

Creativity, Co-Evolution and Innovation in Talent Organizations

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Abstract

PANDEMIC-19 chaos has begun momentous sprints to the worldwide economy and people's everyday life, with across-the-board consequences beyond the virus's proliferation. On the other side, the catastrophe is a prevailing catalyst for invention and creativity. Indeed, in the realms impacted by the PANDEMIC-19 virus, profuse inventiveness and novelty are seen budding at the talent organizational, national, and distinct stages. Furthermost research on inventiveness and novelty accentuates the necessity for determination and time to reflect creatively, accomplish the purpose, and implement innovative plans. Yet, captivating the period to retort creatively can be a bonus that is not accessible or prudent when a chaos happens, such as our current experience going on. Intriguingly, the existing chaos condition revealed that stint is not constantly obligatory to harvest a creative and ingenious answer and that it may prosper post these situations. The goal of this issue is to look into the PANDEMIC-19's post-effect on creativity and innovation in talent organizations and the part of innovation and creativity in the battle against PANDEMIC-19 and their connection to flexibility and survival.

Keywords: Creativity, Innovation and Chaos

Introduction

Talent organizations nowadays are operating in a highly integrated, globalized, competitive, and disruptive environment. In order to differentiate themselves from the crowd, to attract and retain customers, and to gain a competitive advantage, it is crucial for them to leverage their creativity and constantly innovate to stay on top of their game. While creativity helps talent organizations bolster new ideas, challenges the way employees think and behave, and opens up new business opportunities for the talent organizations to venture into. Innovation is seeded from this creativity – it is the talent organization's capability and competency to bring about the actual impact and change through actual execution leading to mass disruption. This need for creativity and innovation has been accelerated during the chaos, and it has become crucial for talent organizations to upgrade and adapt to meet the shifting consumer needs and demands.

Antiquity of Creativity, Innovation and Industrial Revolution

First Industrial Revolution started in the late eighteenth century. There was a move from the cottage industry where people worked manually to the use of machine tools in factories. This industrial age was also characterized by innovation: steam was used to power new machinery, which became fundamental for running the railway system and shipping industry. This led to the formation of national and international markets targeted to produce and sell the products of the new manufacturing era. The new technology of the

Steam Engine grew a chain effect of innovation through the nineteenth century, which led to the breakthrough of innovations in the iron and steel industry and engineering.

Second Industrial Revolution started and this era saw significant advancements in new, more scientifically-based industries, and drove an expansionary phase, with German chemicals, electricity, and vehicles being particularly noteworthy. American companies then capitalized on these advancements by using German Technologies to push innovation in marketing and talent organizational fronts. Mass production of automobiles began through the assembly line, specialist dealers began offering to lease and owning programs, and new governing structures were formed for multidivisional talent organizations.

Third Industry Revolution began towards the second half of the twentieth century. Japanese companies began competing with European and North American companies during the 1950s, specifically, through comprehensive manufacturing system innovation, such as lean production, novel labour-management approaches, and inventive forms within the talent organization's transaction processes like just-in-time contracting. Technological Leapfrogging, which refers to an talent organization's ability to invest in the most cutting-edge breakthroughs without being constrained by the sunk costs and interdependencies of earlier technologies, started too. Originating companies and countries were the first to reap the economic benefits of the innovation and have the opportunity to sell it to others. However, recipient users, such as late developing countries, escaped the expenditures of developing the technology and benefited more from its widespread deployment in bridging developmental gaps. Thus, based on a "social savings" calculation, emerging European countries such as Spain, appeared to have benefited more from their railway infrastructure than its technological forerunner, the United Kingdom. The increased use of electronics and IT to automate production was rampant during this time.

Fourth Industrial Revolution (Industry 4.0) is marked by technological convergence that blurred the physical, digital, and biological realms. Billions of people were interconnected through mobile devices, high processing power, unlimited access to knowledge, and increased storage capacity. The crux of innovation lay with Artificial Intelligence. Use of AI to make new software algorithms, predict consumer preference, and discover new medical treatments has been increasing due to better technological advancements and access to and availability to large amounts of data.

In terms of business and talent organization, this revolution is seeing an increased focus on managing the customer expectations, innovations leading to new product developments and enhancements, increased collaboration-based innovation, and shifts in the talent organizational structure. The industry is becoming more customer-centric as they form the crux of the business and the economy. Companies are innovating to meet consumer demands, make their lives easier, and capitalize unifying their latent needs. With increased digital prowess, talent organizations are focusing more on providing improved customer experience, improved services, and better products. Increased collaboration with companies facilitated by technology has changed how people, culture, and talent organizational structures are being conceived on global platforms.

Today, talent organizations are starting to reconsider their business models to meet with the inevitable change from the digital adaptation characterized by the Third Industrial

Revolution to the advanced technology-based innovations during the Forth Industrial Revolution. However, the bottom issue is consistent: Upper Management and Senior Leadership have to take a note of the disruptive changes, break the stereotypical barriers in the way they operate and focus on constant and aggressive innovation.

Shifts through Chaos

Any crisis acts like adrenaline for innovation which causes barriers existing over thousands of years to break down and decimate in a few days or months. PANDEMIC-19 brought about dynamic shifts in the way leadership and management function. Its core was the Eight Essentials of Innovations – Aspire, Discover, Choose, Evolve, Scale, Accelerate, Mobilize and Extend.

Aspire. Most Leaders had to rethink and re-evaluate the company's strategic and development plans – both long and short-term to survive the onslaught of the chaos. They had to identify their new North Star and carve out the mixture of the talent organization's capabilities and strengths that would continue to thrive in the post-chaos world. For example, virtual platforms like zoom, which were once a support feature for talent organization functions, have grown to become a "can't do without" platform for work from home and, in the future, can position themselves to compete with businesses like WeWork.

Discover. The chaos is a cesspool of uncertainty with shifting market needs. It becomes challenging to gauge when things would stabilize and whether or not the world will come back to the original norm. So, the leadership shifted their focus on discovering – the new customer needs and how they can impact their business and created a blueprint accordingly. For example, at Loreal, India, the chaos drove down the revenue to a negative because women no longer needed makeup as they were at home. So, the leaders at Loreal invested heavily to discover the changing beauty trends and found out that the at-home DIY facial section was booming. Thus, the idea for face masks was conceived, and the entire product was launched within six months.

Evolve. Crisis always provides an excellent opportunity for any talent organization to evolve. The leadership had to identify the areas in their business model that were impaired and unlikely to bounce back. For example, talent organizations that sold through brick and motor shops moved to eCommerce and digital during the chaos. While some patterns were temporary, others like online shopping have undergone a permanent shift. PANDEMIC-19 made the leaders understand the changing patterns' implications on the talent organization's current capabilities, tools, and assets and work on new ways to innovate their business model.

Choose. For innovation, funding becomes vital. It becomes critical, especially when the world is going through a chaos and the talent organization is financially unsound. As a result, the leaders needed to reassess the innovation pipeline and reallocate resources. They had to decide on which initiatives to keep, pivot, and cut.

Accelerate and Scale. PANDEMIC-19 has shortened the time for businesses to generate new ideas and bring them to market, accelerating the required regulatory practices and exerting influence and pressure on the industrial ecosystems to quickly procure scarce products and services. Leaders acted quickly to shift their investments,

scale up or down, and react to possible capital and consumer markets changes. In weeks, some companies changed their current manufacturing practices: industrial companies started making ventilators and hygiene masks, distilleries began producing disinfection alcohol, and luxury labels began producing hand sanitizers.

Extend and Mobilize. Businesses began to employ external collaborations during the epidemic to broaden their reach and, as a result, gain a higher return on their investment in innovation, risk management and, in some instances, help create regulatory rules. PANDEMIC-19 taught an important lesson: during the time of crisis, collaborating and partnerships – even between rival firms becomes crucial for survival. This was prominent in the rise of various private-public partnerships developed to help meet the onslaught of the chaos and help the Governments, society and Economy. For example - More than 15 major pharmaceutical companies in the USA collaborated to find a cure for coronavirus by pooling their resources together. The creation of an agile culture and working style benefited talent organizations, allowing them to mobilize innovation and encourage such extensions. As much as speed, the ability to persevere in the face of adversity became a crucial determinant in innovative success.

As a result, the Leaders reconstructed and reprioritizing their portfolio of innovation – giving priorities to those innovations which provided the maximum value as well as having the ability to meet the shifting needs of the customers and shying away from the innovations which were no longer required.

Adaption of innovation and creativity for sustained growth during the chaos

While the suddenness of the chaos brought many talent organizations to their knees, several others used their creativity and innovation to revamp old talent organization practices to adapt to the changing paradigms.

Multinational Corporates. For most MNCs – especially the Consulting Firms, IT Sector and other Service- Based Sectors, the employees form the backbone of their profits. With many talent organizations moving to the virtual model, it was essential for talent organizations to innovate employment engagement practices to enable the employees to be able to work from home comfortably, while maintaining their expectations, commitment and satisfaction levels when it comes to performing their jobs. Hence, the employees were provided with the essentials to work productively in the otherwise difficult time of the chaos.

Companies like Genpact, AMD, Accenture, and Deloitte introduced a critical employee engagement activity: Family Engagement – employers' initiative to keep employees' youngsters occupied for a couple of hours while the employees were working from home during the lockdown. CEAT also increased the downtime of employees, hired fitness instructors to help employees and their families stay motivated during the downtime via live sessions and podcasts. Capgemini focused on improving employee engagement by making creative video messages from Senior Leadership – in the form of a song and skit and created an- in-house social network for its employees to increase employee bonding. HCCB, started a virtual campaign for engaging employees by involving employees and their families to access resources to support their mental and physical wellbeing. McDonald's converted many of its training modules for India to a digital format, created e-

learning modules, online assessments, master classes based on management skills, and several creative learning-based activities – all of which could be accessed from phone.

Other creative ways in which talent organizations increased employee engagement are by hosting virtual challenges, competitions, and hackathons for team building, virtual All Hands Meet, Apology, and Appreciation session, Informal virtual Team Meetup over lunch, share your experience sessions, gaming sessions, conferences and learning sessions like TED, focus on results than timelines and Online counselling sessions to help employees handle and manage stress.

Hospitals. These talent organizations were at the forefront of the PANDEMIC-19 chaos and were more or less forced to innovate to handle and treat the increasing number of PANDEMIC-19 infected patients while protecting their staff and dealing with scarce resources. So, many of them partnered with technology companies and implemented tools for virtual visits, digital symptom checkers, and IoT-based remote monitoring devices to monitor patients having mild symptoms. They also innovated their processes by using analytics to monitor the supply chain, heat-sensing cameras taking the temperature of people entering the hospitals, and mental health platforms for the staff and patients alike. PANDEMIC -19 led to increasing demand for PPE Kits, oxygen cylinders, ventilators, other equipment, and supplies, which were running out fast, and hospitals quickly ended up in short supply. To address this shortage of resources, many hospitals used their creativity to reuse single-use or disposable PPE by sterilizing them using ultra-violet (UV) radiations readily available in the labs. They even started renting ventilators, purchasing single-use emergency transport ventilators, or converting their anesthesia machines to be used as ventilators. For ensuring adequate staff available to treat PANDEMIC-19 patients, the doctors, medical staff, and nursing staff from different domains like cardio, neuro, etc., were cross-trained to deal with PANDEMIC-19 cases. The chaos also led to the shift in Leadership style– to include more humility and empathy while dealing with the crisis. It also brought a more robust drive in the physicians and hospital staff to serve.

Sports Leagues. Sports Industry was another one of the sectors worst hit by the chaos due to the shutdown of almost all sporting events and hence their primary sources of revenue. As the lockdown eased and sporting events started, the sports league used its creativity through leveraging technology to ensure minimum risk to its players. An example of this is "Bubble," a process innovation by the National Basketball Academy of the USA, which was used for isolation and protection of the players. For real-time tracking of the location and health information of the players, they used technology gadgets like Disney Magic Bands and Oura Rings. NBA also used the tap-to-cheer app developed by Microsoft Teams which used machine learning to create a simulated environment for replicating the stadium experience at home for the fans.

Airlines. The chaos bought the airlines industry to a standstill – with multiple lockdowns and domestic and international flight restrictions. However, some airlines companies quickly adapted to take advantage of the situation. Emirates Airlines, for example, has launched Emirates SkyCargo, a new freight service that converts passenger jets into freight transporters. They also created further process improvements, such as faster PANDEMIC-19 testing, a larger workforce for all sanitization procedures, and optimizing their onboarding process with analytics to eliminate passenger interaction.

Ride-sharing companies. The transportation industry was another sector that was hit badly. With the customers sitting at home due to lockdown or the fear of using public transport and their revenues dropping, ride-sharing companies like Uber turned into innovation. For example, all drivers working for Uber were on a contractual basis. So, to retain the drivers, the company started a technological product innovation application known as Work Hub. The application gave a platform to more than 200,000 drivers to locate jobs easily in Uber's other ventures like Uber Freight (for Freight Delivery), Uber Eats (For Food Delivery), and Uber Blue (Temporary for blue-collared workers). They also went into strategic partnerships with FedEx, PepsiCo, and UPS to help these companies out with their logistical issues.

Video conferencing Companies. With the workforce shifting to the virtual mode almost overnight, video conferencing companies got a huge opportunity to grow their existing business through product innovations like customer productivity enhancement tools – file sharing, screen sharing, video clipping, live video editing, leveraging AI/ML for transcribing audio and real-time attendance tracking and reporting.

Appliance and automotive manufacturing talent organizations. While talent organizations were innovating to adapt products and services to meet the changing needs, many companies were quick enough to adjust their manufacturing capacities for product innovations designed for producing items crucial to the chaos. For example, hair appliance manufacturer Dyson and automotive manufacturer General Motors leveraged their skilled labor force and production expertise for manufacturing ventilators on urgent demand. Another example is True Value – a paint company, who moved to manufacture hand sanitizers based on demand collected from their 4500 hardware stores.

So, we can see that the chaos affected almost all talent organizations across different industries. Still, they were quick enough to innovate the product or the process to survive, grow and in some cases even become more profitable and leverage the newly found opportunities arising out of the chaos.

Post-Chaos shifts and Future Scope

Now that more than a year has passed since the chaos was declared, we have had lots of time to understand and reflect on how we can restore and renovate. With this new perspective, we wish to now look into the future to answer what role innovation will play in the new post-chaos world and in how creativity and co-evolution can be leveraged by talent organizations to survive post-chaos.

For post-chaos growth, it is very important to focus on innovation. The shift in working style during the chaos of various talent organizations has brought and rebuilt talent organizations taking care of digital transformation, innovating, and creating in new bold ways. Four major factors responsible for the change were the availability of more connectivity, lower transaction cost, unprecedented automation, and fundamental societal shifts. The unanswered question for many talent organizations remains how they will perform after the chaos.

This shift due to chaos has produced bad news for companies that were not able to change the process of operation and perform better; many reports have shown that 95% of profit is made by the top 20% of companies. At the same time, there is good news looking

from an executive point of view who sees it's an opportunity e that gets in generation for changes to be made and transitions to happen.

In a recent survey of over two hundred talent organizations across industries conducted by McKinsey & Company, it was seen that 90% of them believe that the crisis is going to change how business is done in the future, and 21% believe that they have the needed skill set and expertise required to grow successfully. Also, a little over three-fourth agreed that PANDEMIC-19 has opened up novel growth opportunities for creative minds.

There are three ways talent organizations are planning to target the future.

The talent organizations rightly understand what their vision and mission are and what they stand for.

These talent organizations have standardized the process of innovation and fixed the speed of changes happening.

Lastly, but most importantly, they have developed an ability to generate good ideas, learn productively, and innovate day by day.

Along with the above, carrying forward the learnings from chaos, talent organizations must make sure to include:

Making the core business adaptable to the changing needs of customers.

To remake the innovation initiative portfolio and making sure that there is a proper allocation of resources.

A system to quickly identify and grasp the novel opportunities that get created by the changing landscape.

Most businesses have to change the way they operate because what worked for them in the past may not help them to become successful in the future. Since the chaos, there have been rapid changes in consumer behaviour, the sales models adopted by talent organizations, the need for digital offerings, and competition in the marketplace.

An understanding of these changes and the opportunities they present can give the talent organization a competitive advantage that it can sustain for the long term. It has been noted that the companies that are heavily invested in innovation are performing better than the market average by around thirty percent and are delivering a great growth rate. Well-established companies are better at executing than innovating. But this has to change.

Strengthen Identity

When it comes to better-performing talent organizations, employees play a significant role. Employees in these companies are the ones who are the major stakeholders. Also, they stand along with the company, and the talent organizations give them a sense of identity, support, purpose, and reason to work. Talent organizations stand differently by creating a culture and attracting the best workforce available. To further stand out from the competition, companies should adopt the following crucial measures:

Strengthening the purpose

Purpose serves a major role in attracting the workforce and giving motivation to the employees to work. The energy of the talent organization is channelled through its purpose. To follow which talent organizations nowadays have followed more engagement levels between the employees which were missing in the past.

Elevate the value

Focussing on the efforts made by each individual in the company and in instilling in them what really matters so as to create actual value for each of the employees.

Using the Culture

The right culture in an talent organization always helps leaders to find out the right performance within the team. Culture in an talent organization is followed by the right behaviours, reports, experiences, and practices. A recent example of this is the two-pizza rule mandated by Amazon for its employees. Culture just does not exist in posters or slogans, but it exists within the principles, in the way of working of the talent organization, and the behaviour with and among the employees. This also attracts the right talent and helps in retaining the older ones.

The flattened talent organizational structure

Talent organizations to be ready post-chaos must follow fewer complex structures to solve complex problems in the market. Chinese manufacturer of appliances Haier photos a simple profit and loss structure with clear business objective value and mission statements avoiding traditional boxes, extra management, unnecessary layers creating a free environment for all employees. The same practice is followed after a chaos will help in the smooth functioning of an talent organization with creative products for the changing demand.

Turbocharge decision making

Due to changing requirements and market conditions, talent organizations are required to make fast and good-quality decisions. Many talent organizations have shortened the time for making decisions periodically. One of the examples is Sysco, a big food chain in the USA was aggressively taking decisions as required by implementing different strategies, including the right allocation of resources and data for high quality and accurate decisions. This needs to be maintained.

Right use of talent as a resource

One must think of their talent pool as their scarcest resource. For better performance and qualitative output in the future time coming attracting talent delivery output the best use of existing talent. The ecosystem of talent management also provides future-ready employees or an executive. Many companies at Cisco provide learning opportunities and the right skillset development programs which taps the exact job requirement and opportunities available.

Building of an ecosystem

Companies that are performing as individuals and those performing as groups have a lot of differences. Sharing values, assets, developing an infrastructure ecosystem mutually benefit all the firms. The best example for this case is how Tesla created and encouraged other companies to use its intellectual property rights in developing the electric car vehicle segment, which eventually created the need for an electric vehicle.

Build rich data platforms

Taking data very seriously is one of the mandatory requirements. Data would allow us to not just understand past trends but also to understand the scope of their business and come up with great insights. Companies like McKinsey and daughter consulting firms have used data-tech platforms to take tension decisions in less time with more accuracy.

Accurate learning with the accurate hypothesis

Drastically changing situations give companies lesser chances to redo or re-stand in these chaos times. Dealing with this dynamic world, learning should be a continuous process. Building skills, capability and adaptability would allow talent organizations to become resilient. Companies must keep fostering reinvention.

Alternative measures – Gig Economy

The resurgence of the economy is altering how businesses operate and interact with their employees. The gig economy model, in which workers take on short-term jobs or projects, seems to be a win-win situation for both the recruiting talent organization and the employees.

When it comes to businesses, the gig model provides greater flexibility, lower fixed costs, and the capacity to adapt to market changes much faster. It's also an opportunity to tap into a new talent pool (specialists who are unlikely to want to join the talent organization on a long-term contract) and acquire skills on demand.

From the perspective of the employee, the gig model allows for greater flexibility in work hours, a better work-life balance, and more self-governance. It gives better-quality and more diverse possibilities for short-term work that might lead to long-term employment.

What this implies is that work is quite different now than it was a decade ago, and this trend will continue. Previously, work was thought to be about putting money in the bank, putting food on the table, and having a solid career with some retirement income. A career is no longer about a job but about a feeling of success, thanks to a change in thinking. With the simplicity of entrance, affordability, and advancements in digital technology, more men and women of all ages, as well as independent workers from a variety of industries, are gravitating toward the gig economy.

The issue of the hour is what this means for companies. The gig economy is wonderful news for companies since it makes it easier to locate giggers (thanks to various internet platforms!), it's a cost-effective and efficient solution for unexpected openings, and so on. The following are some of the supporting arguments:

Lower fixed costs- You won't have to pay for benefits, training, onboarding, medical, or other HR programs since they'll only be paid for the task they're hired to do. In truth, you don't always have to supply giggers with work equipment.

Consider seasonal needs, such as those during the holidays! Companies like Amazon and Flipkart are constantly in need of contingent labour for various areas due to the high volume of orders they get (delivering, support, tech, etc.)

Onboard effectively-Any company that has high turnover knows that the onboarding process may be costly and time-consuming. You are not required to undergo a number of HR programs, which include inductions and other meetings. Onboarding freelancers is a more convenient approach to secure external talents.

Companies may outsource chores to already-trained employees, and people can work for a variety of talent organizations in temporary roles. Well, this win-win situation is what sets the gig model for the future of employment in motion.

Results

In our research, we saw the importance of creativity, innovation and co-evolution and analysed how the different talent organizations were able to leverage the three agents to survive and succeed during the chaos.

Conclusion

Creativity, innovation and co-evolution over the years have been instrumental in waving the path for growth and development. Talent organizations over time have been leveraging these factors to come up with new products and services. Crisis is driving force for innovations. Recent crisis has fuelled major changes in how talent organizations operate. These changes are being supported by numerous innovative and creative solutions. Its time to go back to basics of understanding of talent organizational behaviour to support future growth.

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