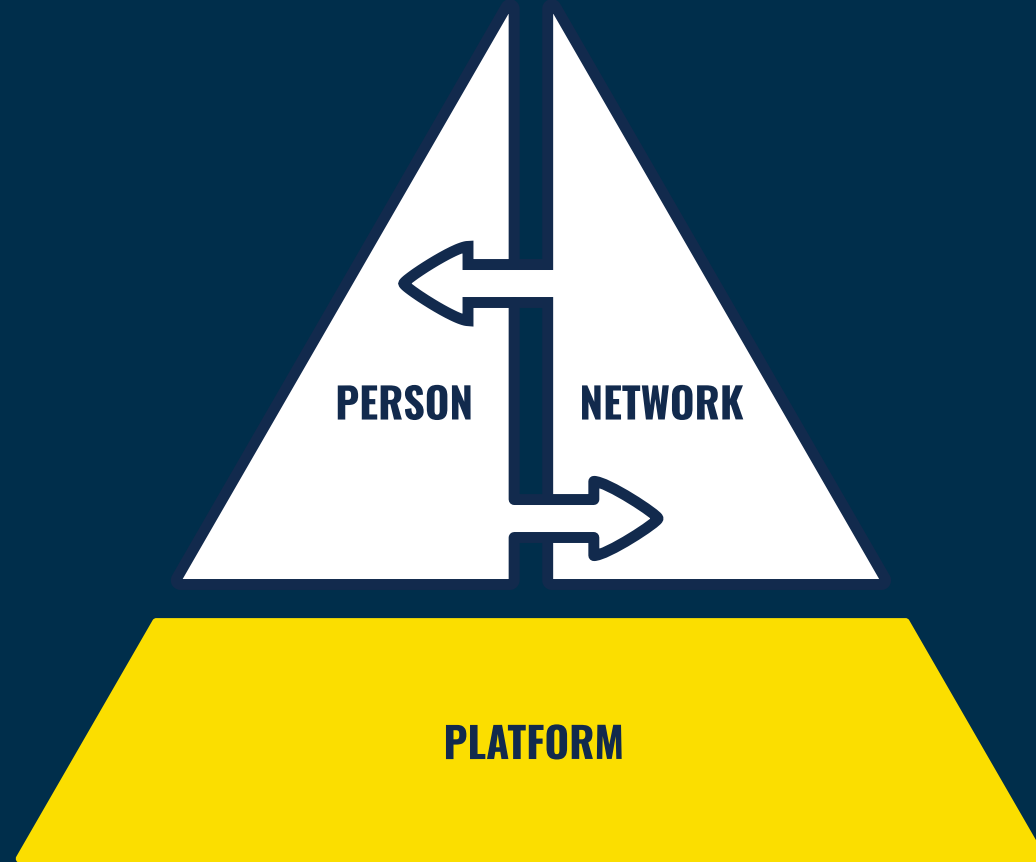
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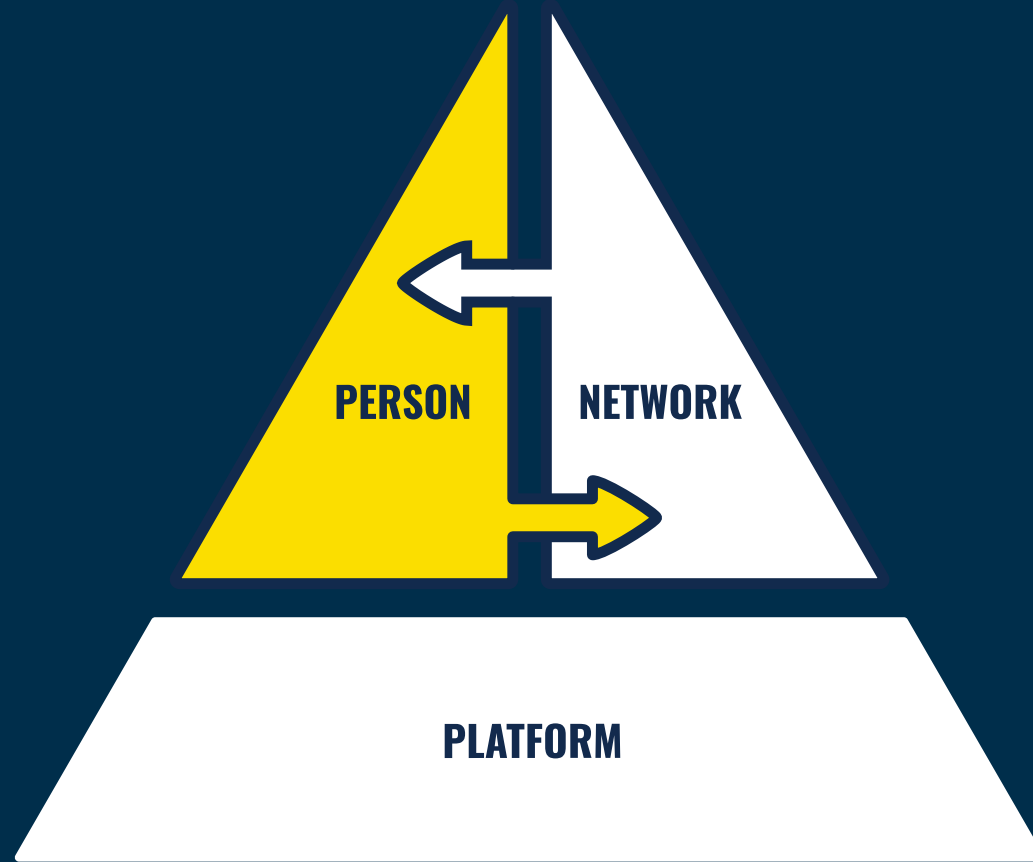


PLATFORM:
FOUNDATIONAL
STRUCTURE



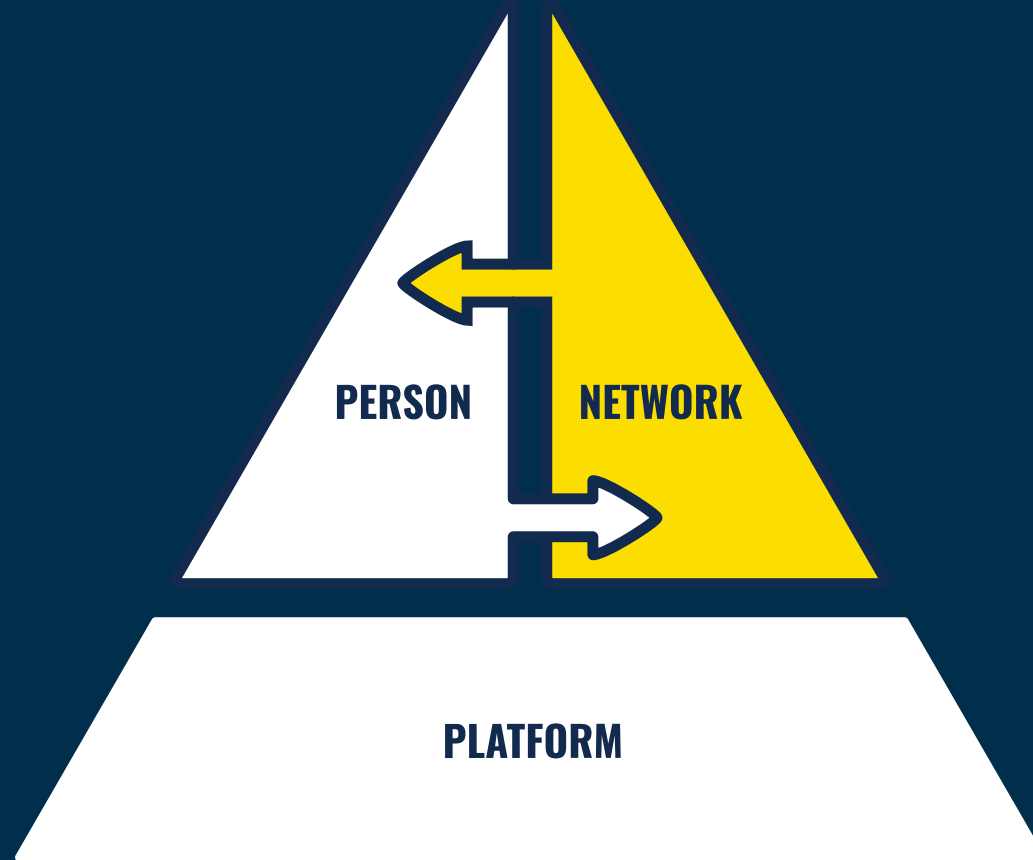
PLATFORM:
FOUNDATIONAL
STRUCTURE

PERSON:
COLLABORATION
ADAPTATION
COMMON GOAL



PLATFORM:
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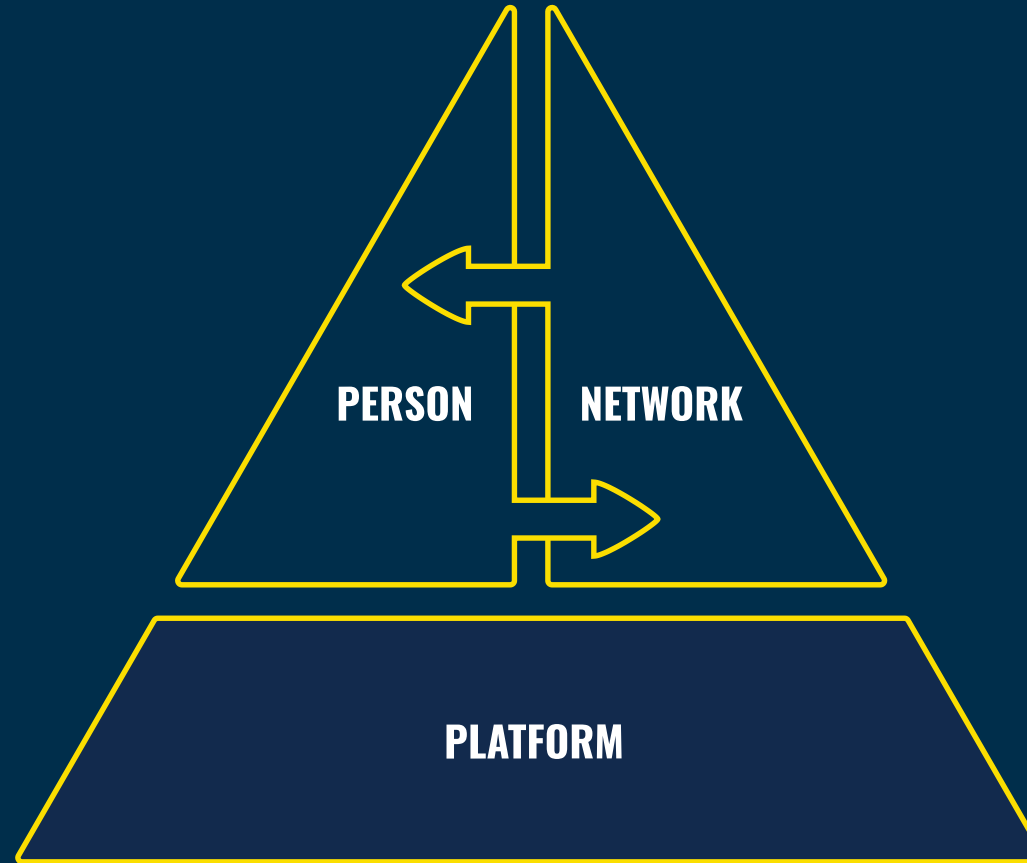
PERSON:
COLLABORATION
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COMMON GOAL



NETWORK:
OPENNESS
DECISION-MAKING
CULTURE

PLATFORM:
FOUNDATIONAL
STRUCTURE

PERSON:
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NETWORK:
OPENNESS
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CULTURE

RELATIONSHIPS:
SHARED VALUES &
LEARNING

CIRCUMSTANTIAL ROLES

(BASED ON AN HIERARCHY OF INFLUENCE OR LEARNING)

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KEY-PLAYER

Members with a high capacity to transform or shape the ecosystem, normally individuals with leadership capacity

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COMMUNITY

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CURATOR

Members that disseminate the information generated within the ecosystem, spreading this selected knowledge to its audience

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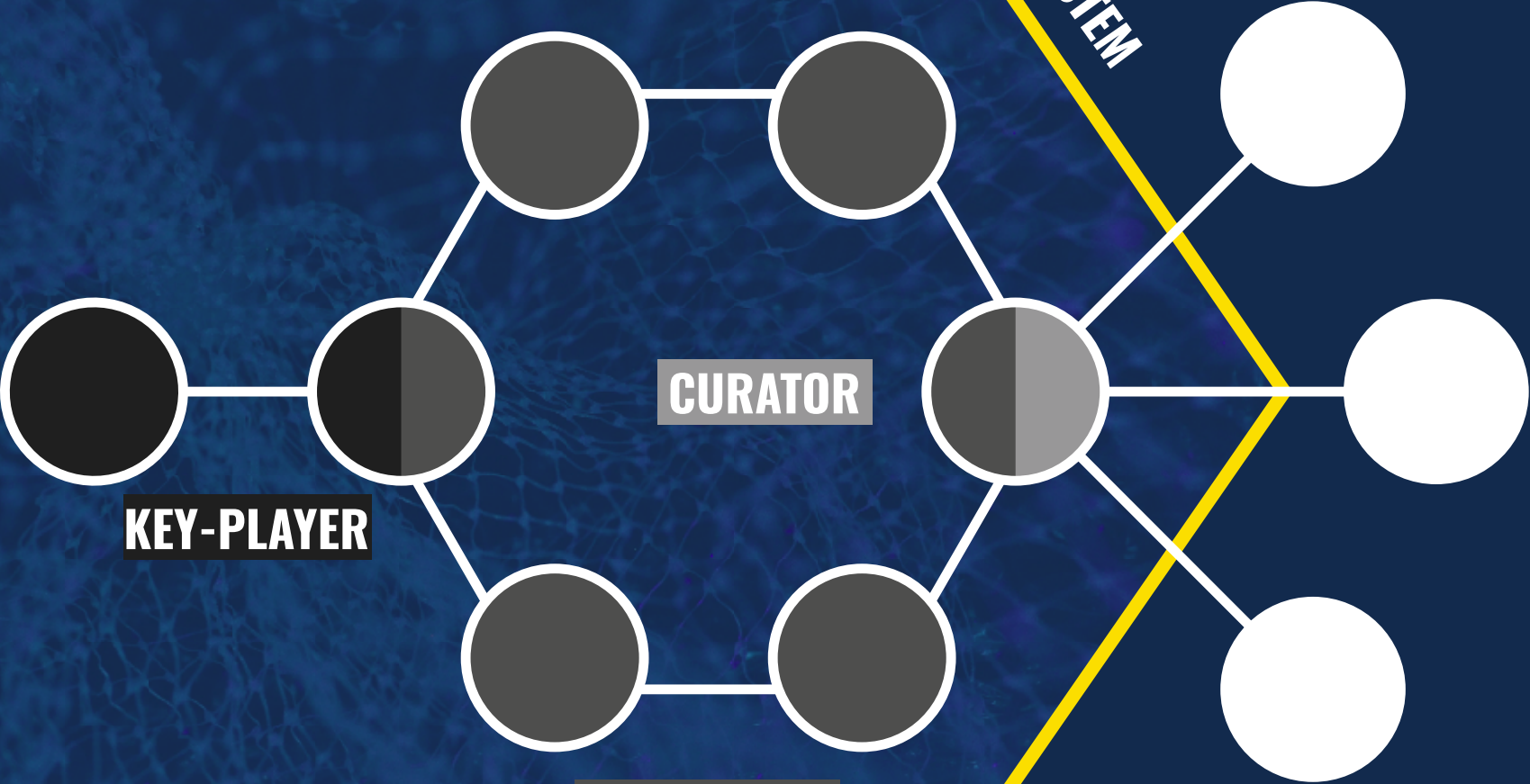
Members that disseminate the information generated within the ecosystem, spreading this selected knowledge to its audience



EXTERNAL NETWORK

Non-members who receive information from the Curator and who have the potential to become a new member of the ecosystem

ECOSYSTEM'S MAP



ECOSYSTEM

CURATOR

KEY-PLAYER

COMMUNITY

EXTERNAL NETWORK

[Register](#)

WE ARE A
COMMUNITY
OF DO-ERS

Basically, within a **CREATIVE ECOSYSTEM**:

- ▶ **KEY-PLAYERS** exchange important information and ideas with each other, which can become a new action plan, idea, or project for the **ECOSYSTEM**;

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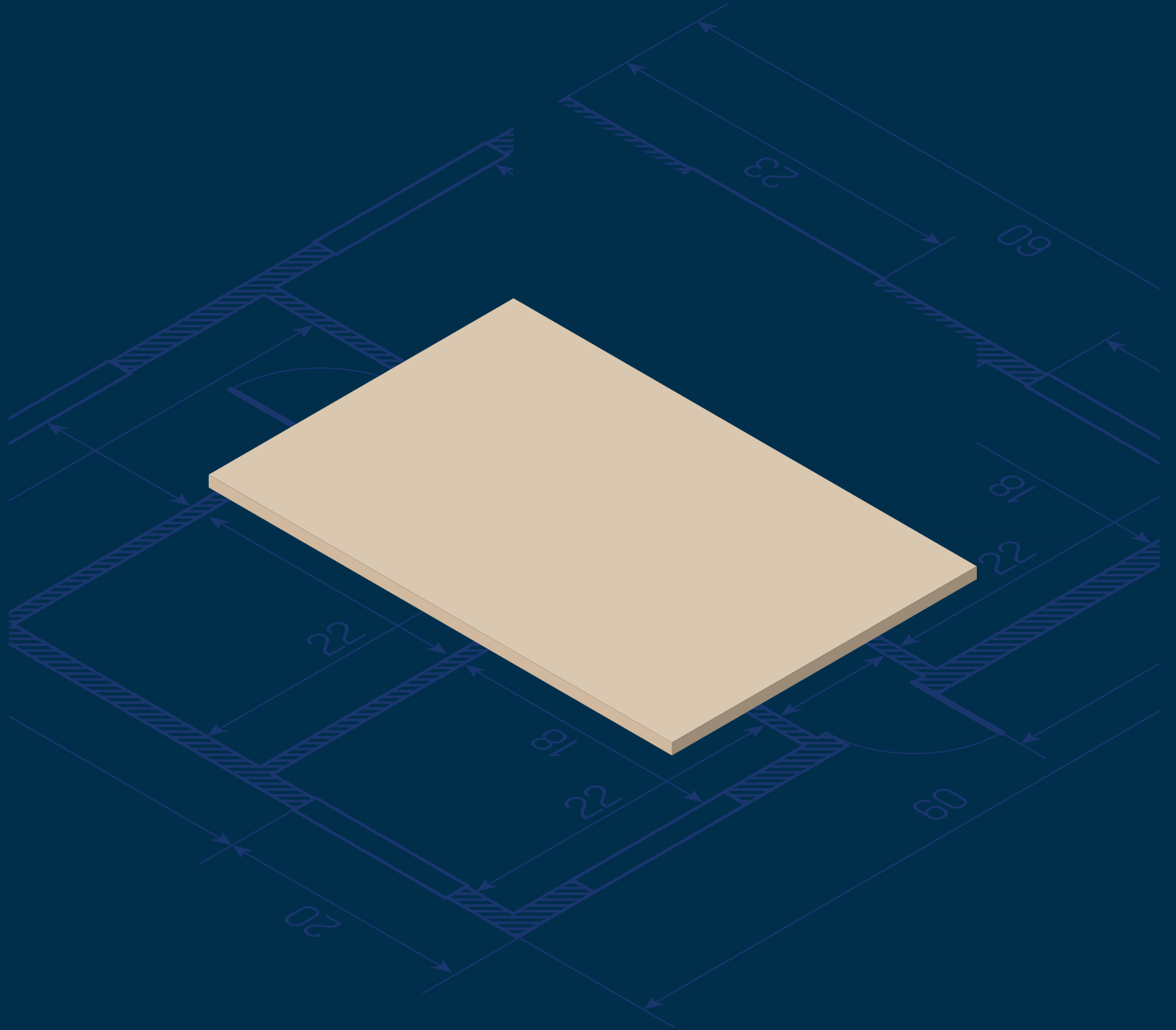
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- ▶ Then, the **KEY-PLAYER** shares it with his/her **COMMUNITY**, which helps to develop, improve and deepen that action plan, idea, or project collaboratively;
- ▶ Finally, the **CURATOR** shares the information generated with their **EXTERNAL NETWORK** (beyond the “borders”)

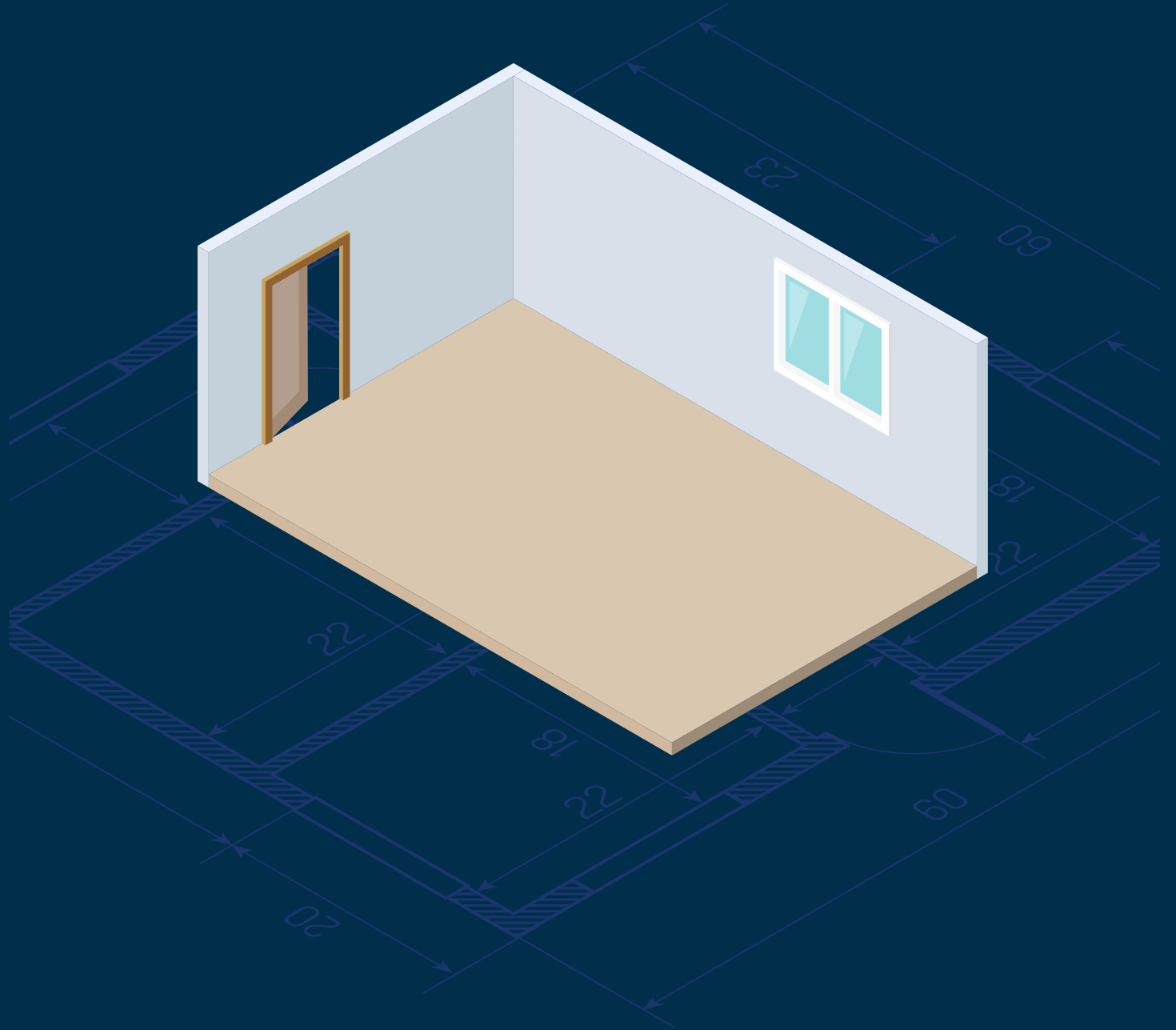
ELEMENTS

(PLATFORM, NETWORK, PERSON)



RELATIONSHIPS

(CIRCUNSTANCIAL ROLES)



L&D



Leadership

Today's CEOs Don't Just Lead Companies. They Lead Ecosystems.

by Sarah Jensen Clayton, Tierney Remick, and Evelyn Orr

June 09, 2022

**FIVE STEPS TO A
THRIVING ECOSYSTEM**

Map their ecosystem

1

FIVE STEPS TO A
THRIVING ECOSYSTEM

Map their ecosystem



A team that can
embrace bigger roles
(seasoned talent)

Map their ecosystem



A team that can
embrace bigger roles
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Lead by influence
with little to no
formal authority

Map their ecosystem



A team that can
embrace bigger roles
(seasoned talent)

Lead by influence
with little to no
formal authority

Build the infrastructure
to help coordinate
the ecosystem

Map their ecosystem

1

A team that can
embrace bigger roles
(seasoned talent)

2

FIVE STEPS TO A
THRIVING ECOSYSTEM

5

Maintain a frequent
and open dialogue
to anticipate and
mitigate risk

4

Build the infrastructure
to help coordinate
the ecosystem

3

Lead by influence
with little to no
formal authority

OK, AND HOW CAN I USE THAT?

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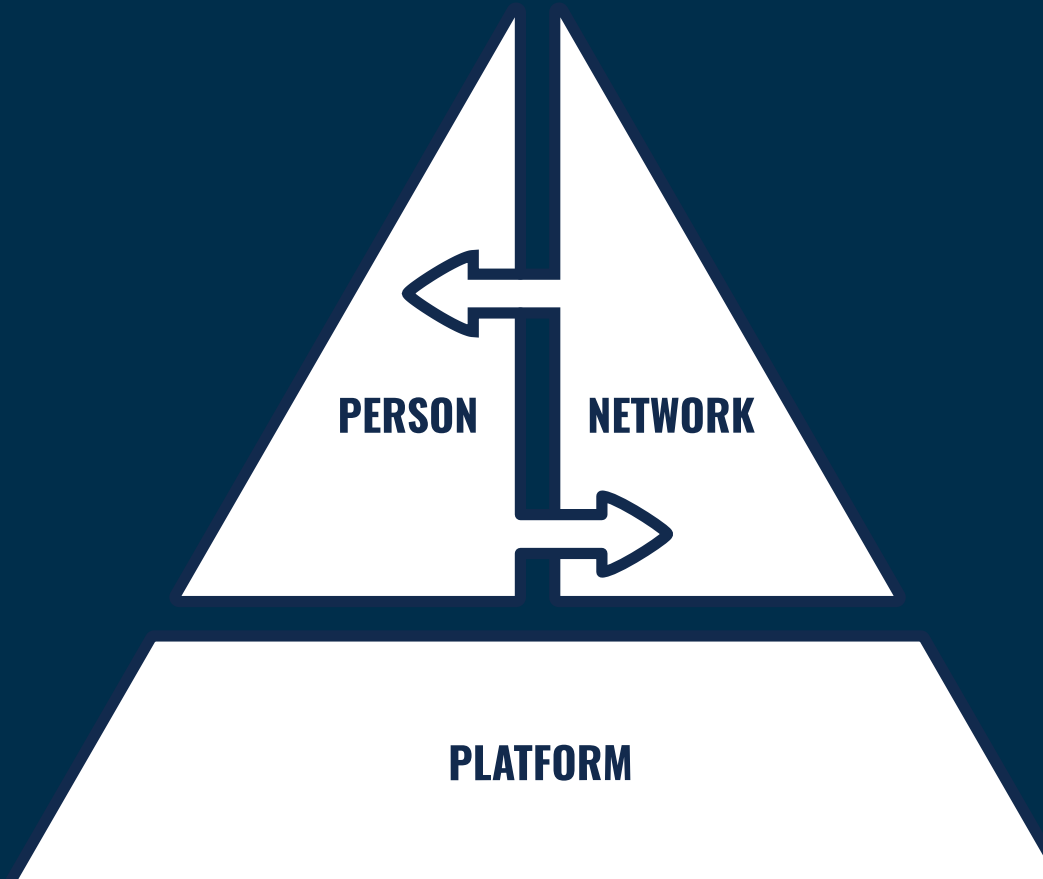
Understanding the **ELEMENTS**, I can discover where to focus development, depending on the behavior or characteristics that are missing

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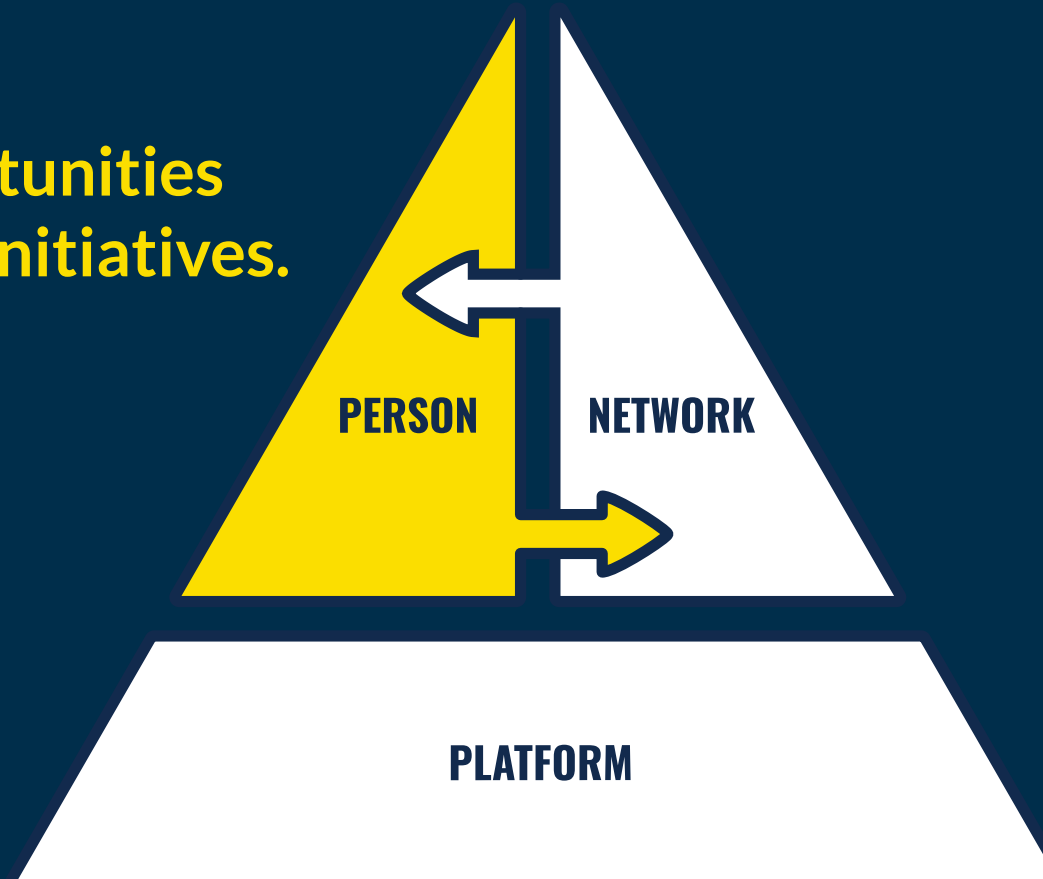
Understanding the **ROLES**, I can discover where to focus learning, based on the skills that need to be stimulated and/or developed, in the company or in my own team

CORPORATE UNIVERSITY



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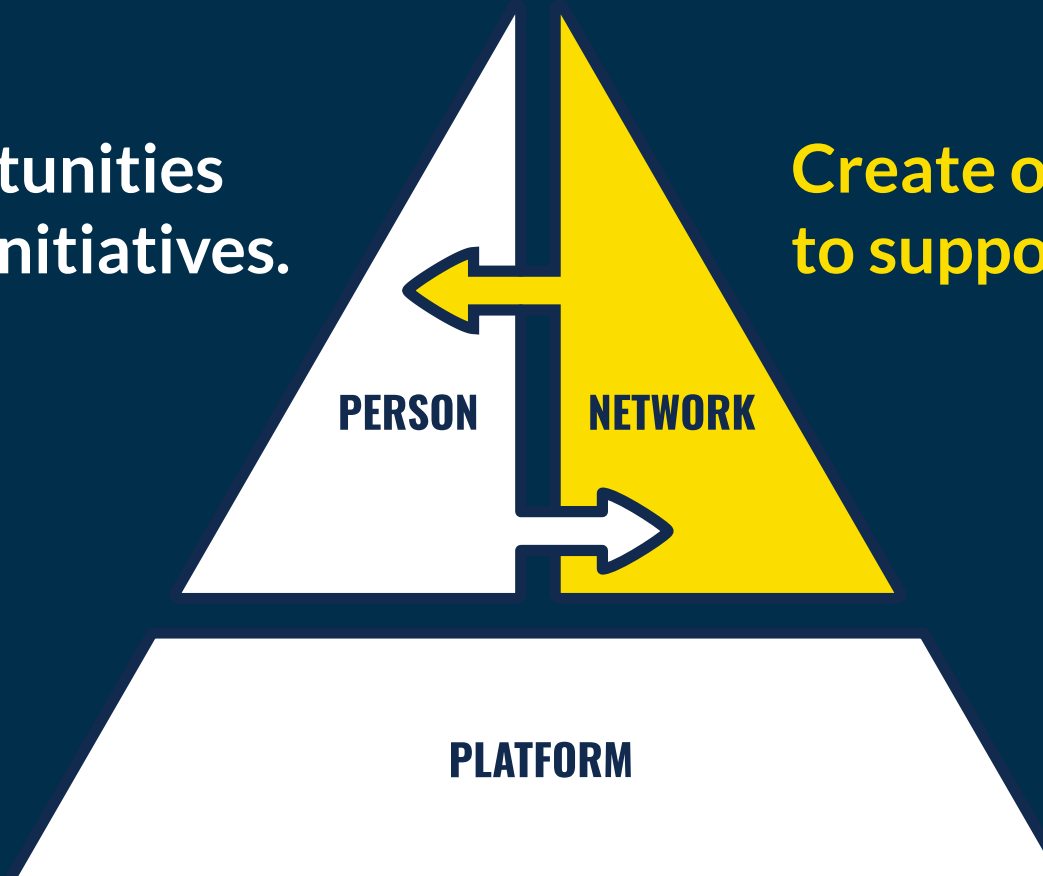
Align learning opportunities
with the company's initiatives.



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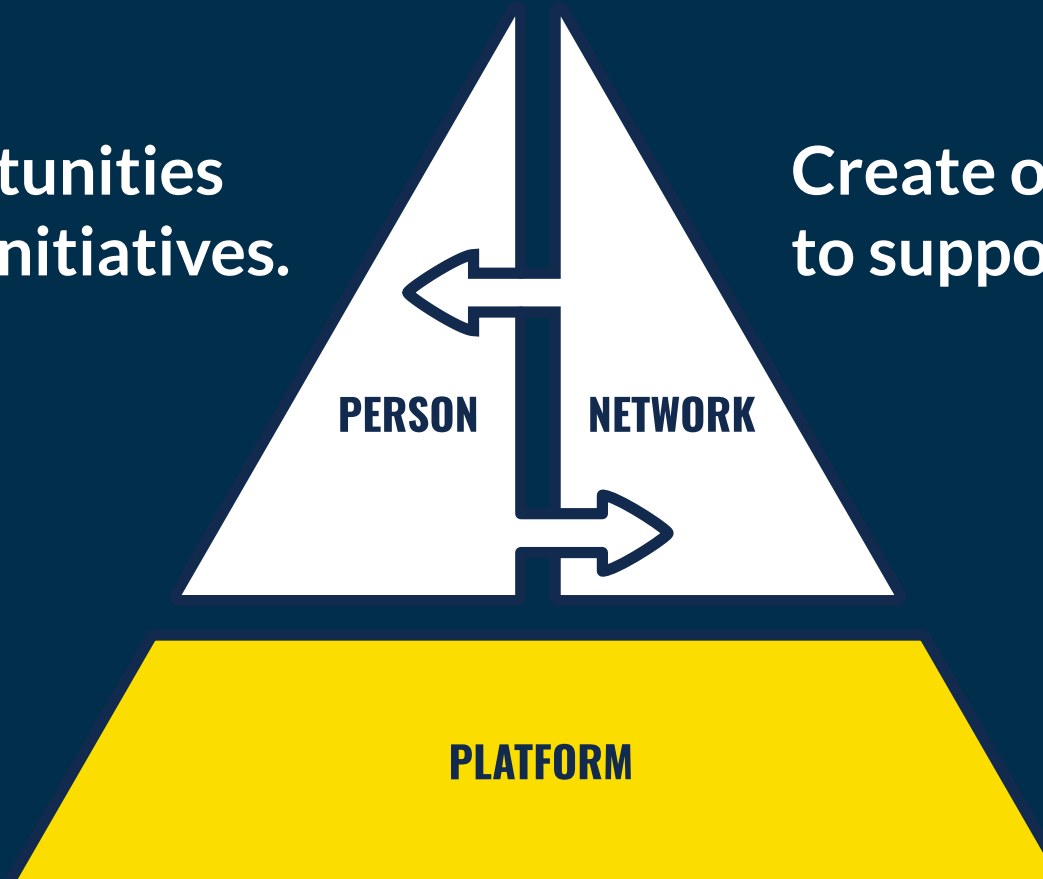
Create outside partnerships
to support organizational goals.



CORPORATE UNIVERSITY

Align learning opportunities
with the company's initiatives.

Create outside partnerships
to support organizational goals.



Utilize technology strategically in
order to support and reinforce learning.

The real reason to develop and engage with

CREATIVE ECOSYSTEMS

is to unleash creativity that has long been constrained
by a linear, traditional and individualistic view.

Because of their flexibility and spontaneity,

CREATIVE ECOSYSTEMS

offer greater access to multiple brains pooled together than traditional approaches.

The challenge now is to invite more people to join our platforms and contribute with their ideas.

A healthy ecosystem needs diversity.

3

CHALLENGES & QUESTIONS

FOR L&D PROFESSIONALS

CHALLENGE 1



FOCUS ON THE OUTCOME



FOCUS ON THE PROCESS

**L&D DEPARTMENT ISN'T THE ONLY SOLUTION,
BUT HAVING ONE IS A PREMIUM SERVICE**

QUESTION:

**HOW TO DECENTRALIZE LEARNING
AND INVITE EVERYONE TO BE PART OF THE PROCESS?**

- FOCUS ON THE OUTCOME
- + FOCUS ON THE PROCESS

CHALLENGE 2



FOCUS ON THE INDIVIDUAL



FOCUS ON THE COLLECTIVE

**EVERYONE HAS SOMETHING
TO LEARN AND TO TEACH**

QUESTION:

**HOW CAN WE CREATE A COMMON SPACE WHERE
EVERYONE CAN DEVELOP THEIR CREATIVE POTENTIAL?**

- FOCUS ON THE INDIVIDUAL
- + FOCUS ON THE COLLECTIVE

CHALLENGE 3



FOCUS ON THE NOW
(SHORT TERM)



FOCUS ON THE FUTURE
(LONG TERM)

**CREATIVE POTENTIAL, IF PROPERLY STIMULATED,
CAN HELP US BRING IMAGINED FUTURES INTO REALITY**

QUESTION:

**HOW CAN WE TURN AN UNCERTAIN FUTURE
INTO A "WHAT IF..." FUTURE?**

— FOCUS ON THE NOW

+ FOCUS ON THE FUTURE

CURIOUS TO KNOW MORE ABOUT
CREATIVITY MANAGEMENT AND
FUTURE OF WORK & LEARNING?

LET'S KEEP IN TOUCH:

 **FELIPE ZAMANA**

