Cooperation and Collaboration
– the creative field as a way to innovative teamwork

Stefan Bornemann presented the study "Kooperation und Kollaboration - das Kreative Feld als Weg zu innovativer 'Teamaarbeit'" as a dissertation in general education at the Faculty of Human Sciences at the University of Kassel. The work refers to the creative field theory the educationally researcher and organizational consultant Olaf-Axel Burow (1999), to the concept of invisible collaboration by Keith Sawyer (2007) and the results of modern network research by Christakis/Fowler (2010).

How gets the new in the world and how can we support this creative process? Here the author follows the thesis: I'm good – we are better. Whenever the complexity of the task requires a multi perspective view, then we need strategies and techniques, with which cooperation and collaboration is possible. The empirical study examines the phenomenon of creativity in the field of tension between participation and leadership on the one hand and the other individual and team-flow. The aim of this study is the empirical determination of active elements of creative team processes. The creativity and team researchers guiding question is: What interpersonal factors promote creative work in social fields?

By the representation of the current state of the creativity sciences the researcher and author pointed out after his analyses the following four strategies: the cognitive psychological, the social psychological, the cultural anthropological and the interpersonal perspective. To answer the researchers guiding question, the author expect the most knowledge benefit in the strategy of the interpersonal perspective. This research perspective is focused on the sector of cooperative creativity with the basic assumption: the whole is greater than the sum of its parts. Accordingly to this approach the cooperation is the meaningful factor for the development of the new. For the investigation of this thesis the author is using a triangulative procedure in form of a system analysis, an experimental research and a qualitative case analysis.

The basis of the study is the opportunity for teams to achieve nonsummative effects. This is also the basis of the theory of creative fields, which forms the theoretical framework of this study. The creative field by Burow covers seven key elements for which 21 variables were identified. These variables cover the seven functional areas and make the creative process describable und analyzable.

As a result of this study was to determine indications that make it clear that the heterogeneity of the team members is a fundamental condition for the operation in the creative team. This transparency plays an important role. The system analysis showed that important in enabling the identification of different profiles for a dialogical attitude an atmosphere of mutual appreciation. For this specific communication rules could be tested in an experiment to establish the encourage innovation culture of communication are available. Another result is shown by the evidence for the nucleus of the team – so a person who plays in the creative process a special role. This person often falls to the decision whether interventions are useful at a particular time or not. The case analysis indicated that while there are no structural hierarchy with associates and superiors, but an emotional. The attitude of those who originated the idea and embodies the idea of the best, has a particular position and a certain leadership role.

In conclusion it could be determined, the functional areas of the creative field theory and the areas could be made observable. A creative field is a specially designed relationship with certain people who follow a common vision and an impressive person. The results of creative fields are not only seen in valuable
products it is furthermore to see in balanced teams of the involved persons among each other. For the intervention options of the change of existing fields or the new construction of creative fields have to exist the following conditions:

a) Put together a team of different personalities, with various skills and perspectives
b) Enable individual operation and working styles
c) Procedural use of dialogic, synergistic and process oriented methods and communicational instruments
d) Arrange of a innovation supported cooperation design through participation making and also
e) Choose of a person who has the vision and the personality characteristics to operate in the nucleus of the field

If these factors are given as a dynamic structure, then can be involved in a feeling of unanimity arising that encourages creative.

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