

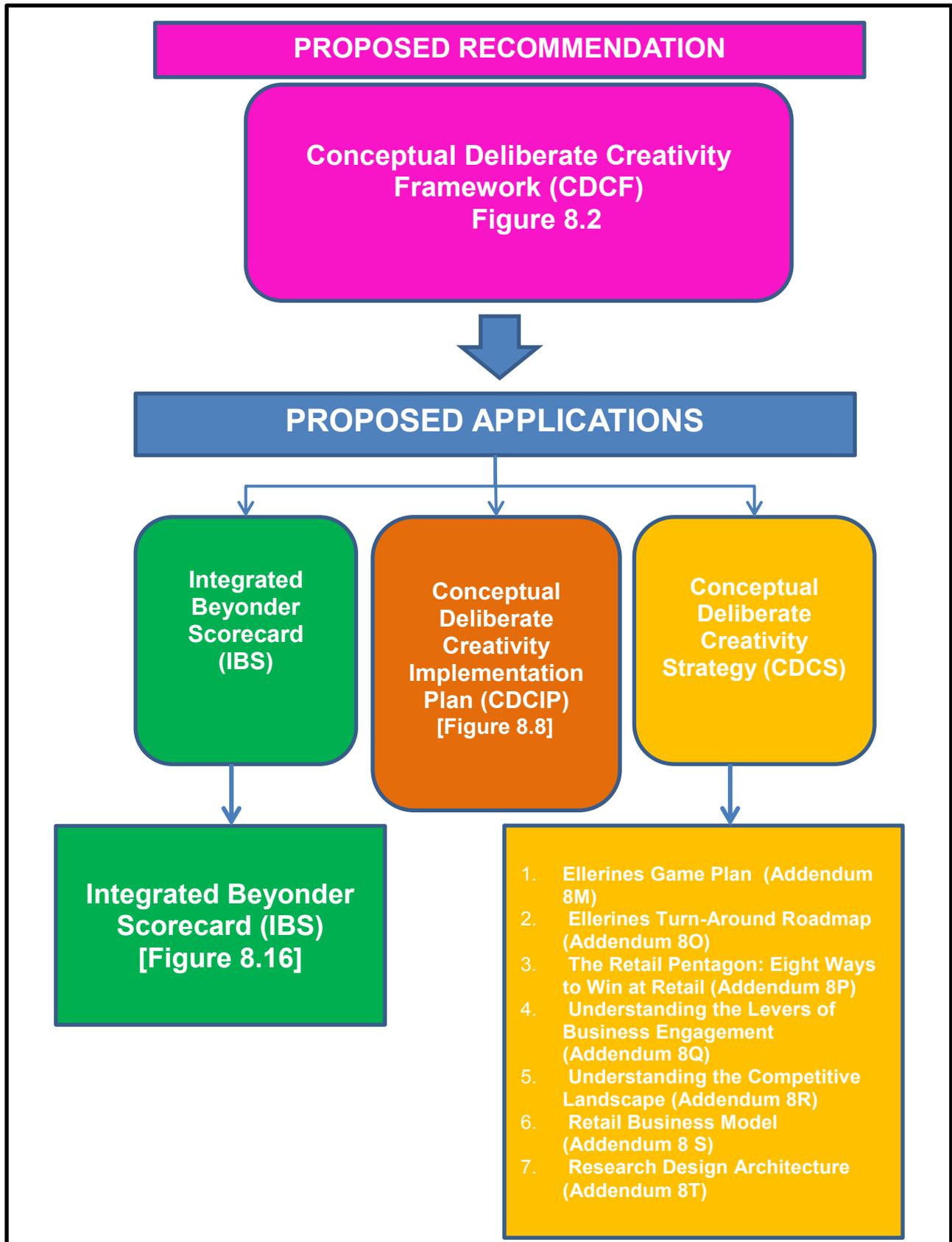
CHAPTER 8

RECOMMENDATIONS, APPLICATIONS AND CONCLUSION

8.1 INTRODUCTION

This chapter describes and explains the recommended frameworks, applications and implementation process, by revealing the Conceptual Deliberate Creativity Framework (CDCF), Conceptual Deliberate Creativity Strategy (CDCS), the conceptual deliberate creativity implementation plans (CDCIP), and the Integrated Beyonder Scorecard used within this research study, in the performance enhancement and culture transformation of the Ellerines retail furniture business. **Figure 8.1** is a graphical representation and overview of the recommendations and applications.

Figure 8.1: Overview of recommendations and applications



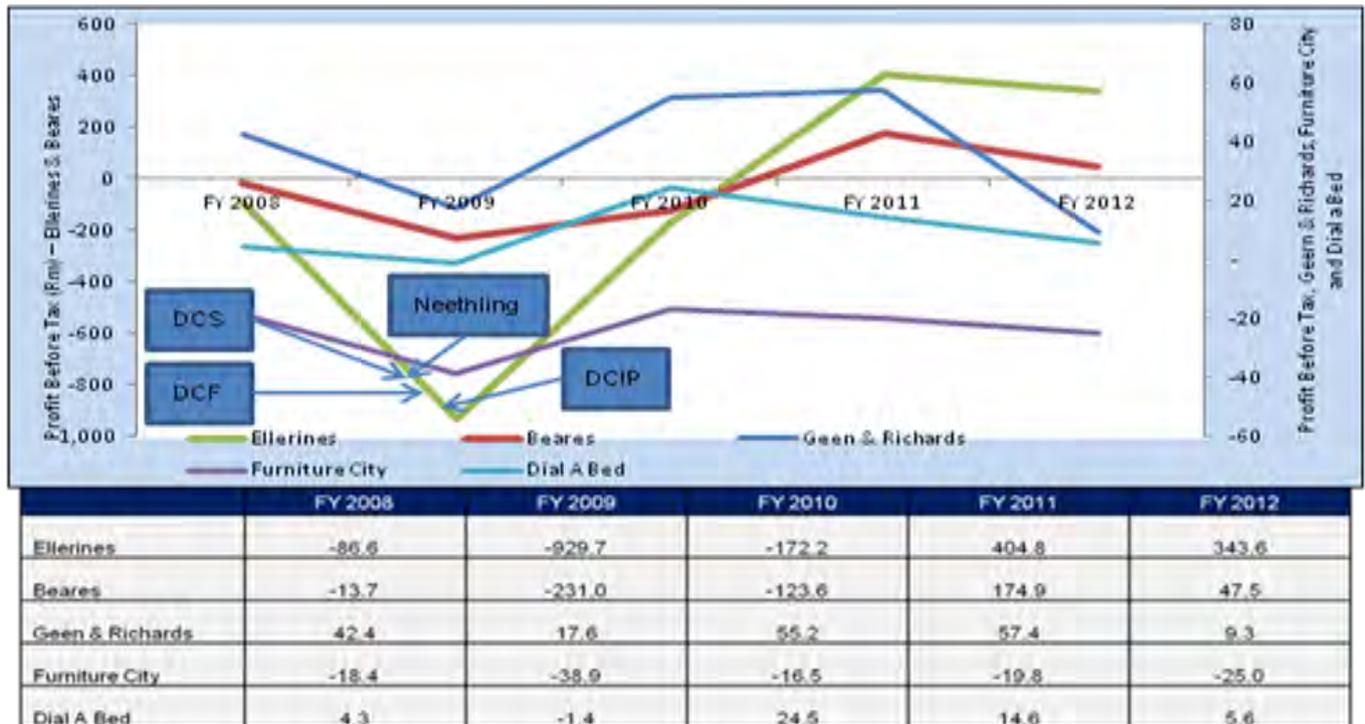
Source: Researchers own construction 2013

8.2 STRATEGIC ROADMAP AND CREATIVITY BLUEPRINT

This study has been “born” from the notion of a deliberate creativity intervention and the need for critical thinking with the sole objective for the survival of the Ellerines business in a fiercely competitive and low differentiated furniture industry. The ultimate strategic imperative of adopting and radically changing the performance trend of a struggling and dying Ellerines business, and in so doing altering and transforming the core business and operating model of the Ellerines furniture business into a profitable business entity that could compete sustainably into the future and successfully with its competitive peer groups in the relevant targets markets within the South African and Rest of Africa furniture retail industry.

With the origination and inception of this research project, the “aha” moment of truth was realised, that only a very ***special, dedicated, vastly different, intensely courageous*** and ***uncomfortably bold*** set of activities and actions would craft the foundation for a successful business turn-around for the Ellerines business. After a lengthy plethora of research and business consultations, attendance to numerous business improvement conferences, and personal consultations with leadership gurus, in the quest and search for business model that would form the basis for a business turn-around. No “tailor-made” or “ready-made” business case, business model or intervention could be found within South Africa or globally... hence the “birth” of deliberate creativity within a South African furniture retailer.

Figure 8.2: Ellerines Profit before Tax (PBT) performance



Source: EHL Financial and Management Accounting CPM, 2012

As previously mentioned in Chapter One, **Figure 8.2** clearly highlights that within Ellerines Holdings Limited, the best brand performance (PBT growth) has been delivered by Ellerines Brand from the end FY2009. Only the Ellerines Brand had implemented a deliberate creativity intervention (Beyonder Programme) and thus a major indicator (improvement in Ellerines profits based on the financial results) of the effect and impact of the CDCF on the Ellerines overall profitability. **Figure 8.2** further highlights the drastic declining profit trend of the Ellerines business in 2008, the non-profit underperformance in 2009, and the aggressive business turn-around from mid 2009 into 2010. It is also evident that a continuation of the positive profit growth in 2010 and 2011, and the ongoing sustainable profit performance in 2012, were achieved with the implementation and execution of the conceptual deliberate creativity framework (CDCF) and its related creativity interventions.

The realisation (the loss making business, demoralized culture and staff disengagement) that the researcher (also the Managing Director Ellerines) needed to craft an extraordinary roadmap to re-engineer a turn-around strategy by extracting various best practices, theories and philosophies from multiple experts within diverse industries.

Thus the “birth” of the Conceptual Deliberate Creativity Framework (CDCF), that entailed the adoption of a creativity approach, that would force and direct activities, action and thinking away from conventional retail furniture methods and the prevailing furniture industry status quo. A specific attempt to integrate the creativity theory and philosophies within business principles were one of the ultimate drivers of the creativity transformation strategy. This formed the foundation and acted as catalyst for a business turn-around strategy and business execution plan.

8.3 CONCEPTUAL DELIBERATE CREATIVITY FRAMEWORK (CDCF)

Henning (2004:149) states that pragmatists’ facts are anything that supports us to take steps that generate the expected outcomes. She proceeds in that, while it is impractical to anticipate that a study assignment will likely “change the social world”, the structure of the research study needs to build as part of the likelihood for action.

This research project had been explicitly designed for business performance activities. It comprised of a creativity enhancement framework that would demonstrate and streamline the primary components of the research study outcomes to form the foundation of a deliberate creativity program. Specifically engineered in order to be applied throughout the retail or business sector to enable to develop the creative skills of business leaders, executives, business coaches and consultants in an effort to improve their capability to guide and direct business enhancement interventions. The motivation towards designing a CDCF was to develop a retail business creativity tool for step-by-step practical implementation to enhance performance and actualize real business benefit to all stakeholders.

When designing the CDCF, simultaneous application of the literature overview as well as the empirical research had been factored into the final design. The CDCF had taken into consideration:

- the change management and transformation journey within the retail sector globally and locally
- the business enhancement factors that could impact on business performance

- the literary works on current and past creativity development models and programs
- the observations of all participants throughout the implementation of the DCF
- individuals and teams with diverse creative competencies, along with their perspectives on business enhancement, change and creativity.

A primary objective within this research study was the development of a creativity framework to enhance business performance, and thus the culmination of the extensive creativity research integrated within the business application in Ellerines by the researcher. The crafting of the CDCF by the researcher was the fundamental foundation on which the Ellerines business turn-around success had been modelled.

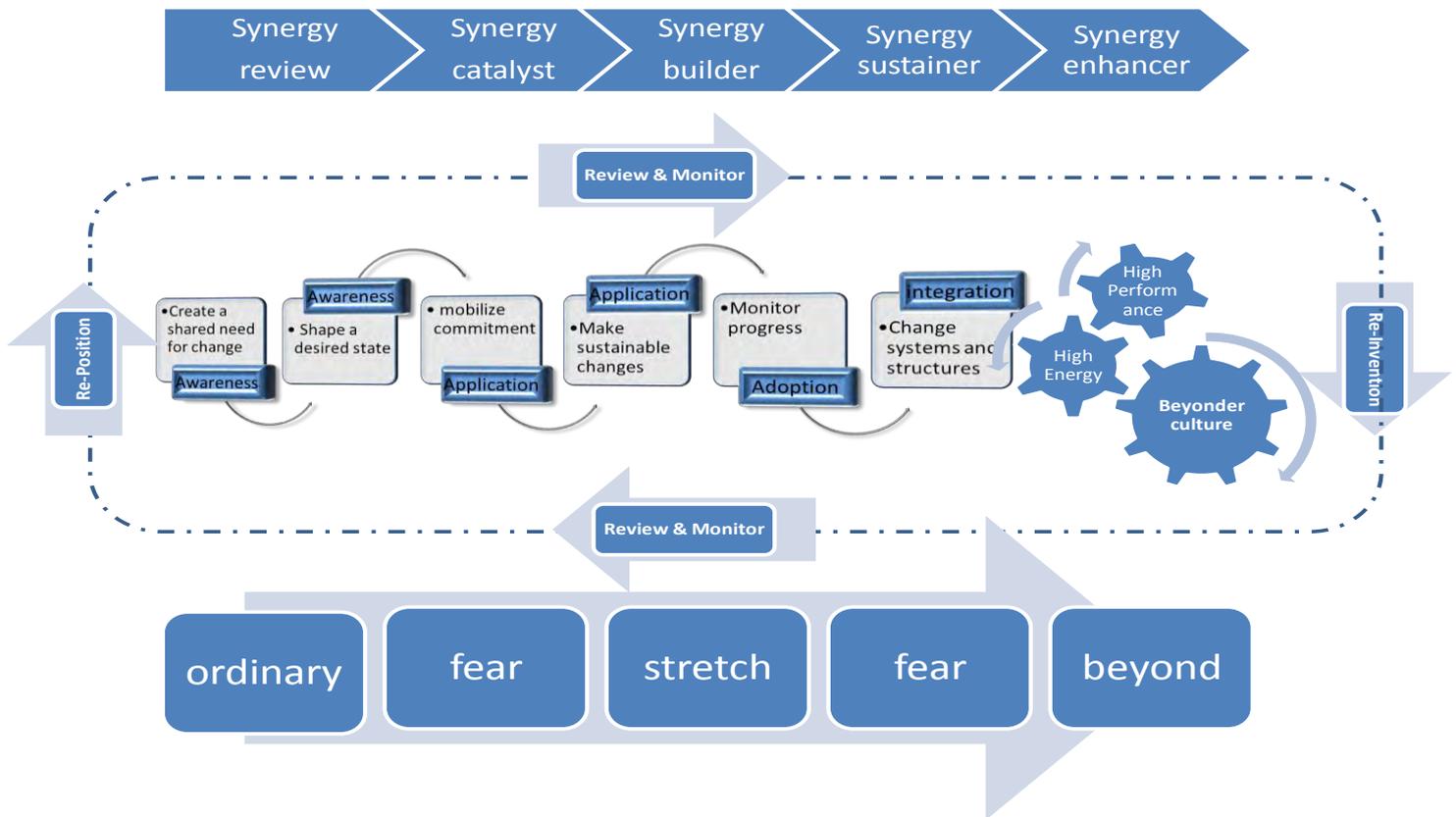
The CDCF integrates the various aspects in defining the strategic intent by crafting a change management architecture and building a creativity culture, blueprint and roadmap to deliver, implement and execute a deliberate creativity approach.

It encapsulates the deep creativity, change management and transformation principles, and converts this theory into beneficial business benefit, through improved profitability. The CDCF further incorporates the Neethling Beyonder philosophies and theory, to enable the realisation that moving from ordinary to extraordinary is in fact possible, and that pushing the boundaries of achievement is a collective effort that needs a deliberate intervention to unlock an ocean of creativity and innovation, that delivers remarkable and spectacular results and outcomes.

Figure 8.3 describes the various stages and aspects of the CDCF, and outlines four distinct phases within the framework that will be detailed in the subsequent paragraph, namely:

1. Change management and transformation stage
2. Continuous review and reinvention stage
3. Synergy stage
4. Beyonder stage

Figure 8.3: Financial and Productivity Measures

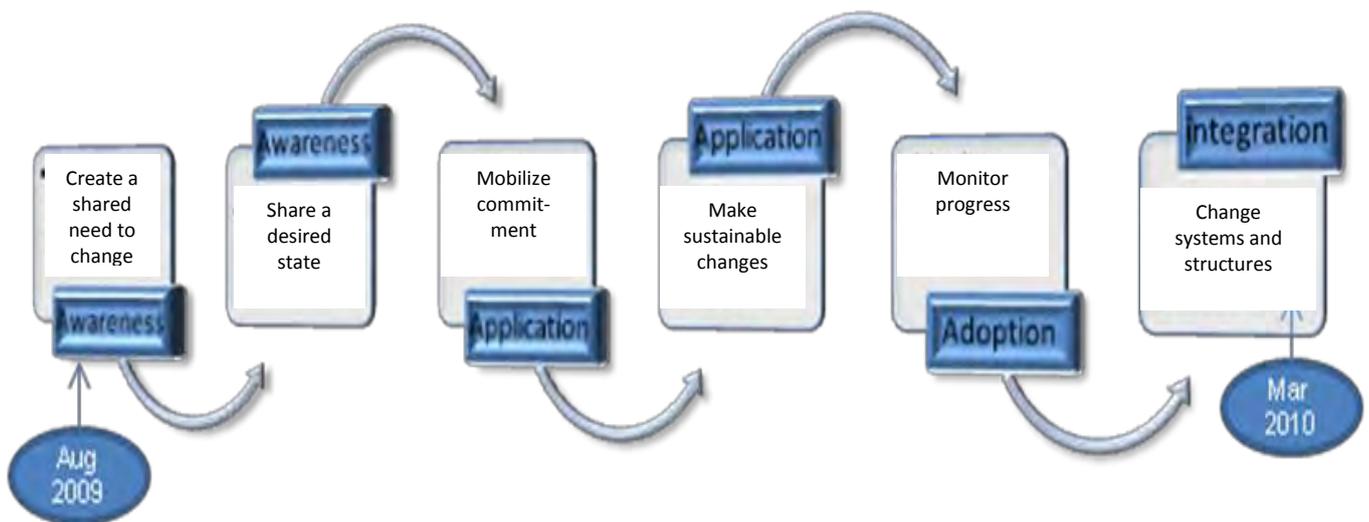


Source: Researchers own construction, Conceptual Deliberate Creativity Framework (CDCF), 2010

8.3.1 Change management and transformation stage

As discussed in **paragraph 7.4.2**, the following content once again details the change management and transformation stage, detailed in **Figure 8.4**.

Figure 8.4: Ellerines change management and transformation



Source: Conceptual Deliberate Creativity Framework, 2010

8.3.1.1 Creating a need for change

Understanding the current realities, the existing trading conditions, the competitive landscape and the plethora of challenges facing the Ellerines business had been important. Clearly comprehending the Ellerines and furniture industry state of play, crafting a game plan and communications strategy to engage various stakeholders and all levels of the Ellerines business was a necessity to have any chance of being successful. Within the engagement process the researcher had used the Participlan™ Facilitation tool (**Annexure 8C & 8D**) to extract numerous inputs, expertise, best practice, business insights and performance enhancement approaches, with the intention of building the knowledge reservoir that would contribute in the business turn-around efforts.

8.3.1.2 Shaping the desired state

Gathering and collating key information inputs from reputable business school universities, retail conferences in the form of performance enhancement case studies, creativity in business, business turn-a-round expertise, best in class furniture retail practices and processes created the framework for shaping the desired state for Ellerines. It also ensured further rigorous agenda for “debate and construct” facilitation

sessions (Participlan™ done by researcher) with the EHL and Ellerines EXCO teams respectively, selected creativity gurus and numerous business consultants.

8.3.1.3 Mobilising commitment

At the point of crafting the creativity roadmap as a key pillar and foundation to the Ellerines business turn-a-round strategy, in conjunction with developing the CDCF, CDCS, and CDCIP, the milestone had been achieved and the period opportune to mobilise commitment from all stakeholders with the execution of the CDCF. A number of subsequent Participlan™ facilitation sessions at all levels within Ellerines had been conducted by the researcher to drive execution of the CDCF, CDCS and CDCIP.

Neethling creativity programs were launched after the conclusion of the Participlan™ facilitation sessions at all levels within Ellerines. Participants of the Neethling creativity programs were taken off-site to the Neethling training centre in Mabaligwe Limpopo, where all creativity training was conducted with various selected groups.

Retail operations branches, including branch management and all individuals in branches (3273 staff members) had undergone the Branch Creativity Program, facilitated by the researcher and eighteen trained and accredited Ellerines creativity practitioners (Beyonders Champions).

8.3.1.4 Making sustainable improvements

Ensuring an Ellerines learning culture, sense of urgency and ongoing improvement throughout the CDCF implementation, a special task team that included the researcher and selected members of the Ellerines EXCO team met on a weekly basis to review and assess all learning, improvements and enhancements that needed to be incorporated back into the CDCF, CDCS, and CDCIP.

8.3.1.5 Monitoring progress

Part of the special task team responsibilities which included the researcher and selected members of the Ellerines EXCO team that met on a weekly basis, was to monitor

ongoing performance and progress given stringent criteria and performance metrics (IBS, **Figure 8.16**).

8.3.1.6 Changing systems and structures

An important aspect with the continuous improvement efforts and ongoing performance enhancement drive was changing systems, processes, structures and ways of work to ensure alignment with the requirements for a new performance culture and operating model.

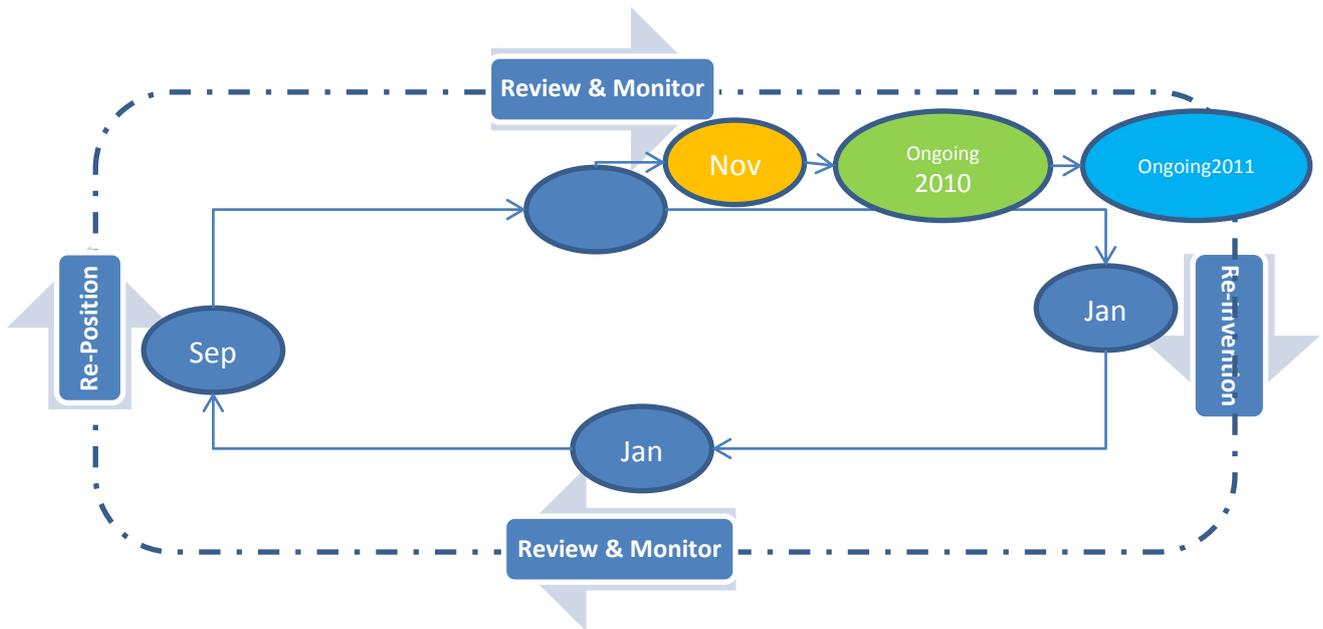
8.3.1.7 High performance culture

Ultimately the aim was to create a high performance team, as a resultant outcome of the CDCF and CDCS to ensure a successful Ellerines business turn-around, a sustainable profit growth into the future, ongoing creative business approaches and Beyonder synergy drive to continuously drive the creative momentum and energy.

8.4.2 Review and reinvention stage

Within any implementation or execution activity, the ability to review, assess and make adjustments where required to streamline and improve the process or intervention is important. Also as important, is that after adjustments and modifications are implemented is the repositioning of the business, to function at this new performance level. This often also requires a re-invention, as a means to redefine, re-create and re-model the business to unlock new potential and different opportunities.

Figure 8.5: Continuous review and re-invention



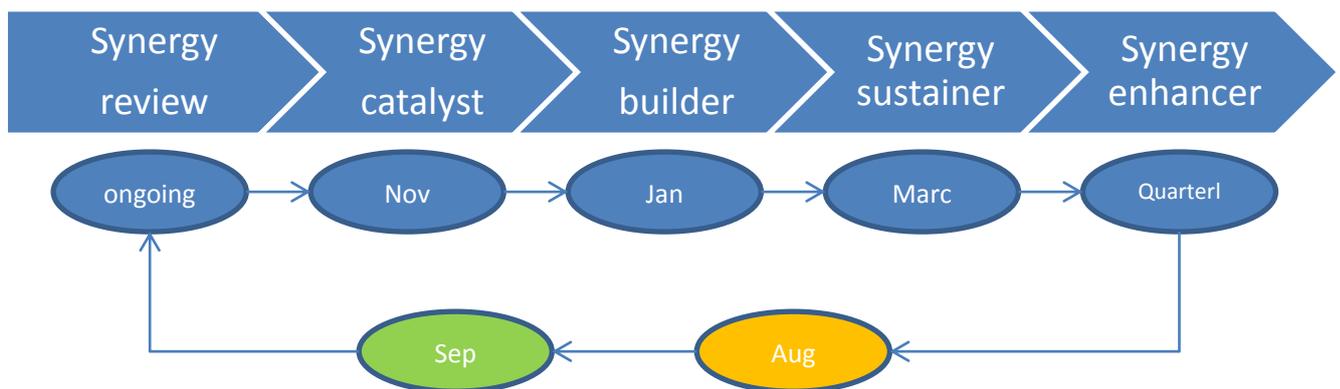
Source: Conceptual Deliberate Creativity Framework, 2010

- **Review and monitor:** the process of monitoring all activities, implementation of the CDCF, CDCS, financial performance, flow factors, and the CDCIP effectiveness through predetermined review and monitoring mechanism which in the Ellerines business was the Researcher, Ellerines Review Committee, Ellerines Beyonder Champions, Ellerines Integrated Dashboard, EHL financial reporting.
- **Re-invention:** at the point when creativity activities and processes became mundane and routine within Ellerines, was a clear signal for the need to re-invent the business through various interventions:
 - Review of the CDCS models and framework
 - Review of performance targets and objectives
 - Review of business processes and operating model
 - Review of the current state, and redefining the desired state
- **Re-positioning:** after reinvention the subsequent action is repositioning to ensure that any changes, modifications or re-engineered processes is accurately positioned for optimal functioning to enhance performance and that the change process is adequately managed.

8.4.2.1 Synergy stage

To initiate, maintain and sustain the ongoing energy, excitement and momentum that had been created through the deliberate creativity activities and execution, various interventions were required to keep injecting a new level of motivation, inspiration and hype within the Ellerines business.

Figure 8.6: Synergy stages



Source: Conceptual Deliberate Creativity Framework, 2010

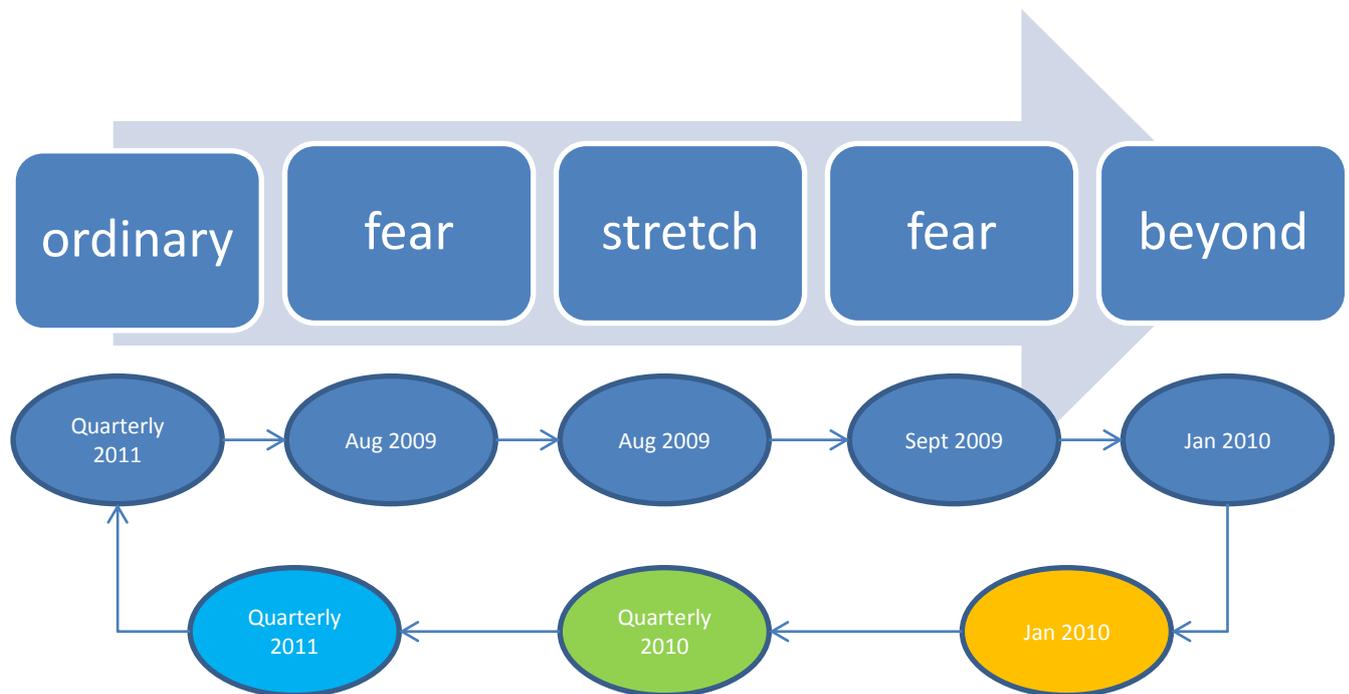
- Synergy review: looking at how the deliberate creativity activities and programmes were impacting the work environment and what specific activities (workshops, motivation sessions, inspirational training activities, celebrating successes, rewarding individuals etc) had been causing greater impacts on the environment, individuals and teams. Extracting these positive synergy activities, and quickly transplanting them into other environments to spark similar successes and reactions.
- Synergy catalyst: connecting positive synergy activities to create even better outcomes, and continuously searching for these breakthroughs and Above the Line moments to keep raising the bar of performance, through finding the best “formulaes” for doing certain things in specific and systemic ways.
- Synergy builder: launching ongoing and continuous interventions to keep the momentum and excitement within the workplace, such as:
 - weekly teambuilding interventions
 - doing certain activities that you had never done before (such as bungee jumping, skydiving or abseiling)

- trying new methods of selling to customers
- small team competitions between neighboring branches
- motivational speakers
- Synergy sustainer: creating a calendar of
 - upcoming exciting events
 - positive activities
 - refresher creativity training
 - refresher team creativity workshops
 - practitioner customized programmes for a specific department or functional area within Ellerines
- Synergy enhancer: challenging individual and teams to go Beyond, and explore the unknown territories through:
 - Committing to extraordinary targets and getting Head Office executive endorsements, support and resources to achieve these targets.
 - Overcoming fear, by doing extraordinary activities (bungee jumping) or adopting unconventional methods (visiting customers at their homes with free gifts etc).
 - Community connection and involved through adopting local charities, doing certain project in the communities (feeding scheme, food gardens, painting old age homes etc)

8.4.2.2 Beyond stage

The ultimate achievement would be the ability to move the entire Ellerines business to function and operate within the Beyond Zone, where a high performance culture would accelerate ordinary business processes and thinking to extraordinary achievements, and individuals and teams would start redefining new boundaries, exploring new frontiers, crafting a new culture, and driving a profitable business.

Figure 8.7: Beyonder phases



Source: Adapted from Neethling, 2000c:7

Ordinary: looking at all the mundane, routine and ordinary processes and activities in the workplace, and finding new approaches to enhance these activities and more importantly transform these activities into profit generating processes:

- **Marketing** – wholebrain TV campaigns, wholebrain leaflet layouts, wholebrain POS marketing material, wholebrain customer messaging
- **Merchandise** – testing unconventional products, testing non traditional style, colour fabric and designs.
- **Operations** – wholebrain store layouts and configurations, wholebrain selling methods, wholebrain customer prospecting, different instore processes
- **Credit** – different credit packages, wholebrain credit messages and pricing, different user friendly credit application processes
- **HR** – smarter recruitment and retention approaches, employer of choice campaigns, electronic HR interactions, employee wellness programmes, employee counseling, weekly performance reviews
- **Finance** – user friendly reporting and analysis, less intimidating financial complexity, merit list of good performers, training of line managers in simulation methods for the areas of responsibility
- **Fear:** with any transformation and change initiative come the fear of failure, the fear of the unknown and the fear of not being successful. This was prevalent at

all levels and in all stages of the deliberate creativity interventions within Ellerines. To address this fear factor, the researcher facilitated FEAR Participlan™ workshops, to address all the concerns, anxiety and uncertainty, with specific risk mitigation and alternate strategies to maintain confidence and credibility of the CDCF and CDCS and CDCIP. Also to reinforce the workplace and personal impacts and changes that would be experienced in the execution of the CDCF and CDCS and CDCIP. These workshops were conducted at two points of the Beyonder model exaction, namely after the *ordinary stage*, and repeated after the *stretch stage*, to recapture the various experiences of the previous Beyonder stages with all individuals, and once again work through the fear factors and new experiences and implement new fear factor and risk mechanisms to create a sense of calm and equilibrium in the Ellerines work environment.

- **Stretch:** with the multitude of activities happening in the Ellerines business and the boost of energy, excitement and motivation in the workplace, the Ellerines environment was ready to accept “new Beyonder targets’ also known as stretch targets. These stretch targets were self inflicted commitments, targets and objectives that individuals, teams and line management communicated to the Ellerines Executive Team of what they thought was achievable and realistic. Astonishing targets were communicated to the Ellerines Executive Team, never before realised or achieved in the history of the Ellerines business. A sense of sceptism was experienced by the Ellerines Executive Team, however the bold and courageous support was extended to all individual and teams with a clear message of servant leadership (we will enable you to achieve with 100% support from the Ellerines Executive Team).
- **Beyond:** Amazing results and outcomes starting flowing into the Ellerines business, daily and weekly performances delivered sterling results and outcomes, and the profound stories and real life experiences from staff and teams of moving from “ordinary” to “extraordinary” kept pouring and spreading throughout the Ellerines business.

Ellerines business was finally operating in the Beyonder Zone, with new sense of purpose, a team comrade, a sense of belonging to a winning team and a new culture of high performance and whole brain interactions never experienced before in the history of the Ellerines business. Confirmation and assertion that the CDCF, CDCS and CDCIP

were delivering huge returns in the form of increased sales and improved profitability were received.

8.5 CONCEPTUAL DELIBERATE CREATIVITY STRATEGY (CDCS)

Included in the next paragraphs is the unveiling of the numerous strategic frameworks crafted, developed, engineered and used by the researcher to enhance the business performance of the Ellerines business, namely:

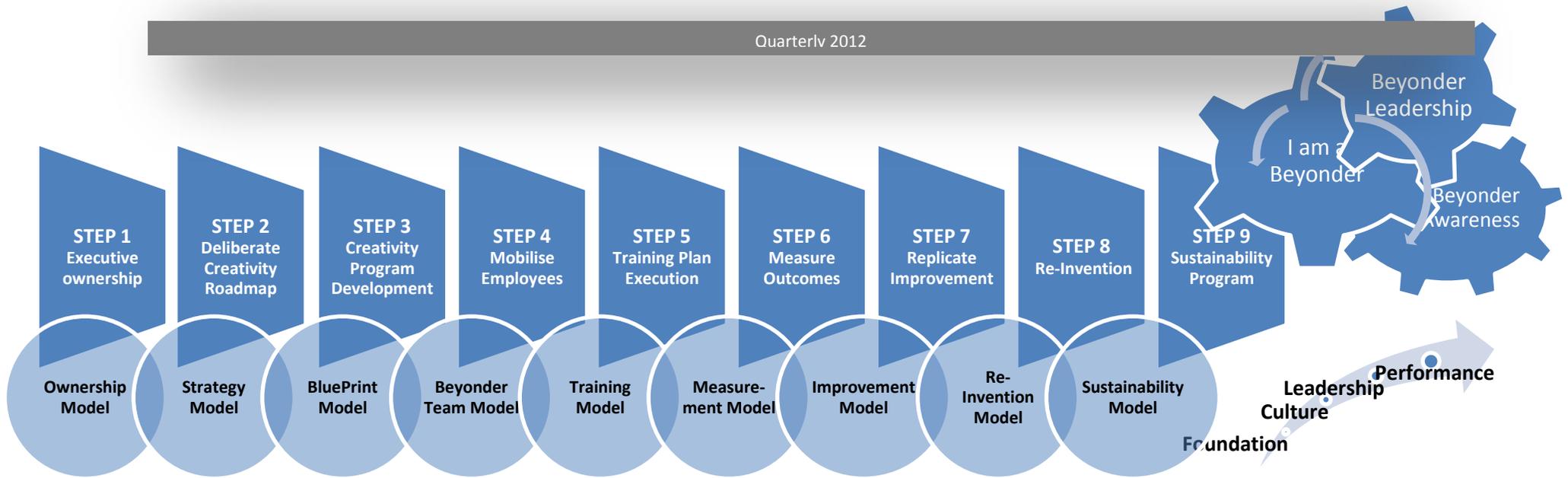
1. The Ellerines Game Plan: **Addendum 8M**
2. Plotting the Ellerines Turn-Around Roadmap: **Addendum 8O**
3. Retail Pentagon – eight ways to win at retail: **Addendum 8P**
4. Ellerines Strategic Thrust: **Addendum 8M**
5. Understanding the Levers of Business Engagement: Value Discipline Model
Addendum 8Q
6. Understanding the Competitive Landscape: **Addendum 8R**
7. Retail Business Model: **Addendum 8S**
8. Research Design and Architecture framework: **Addendum 8T**

8.6 CONCEPTUAL DELIBERATE CREATIVITY IMPLEMENTATION PLAN (CDCIP): A STEP-BY-STEP IMPLEMENTATION GUIDE

As outlined in Chapter 1, **sections 1.7.6**, included in the research study objectives is detailing and documenting of a step-by-step business guidelines to implementing and executing a deliberate creativity intervention, with the intention of enhancing business performance. **Figure 8.8** outlines the step-by-step CDCIP approach that can be followed within any business or industry.

Although most of the content, explanation and aspects of the CDCIP has been discussed or featured in the preceding sections, the key to unlocking the creativity potential lies in the sequence of events, the systematic positioning of activities and the execution approach.

Figure 8.8: Deliberate Creativity Implementation Plan: STEP-BY-STEP Guideline



Source: Deliberate Creativity Implementation Plan, Sedick Arendse 2010

8.6.1 Business application frameworks

8.6.1.1 Ownership framework

In many facets in life and business today, the ability to objectively engage, interrogate, debate, share diverse perspectives, offer alternate views and consult broadly with subject matter experts, has been a major catalyst for many successful outcomes, decisions, projects, over-coming challenges and implementing interventions. Of utmost importance is providing a consultative platform for all stakeholders to contribute to the envisaged outcomes, thus in the process establishing critical ownership from all effected stakeholders, interest groups and shareholders. Part of the ownership will include the endorsements by senior executive, management or board of directors, which will ultimately give credibility to whatever initiative or strategy, is been launched and implemented.

Section 8.3.1 and **Figure 8.4** respectively captures the awareness phase that includes the assessment of the current state and environment, and follows on to detail creating a need for change, concluding with the mobilising commitment from all stakeholders.

8.6.1.2 Strategy framework

The CDCF and CDCS, outlined in **section 8.3** and **section 8.4** respectively, details the various frameworks and approaches in crafting and designing a deliberate creativity roadmap.

8.6.1.3 Blueprint framework

A plethora of creativity content, information, research and training is currently available, with many off-the-shelf training material been offered by various creativity “gurus”, consulting practices and institutions. A major problem however within the business world is that the business challenges are rarely of such a nature that read-made solutions can be deployed to situational problems. Creativity content by nature is highly theoretical and philosophical, and thus a dedicated attempt needs to be made to investigate, analyse the business problem then comprehend a solution by extracting and modifying elements from the creativity theories for application in a specific situation.

Thus within this research project, the researcher had selected a specific creativity service provider (Neethling Group) offering a broad range of creativity tools, techniques and models. The researcher had also consulted numerous creativity experts, and reviewed business performance cases. After deciding to utilise the Neethling creativity training programmes as part of the CDCF and CDCS, however, the researcher had included, customised and complemented the Neethling creativity training programmes with numerous other sources of creativity frameworks and strategy models.

Within the Ellerines business turn-around case the following creativity and related training programmes had been used:

1. Neethling Voyage to Wisdom programme (**Addendum 8B**)
2. Neethling Beyondness Creativity programme (**Addendum 8H**)
3. Neethling The Courage to shake hands with tomorrow (**Addendum 8C**)
4. Participlan™ facilitation (**Addendum 6F**)
5. Participlan™ business skills and report writing (**Addendum 6F**)
6. Participlan™ presentation skills (**Addendum 6F**)
7. Robin Banks Mindpower into the 21st Century (**Addendum 8I**)
8. Riyaad Moosa : Dare to be Different (**Addendum 8J**)
9. Douglas Kruger : Leadership and motivation in difficult times (**Addendum 8K**)
10. Alison: I have Life (**Addendum 8L**)
11. Wolfgang Riebe: Reaching for the stars: Anything is Possible (**Addendum 8N**)

8.6.1.4 Beyond team framework

Engaging and mobilising employees within Ellerines had been quite a daunting task, as the researcher had to deal with numerous different and diverse cultures, language, education levels, expertise levels, competence levels, value systems, religion bias, race groups, demographical differences and age distribution.

However crafting the CDCF and CDCS with the above in mind had been a worthwhile decision that had very positive acceptance with all staff. In addition the communication strategy of the CDCF, CDCS, CDCIP had been modified and adjusted to accommodate and cater for the huge disparities and differences, at all levels in the Ellerines business. Of fundamental importance were the numerous Participlan™ sessions in explaining,

outlining and communicating the CDCF, CDCS and CDCIP, which was highly interactive sessions, and afforded all staff in numerous sessions to ask questions of clarity, context and interpretation.

8.6.1.5 Training framework

Key to ensuring that all training had been adequately targeted and delivered to respective groups, participants, individuals, teams and departments, was the development of the Ellerines Creativity Rollout Calendar (**Addendum 8E**). A dedicated training professional had been seconded to manage the training and development of all staff, departments and teams, and also review training methods, content and delivery mechanisms for adequacy, accuracy and high impact.

8.6.1.6 Measurement framework

As discussed in **section 8.3.7.1**, developing an Ellerines measurement and monitoring mechanism was key in underpinning the continuous improvement efforts, the need to adjust or modify outcomes and a quick response mechanism to extract and implement best practices. This was achieved with the development and implementation of the IBS (**Addendum 8G**).

8.6.1.7 Improvement framework

Continuous improvement remains the cornerstone expectation of any business environment, and thus within the Ellerines business turn-a-round case this had been a non-negotiable outcome for implementing the CDCF and CDCS. Every framework or model considered, developed and implemented had a continuous improvement and ongoing performance assessment cycle and “checks and balances” as an inherent feature of its architecture. Thus ensuring a rigorous continual business reflection against desired objectives, realised outcomes, various “state of plays” experiences, and necessary changes required to ensure success for the Ellerines business turn-around.

8.6.1.8 Re-invention framework

Within the dynamic and turbulent retail furniture sector, the Ellerines business given the CDCF and CDCS implementation and execution, still had to deal with “business as usual” and competitors offensive and defensive strategies. Thus a re-invention approach had been adopted by the Ellerines EXCO team, in that with any changes internal to the organisation, bold and loud announcements and communication strategies were launched for staff to visibly be aware and acknowledge a transforming Ellerines business.

Similarly any business processes or business model changes affecting customers, had been re-launched with a very specific public relations strategy, to continuously create the perception with customers that Ellerines is on an ongoing improvement drive to ensure better customer value, through customer focus groups, local media, community involvement projects, TV and promotional leaflets.

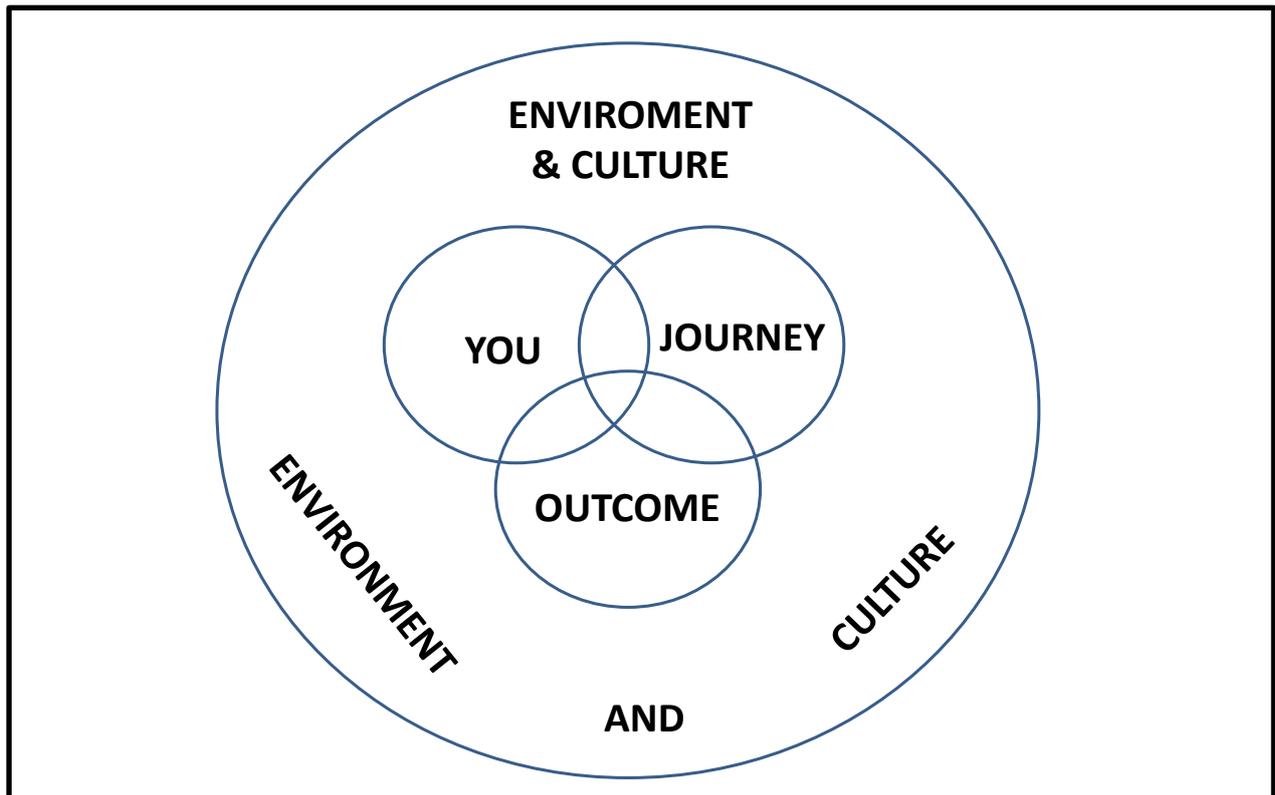
8.6.1.9 Sustainability framework

Sustainability was addressed on two fronts, namely, through the Synergy Framework (**Figure 8.6**) and the Ellerines Sustainability Committee (Researcher and selected Ellerines EXCO members), whose sole task was to evaluate all business process changes, transformation, initiatives and the impact of activities implemented on profitability over the short and long term.

8.6.2 Setting the foundation for the Ellerines beyond team

Crafting a creative culture within Ellerines business was hard work, many hours of careful planning and soliciting buy-in from all levels of staff, management and executives. Execution and implementation of a creative culture requires a very special bunch of people, with the directed focus of mobilising, energising, educating, synergising and sustaining the Creative culture blueprint that will lead to the desired outcomes.

Figure 8.9: Creativity Four Circled Model



Source: The Creativity Four-Circle Model, Kobus Neethling, 2000

One starts with the premise that you are firstly an individual, with personal engagement and investment in yourself, your development, and learning to free yourself. Then embarking on the journey of discovery, whether formal or informal, planned or spontaneous and is ever ongoing. Driving towards outcomes, whether personal or professional, encompassing changes along the way, experiencing the future pulls, yet still ongoing. With interaction and engagement in your environment and culture, albeit explosive, forever different, breaking through the break point and moving beyond, as outlined in **Figure 8.9**.

Environment & Culture: extensive Participlan™ facilitation sessions to understand the existing environment:

- internally within Ellerines business, Ellerines Holdings Limited and African Bank
- externally within the furniture retail sector, competitive landscape and direct competitors
- other stakeholders: suppliers, legislation, related industries

You: exposing all Ellerines staff to the Neethling creativity tools, applications and programmes:

- NBI profile for every employee within Ellerines and discussing the outcomes with each and every individual.
- NBI profile for every team within Ellerines and facilitating a group feedback session with all teams to discuss individual profiles, team profiles and the inter-relationship between individual profiles and team profiles, with the resultant impact on the Ellerines business.
- OWI survey to establish and monitor organizational state and wellness
- Executive creativity programme
- Senior and Management creativity programme
- Middle management creativity programme
- Ellerines practitioners (Beyonders Champions) creativity programme
- Retail branches creativity programme

Journey: plotting, executing and monitoring the actual Creativity and Beyonders journey through the following blueprints and frameworks:

- Conceptual Deliberate Creativity Framework (CDCF) **Figure 8.3**
- Conceptual Deliberate Creativity Strategy (CDCS)
 - Ellerines Business Model Framework **Addendum 8S**
 - Ellerines Strategic Thrust **Addendum 8M**
 - Value Disciplines Framework **Addendum 8Q**
 - Ellerines Culture and Leadership Change Journey **Addendum 8O**
- Conceptual Deliberate Creativity Implementation Plan (CDCIP) **Figure 8.8**
- Integrated Beyonders Scorecard (IBS) **Figure 8.16**

Outcome: the deliberate planned outcomes to be derived from the various creativity frameworks:

- Changed and different Ellerines environment: energized, vibrant, best employee workplace, exciting, cutting edge, inspiring
- Transformed culture: high performance, ownership, accountability, whole brain relationships, whole brain communication, whole brain decision making
- Enhanced profitability through successful execution of the various creativity interventions:

- Profit (PBT) performance
- sales performance
- decrease in expenditure
- improved efficiencies
 - ROS performance
 - Credit/ Cash ratio
 - Sales per m² (trading density)
 - Staff turn
- higher productivity
 - sales/employee
 - sales/sales consultant
 - operational expenditure (opex) to sales
- increase in customers
 - average purchase
 - growth in customers
 - repeat / re-service business

8.6.2.1 The Ellerines Beyonder Intervention Process Description

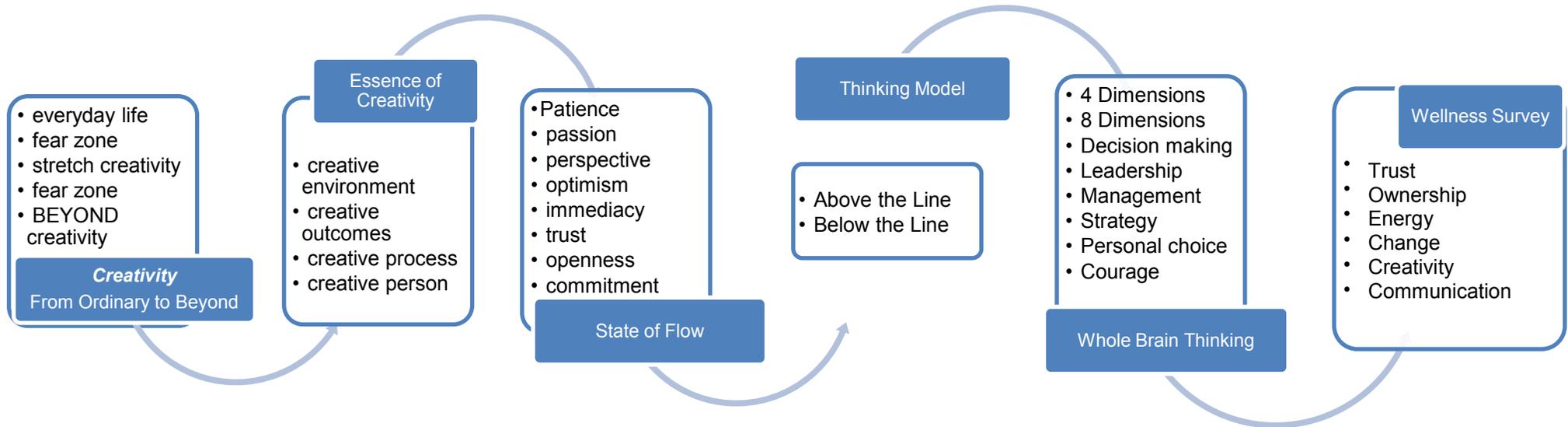
Outlined below, is a schematic description of the deliberate creativity and Beyonder interventions, as well as the creativity training programmes implemented at specific management and staff levels, including:

- Executives and senior management team;
- Middle management and supervisors intervention;
- Practitioners group intervention;
- Function departments and branch staff intervention

8.6.2.2 Executive and senior management team

Figure 8.10 captures the systematic implementation of the various stages of the Beyonder training program using the CDCF for all executives and senior management.

Figure 8.10: Executive and Senior management deliberate creativity programme



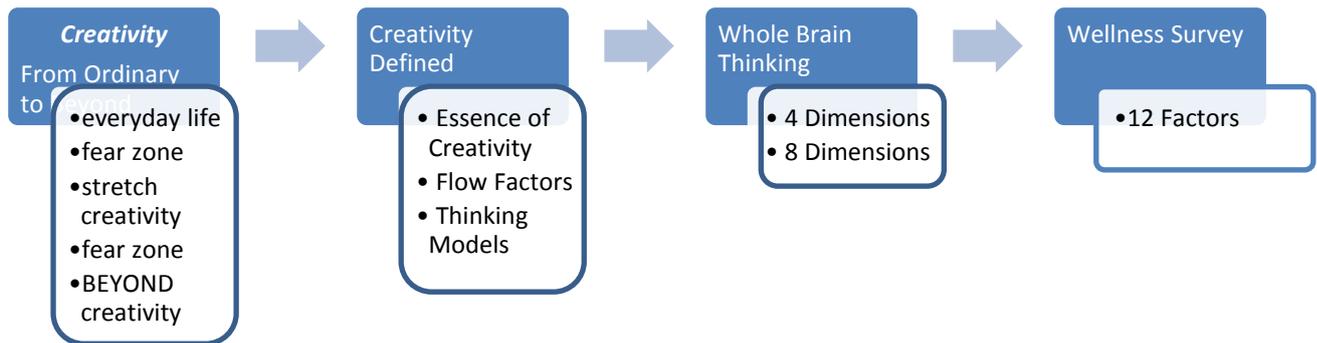
Source: Researchers own construction, 2010

- **Phase 0:** International Creativity Conference 2009
- **Phase 1:** the researcher conducted a Participlan™ sessions (2009) to introduce diversity, change management and transformation (**Addendum 8O: Figure C**)
- **Phase 2:** the researcher conducted a Participlan™ sessions (2009) to understand deliberate creativity, discuss the CDCF, various CDCS frameworks and CDCIP, and understand the Neethling creativity theory and Neethling Beyonder model for implementing within their respective areas of responsibility.
- **Phase 3:** Neethling creativity programme 2010 (Voyage to Wisdom **Addendum 8B**)
- **Phase 4:** Neethling creativity programme 2011 (The courage to shake hands with tomorrow **Addendum 8C**)

8.6.2.3 Middle management and Regional Operations management teams

After laying the foundation with executives and senior management, the framework below outlines the systematic implementation of the various stages of the Beyonder training program using the CDCF for all middle management teams.

Figure 8.11: Middle management deliberate creativity programme



Source: Researchers own construction 2013

- Phase 1: the researcher conducted a Participlan™ sessions (2009) to introduce diversity, change management and transformation (**Addendum 8O: Figure C**)
- Phase 2: the researcher conducted a Participlan™ sessions (2009) to understand deliberate creativity, discuss the CDCF, various CDCS frameworks and CDCIP, and understand the Neethling creativity theory and Neethling Beyonder model for implementing within their respective areas of responsibility.
- Phase 3: Neethling creativity programme 2010 (Road to Wisdom **Addendum 8B**)

8.6.2.4 Practitioner group

In preparing the implementation of the CDCS, CDCF and Beyonder culture into the Ellerines business, the training of a specialised group of practitioners (Ellerines Beyonder Champions) was done to deliver and execute the CDCIP. These individuals were trained as accredited NBI Practitioners', and in addition trained in the Participlan™ professional facilitation and presentation skills (**Addendum 8A**), to ensure a highly competent group that had facilitated and trained, coached and mentored all staff within the Ellerines business.

Figure 8.12: Practitioner group deliberate creativity programme



Source: Researchers own construction 2013

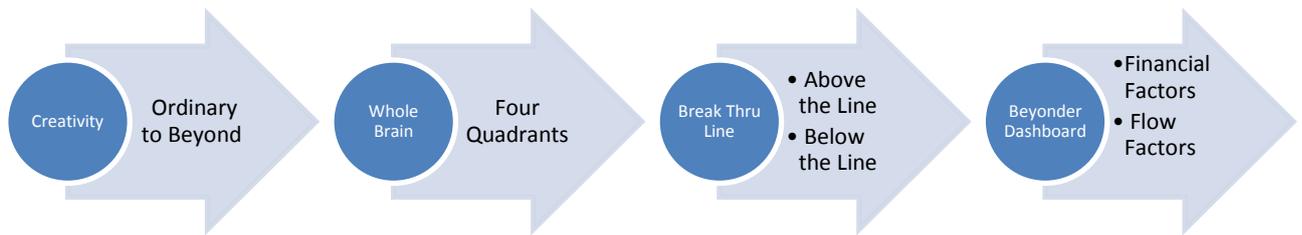
- Phase 1: the researcher conducted a Participlan™ sessions (2009) to introduce diversity, change management and transformation (**Addendum 8O: Figure C**)
- Phase 2: the researcher conducted a Participlan™ sessions (2009) to understand deliberate creativity, discuss the CDCF, various CDCS frameworks and CDCIP, and understand the Neethling creativity theory and Neethling Beyonder model for implementing within their respective areas of responsibility.
- Phase 3: Ellerines Beyonder champions programme (NBI Accredited Practitioner programme 2010, **Addendum 8D**)

Ellerines Beyonder Champions had the difficult challenge of facilitating creativity and Beyonder sessions with over 4000 staff in the Ellerines business. A Training and facilitation session was conducted in all provinces within South Africa over a three month period. This was done successfully by developing a detailed training and facilitation calendar (**Addendum 8E**), with all staff and teams been allocated to specific training centres within their geographic areas and managed carefully by a Beyonder Logistics Manager, specifically assigned to manage training venues, training material, travelling logistics, attendance registers, NBI profile distribution, Ellerines Beyonder scorecards distribution, training aids and Practitioner support.

8.6.2.5 Functional departments and branch staff

Mobilising the entire Ellerines business, staff, departments and teams with the execution of the CDCS, CDCF and Beyonder culture into the Ellerines business, was driven through the CDCIP, as a basis for culture change and enhancing performance.

Figure 8.13: Functional departments and retail branch staff deliberate creativity programme



Source: Researchers own construction, 2010

- Phase 1: the respective line manager of a team was required to do a brief introduction of what their teams will be doing in these session, as a means to “break the ice” with staff and preparing the individuals in basic creativity and Beyonder thinking. More importantly was eliminating any anxiety and grooming teams for a dynamic and energized creativity interactive session.
- Phase 3: creativity programme 2010 (Ellerines creativity and Beyonder programme, **Addendum 8F**)

8.7 MEASUREMENT AND PERFORMANCE MONITORING

An Ellerines and researcher imperative, was designing a scorecard and performance balance sheet that would track ongoing performance with the implementation and execution of the CDCF and CDCS. A retail specific monitoring tool to continuously evaluate progress with quick response mechanism to adjust and refine activities based on performance progress. Another objective was to create a simple and uniform scorecard to be implemented through all levels and departments in the Ellerines business.

8.7.1 Measurement framework: the Beyonder performance scorecard

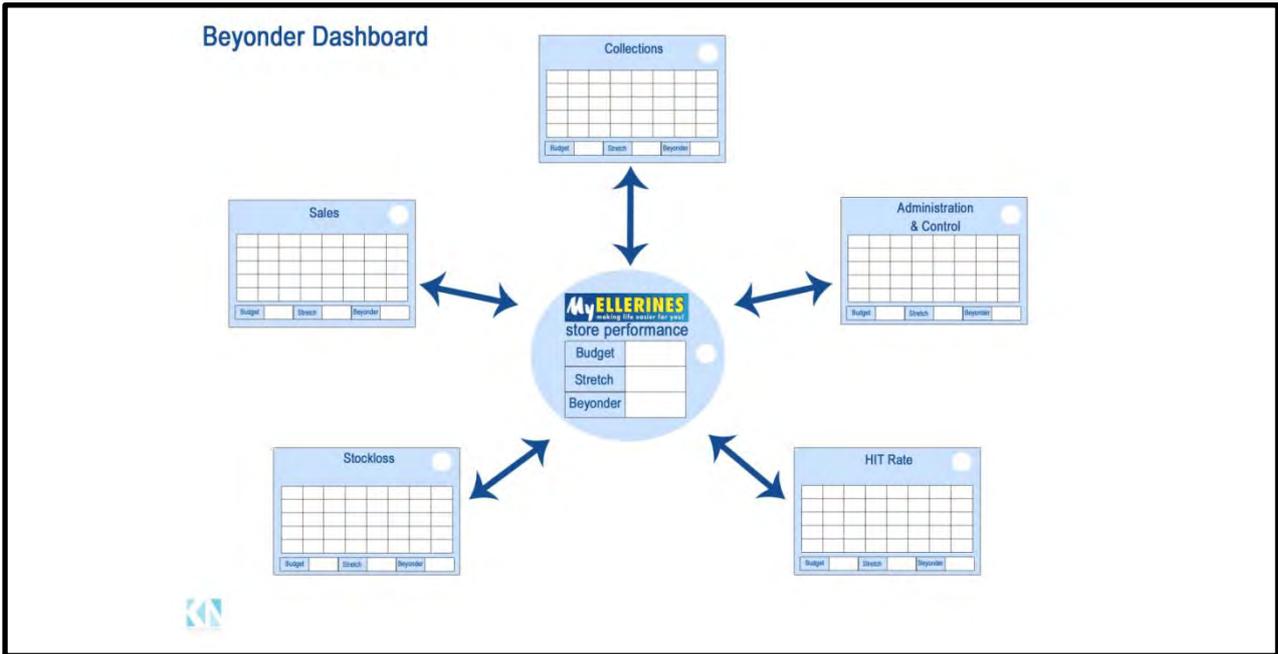
The innovation effort was to develop a retail scorecard index, that would not only track financial performance, but also specify “Above and Below the Line” creativity factors (flow factors) and correlate these to give clear indications of the impact on the Ellerines business performance. Thus the development of a two dimensional scorecard that

would track financial performance and behavioural factors (flow factors), with the critical objective of using this scorecard as a business tool by all practitioners, branch managers, line managers, middle managers, executives and important role-players to drive the communication, understanding and awareness the financial performance integrated with the flow factors on the resultant impact on the Ellerines business. Monday mornings between 08h00 and 09h00 was launched as the “Beyond hour” where adequate time and attention was dedicated in discussion the IBS and the performance of the respective function or area within the Ellerines business.

8.7.1.1 Financial and productivity measures

A critical aspect of the thinking regarding the financial measurements was building a scorecard of measurements and criteria that was already entrenched in the Ellerines business, along with existing reports, management information and IT platforms. The significant changes were the manner in which financial performance was discussed and shared with teams, the creative actions plans in addressing underperformance and the initiatives and activities implemented by teams to enhance performance and operate differently. **Figure 8.14** displays the various key financial measurements that had an impact on the Ellerines profitability. All financial indicators that had no direct link to the Ellerines profitability became secondary measures of measurement.

Figure 8.14: Financial factors and measurement



Source: Researchers own construction, 2010

A combination of the profit and loss (P&L) and productivity measures were included to form the foundation of the financial factors with each financial factor containing a budget, actual and stretch target (Beyond target), namely:

1. Sales
2. Stockloss
3. Operational expenditure
4. Credit compliance
5. Financial services (hit rates)
6. Collections

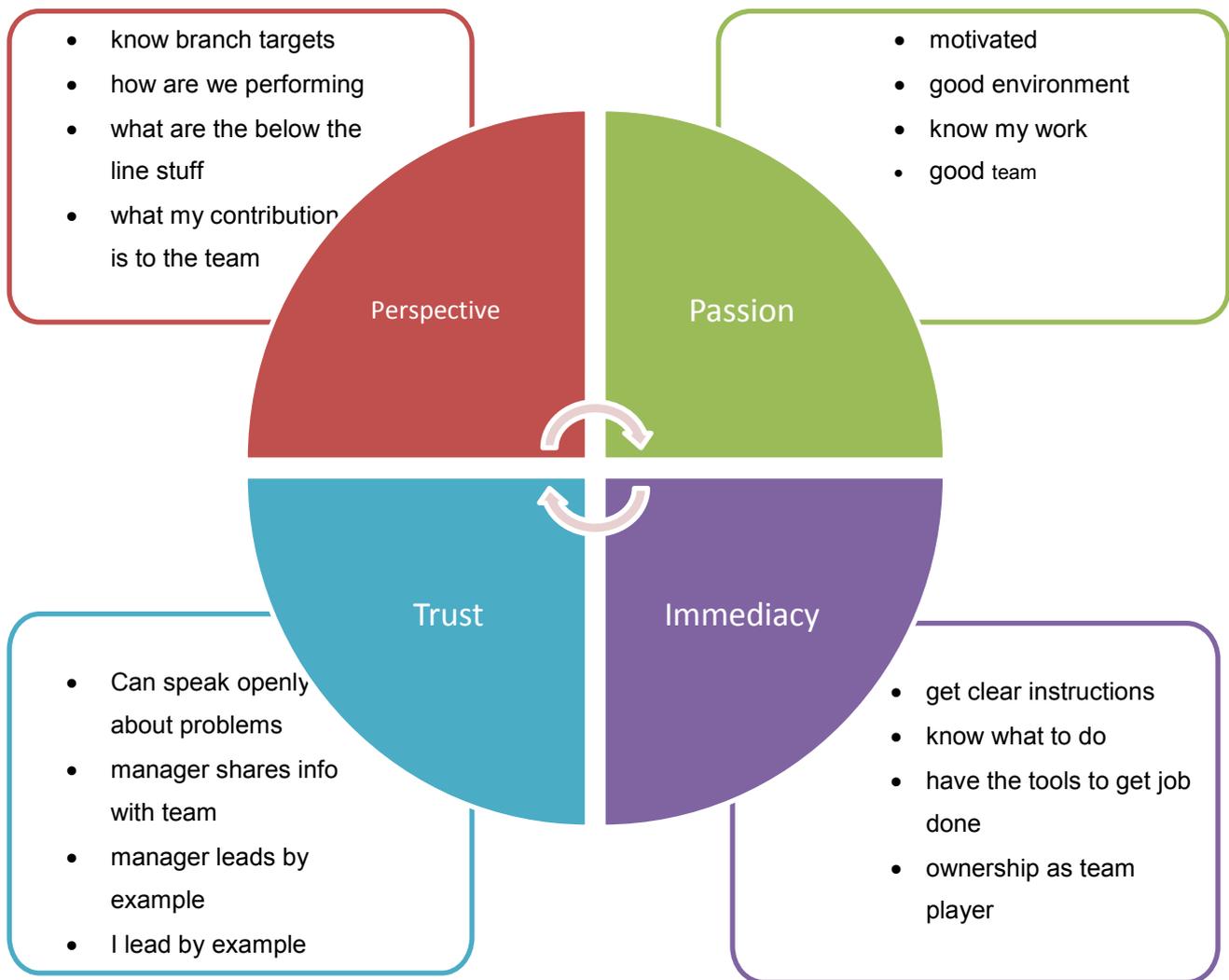
These factors were revised in 2011 (**Figure 8.16**), to include more direct profit before tax (PBT) measures which were completely within the control of the respective departments and operations.

8.7.1.2 Flow factors and behavioural indicators

To compliment the NBI profiles of individuals and teams, which gave all staff an indication of brain preferences of self, colleagues and teams, as well an eight dimensional and whole brain approach to their jobs, workplace relationships and personal life, a standard set of behavioural indicators had to be developed in order to establish a uniform set of behavioural characteristics, values and work ethic that would be adopted by all Ellerines staff.

The Neethling Flow Factors (above the line factors) was used as the vehicle for the behavioural framework implementation and establishment of a set of common behavioural guidelines for all staff. This further created a universal Ellerines Beyond language that enabled a sense of ownership for the flow factors and common understanding of its terms of reference.

Figure 8.15: Flow factors and behavioural aspects



Source: Adapted from Neethling, 2000c:9

Neethling (2009:9) describes the flow factors as a state of perfect balance and harmony. Further stating that controlling flow is the ability to create an order in one's awareness with realistic goals to overcome current challenges, and that it is also important to note that enjoyment can only be achieved when there is a clear balance between one's opportunities and capabilities. It is also important for adapting in times of anxiousness.

Figure 8.15 describes the various behavioural elements captured in the Flow Factor (Above the Line) framework, namely:

1. Patience: learning process, decision, self possessed, calm and preserving

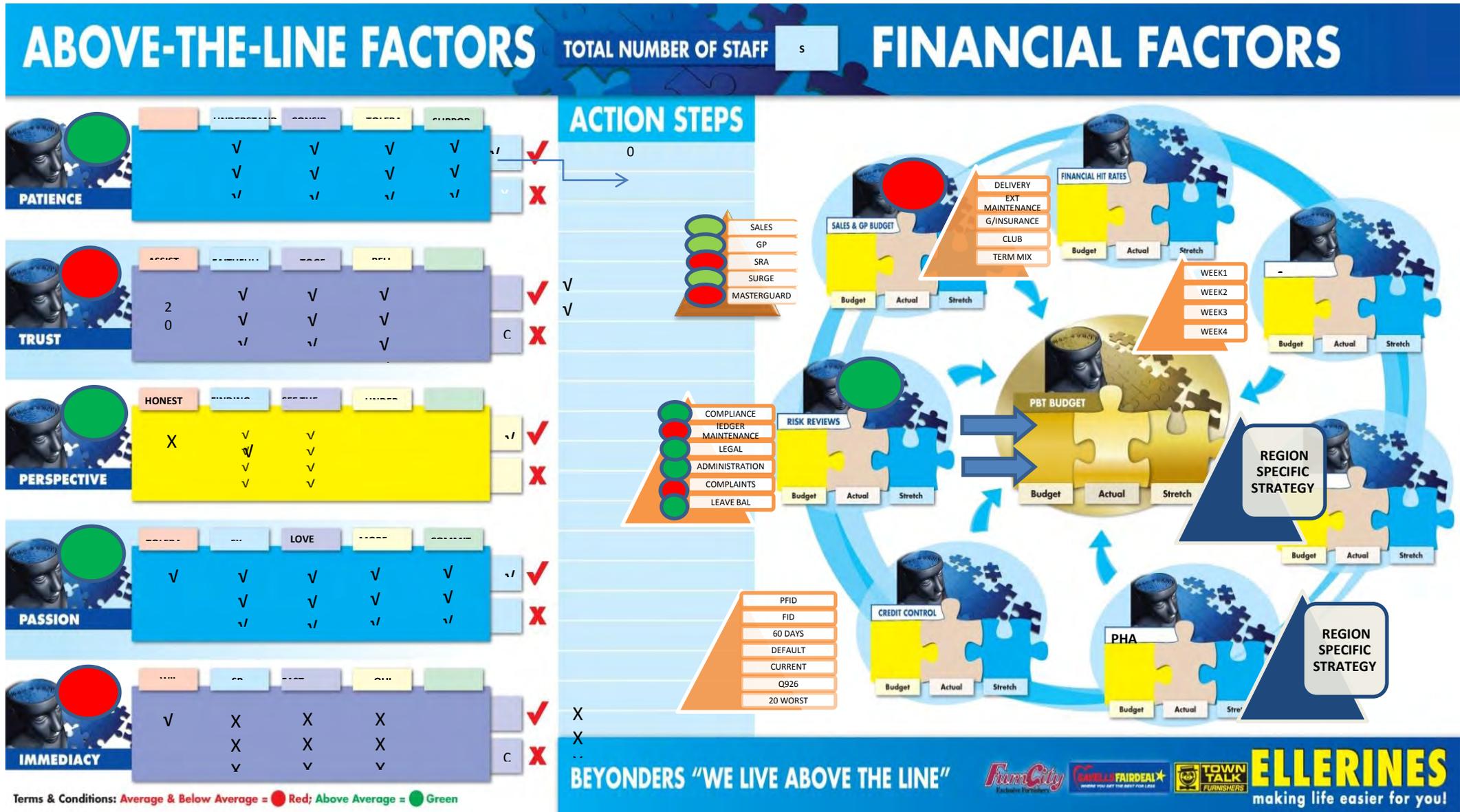
2. Passion: Drive, positive emotion and strong enthusiasm
3. Perspective: not magnifying negative events, composure under difficult circumstances, distinguishing moments in life from life itself
4. Immediacy: not putting off, living in the now – can also refer to the immediacy of others and understanding the value in that
5. Trust: trust yourself, believe in reliability, strength and truth in others
6. Optimism: hopeful, taking a favourable view, asking what could be questions
7. Openness: confidence, truthfulness, open-minded, receptive, desire to learn

With the objective of keeping it simple, uniform and common for all work areas and departments within the Elleries business, only five flow factors were selected in the final implementation.

8.7.2 Integrated Beyond Scorecard (IBS)

To facilitate and enable a whole brain approach to the measurement, monitoring and scorecard structure, the researcher integrated the financial and flow factors (above the line factors) to ensure alignment and the development of action and response plans to incorporate both financial and behavioural thinking, making this a completely whole brain approach to performance analysis and team problem solving.

Figure 8.16: Integrated Ellerines Beyonder Scorecard



On the left hand side is the Above the Line factors that outline the five flow factors selected for implementation within the Ellerines business. Each team within their respective areas, branch, departments or function would be given a list of definitions for each flow factor. Teams would then discuss and debate what specific definitions and interpretations they ascribe to the flow factors and more importantly what definitions best suite the specific environment, through the facilitation of Beyonder Champions (NBI practitioners). This had enabled a unique approach of driving ownership for the flow factors, cementing the understanding within all teams and sharing a common definition and description with the respective workplaces.

On the right hand side is the financial factors, which includes all pertinent aspects linked and associated with profitability. With the most important team input being the commitment to a specific stretch or Beyonder target. This raised the level of performance considerably from ordinary performance to extraordinary performance. In most cases teams would commit to targets thought impractical and unachievable by management and yet consistently achieve these new targets, continuously raising the performance bar and re-writing history in the process. This became well known within EHL, Ellerines and competitors as the Beyonder moment (**Addendum 8G**), and Beyonder Team effort, truly remarkable results and achievements were attained in these Beyonder moments (creativity journey).

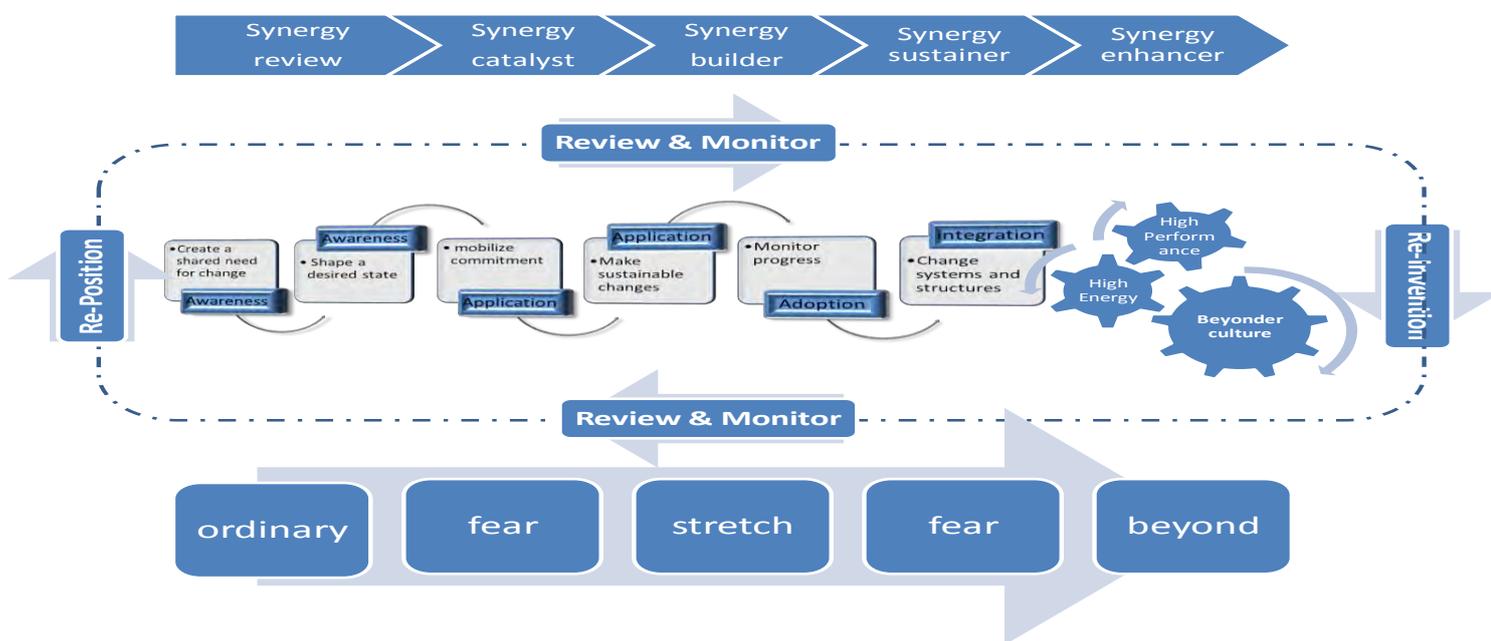
The methodology is that each individual within the team would “vote” by placing a tick or cross in the respective flow factor quadrant, which signalled quite easily either that the particular flow factor was OK or a problem. In addition, the financial data, figures and performance were updated on a daily basis on the Integrated Scorecard (**8G**).

All results, performance and survey (flow factors inputs) information, would then be discussed as part of the Monday Beyonder performance session facilitated by the respective line manager or team leader. Associations would be drawn between the flow factors problem areas and the impact on the specific financial factor linked to these problem areas. Action and response plans would be discussed regarding rectifying the particular problem areas with the resultant or possible outcomes.

This became a very powerful tool in the form of a weekly survey, an impact assessment and discussion to rectify and enhance performance, and a whole brain action plan to implement corrective action or extract good behaviour and business practices.

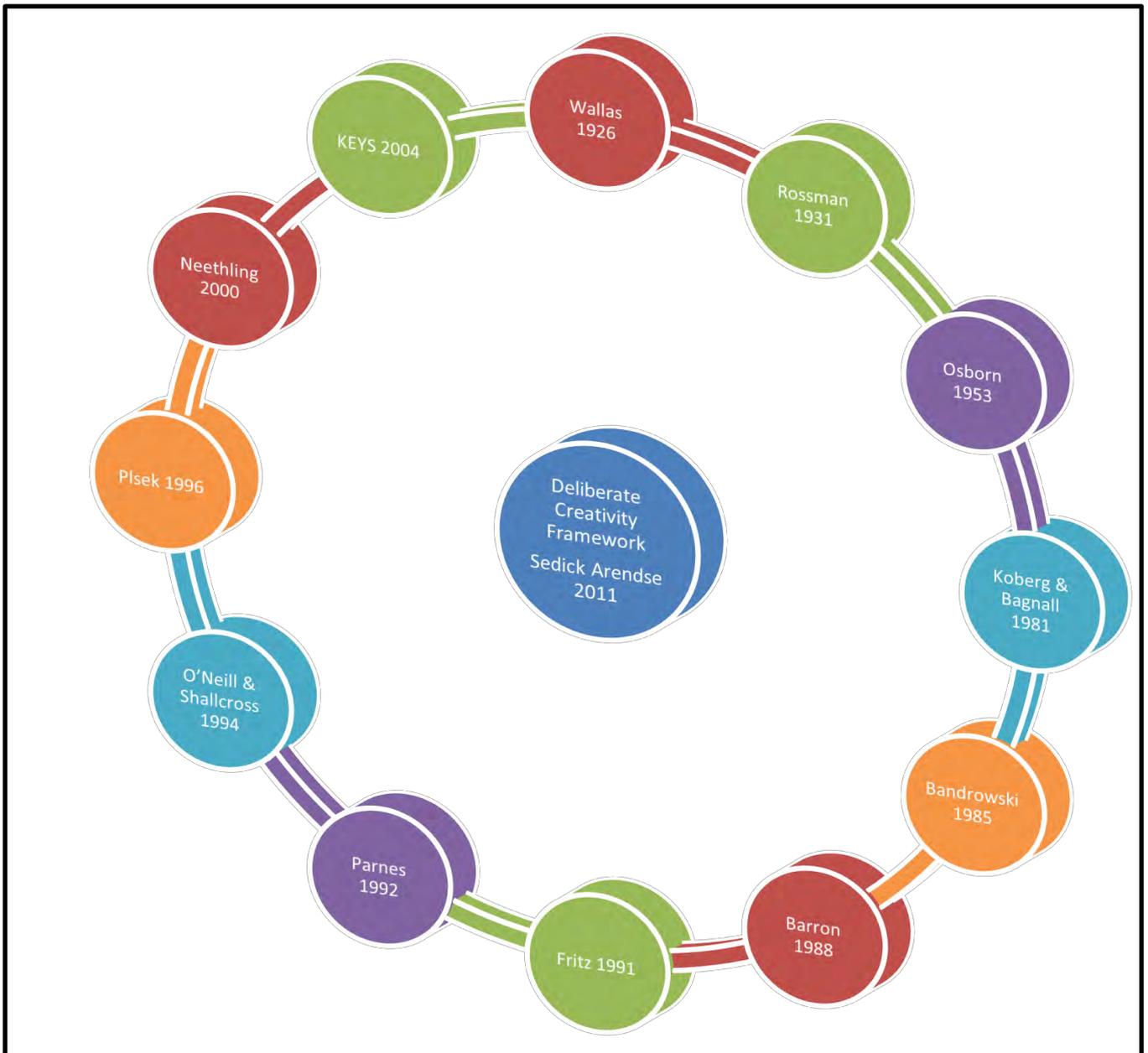
8.8 COMPARATIVE DISCUSSION OF THE CREATIVITY MODELS AND THE CONCEPTUAL DELIBERATE CREATIVITY FRAMEWORK (CDCF)

Figure 8.17: Conceptual Deliberate Creativity Framework



Source: Researchers own construction, Conceptual Deliberate Creativity Framework, 2010

Figure 8.18: Creativity model comparison



Source: Researchers own construction

With the comparative review of the multiple creativity models to the CDCF, numerous similarities are evident within the various stages, phases or steps. A strong indicative observation with the evaluation of the models is that they tend to be associated in thinking and origin, and in addition most often contain likeness in the systematic theoretical structure and sequence. A summary of the observations and findings can be classified in five categories as follows:

1. **Initial state or current reality:** commences with describing some sort of original or existing state, problem, situation or circumstances

2. **Analysis and observation:** contains various degrees and forms of analytics, assessment and investigation over a specified observation period
3. **AHA moment:** the enlightenment moment, the instance in which the new or unique idea is been formed or realised, instantaneous insight experience and sudden illumination, the profound breakthrough moment
4. **Using ideas and execution:** after some period of observation, then shaping the idea, breakthrough, insights or unique experience into usable and concrete functionality
5. **End state or outcome:** nurturing, support, acceptance or completion of the idea into some form of concluding action

Although the CDCF contains four distinct stages of different creative thinking processes, it nonetheless can be positively compared and contrasted with the creativity models outlined in **chapter four** and thus adds new body of knowledge and thinking to creativity theory and philosophy, with the fundamental distinct advantage of connecting creativity theory with practical business impact and implementation.

8.9 SUMMARY

Outlined within this chapter was a comprehensive presentation of all the recommended deliberate creativity frameworks, the application frameworks of how it had been incorporated and integrated, together with the integration and adaptations to the Neethling creativity models.

Further, the much anticipated unveiling of the **Conceptual Deliberate Creativity Framework (CDCF)**, **Conceptual Deliberate Creativity Strategy (CDCS)**, the **Conceptual Deliberate Creativity Implementation Plan (CDCIP)**, and the **Integrated Beyonder Scorecard** is presented as new body of knowledge and information, and more importantly the anticipated change management, transformation, cultural, and performance impact on the Ellerines business.

Subsequent arguments and discussions are presented by the researcher in highlighting the practical application of the CDCF, CDCS, CDCIP and IBS in the real business world, and its benefits not only to the Ellerines business but its potential benefits, if implemented

correctly, to any company in the retail sector, wanting to adopt a deliberate creativity strategy as a means to enhance business performance.

Future research could explore the behavioural impact on productivity to enhance business performance, various qualitative aspects including levels of management impact on performance, gender impact on performance and possible geographic impact on business performance in applying the proposed Conceptual Deliberate Creativity Framework.

The chapter concludes with the comparison of the various creativity models released over the past century, its theoretical similarities and complementary thinking.