



# **THE KOBUS NEETHLING CREATIVITY GUIDE**

# **2010**

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“In all my years of teaching, I have never come across anyone with so much creative insight and potential as Kobus Neethling” – Prof. Mary Frasier, Past President: American Creativity Foundation

The most  
acclaimed  
**CREATIVITY  
CURRICULUM**  
in the world

## CHAIRMAN: KOBUS NEETHLING

- President of the South African Creativity Foundation, Holds six degrees including two Masters, a Doctorate and Post-Doctorate (cum laude) in the identification and development of creative behaviour (Universities of Cape Town and Georgia-USA)
- Has written more than 80 books and 9 TV series including a number of international best-sellers (Including *Am I clever or am I stupid*; *Creativity uncovered*; *Very smart parents*)
- Guinness World Record Holder: Co-author of *Making the Impossible possible* - the book of more than a 100 pages written in the fastest time ever -four and a half minutes
- Has received 10 International Who's Who Awards including Personality of the Year (2000); One of 2000 outstanding Scholars of the 20<sup>th</sup> century (1999: Cambridge England) and The International Who's Who of Intellectuals Award
- Received the 1998 International Leadership Award from the Creative Problem Solving Institute - USA: Most prestigious creativity award in the world
- Received the first International Creative Genius Award (2004) from the International Genius Academy (USA)
- Developed the largest battery of Whole Brain Instruments in the world (used in 30 countries) including the acclaimed 8-Dimension Brain Model
- International Silver Screen Award (for a TV episode called Creativity - 2005)
- Works with major corporations, national sporting teams, and education groups from all over the world
- Voted by Femina magazine as one of the six best presenters in South Africa (2005)
- Co-developer of the Hit TV show "Out of the Box" - WINNER OF THE 2007 'US INTERNATIONAL FILM AND VIDEO FESTIVAL' SILVER SCREEN AWARD
- 2008 Recipient of the Excellence in Innovation Award (Mumbai: Feb 2008) - one of the most prestigious innovation awards in Asia
- Member of a prestigious international steering committee of 4 people to research the possible integration of the two disciplines - Creativity and Innovation (2009)
- Invited as a co-author to contribute to the trendsetting book on 21<sup>st</sup> century innovation *The future of innovation* (London; March 2009) - coining the phrase. "Innovation of the mind without innovating the heart is no innovation at all"



## **KOBUS NEETHLING HAS WORKED WITH COMPANIES SUCH AS**

Absa, Citibank, Mercedes Benz, Standard Bank, Rand Merchant Bank, Dimension Data, Amplats, Safair, JD Group, Aerosud, Bonita, De Beers, Reckitt & Colman, Glasfit, Bernina, Multi Choice, Avroy Shlain, Eskom, King Pie, Nestlè, Imperial Car Rental, Sanlam, Old Mutual, Sarie, Anglo American, Iscor, Toyota, MNet, Sasol, Sappi, Infruitec, AA Life, Rooi Rose, Nissan, First National Bank, Finesse, Vlerick Management School Belgium, African Bank, Ellerines, Shell, ZF and thousands more.

## **COMMENTS BY DELEGATES**

**“Dr. Neethling’s work has inspired me in a way I have never been inspired before.”**  
(Harold E. Guiob: Manager: Human Resources: Namibian College of Open Learning)

### **Avroy Shlain(Large Cosmetic Company)**

**“It was not long after implementing The Kobus Neethling Whole Brain Programmes when we started to experience positive results on many fronts. Our sales people were able to communicate remarkably better with our clients; we all understood the needs of our clients so much clearer and the ability to use our whole brain in problem solving changed everything for us. Six months after implementing the KN programme our profits rose by 54 percent”**  
(Marinda le Roux; Regional Manager: Avroy Shlain)

### **Anglo Platinum (Anglo American Platinum Mine, Swartkop)**

**“We started production on this mine 50 years ago. During the past 3 years we were able to equal the production of the previous 47 years. This miracle was due to two factors: new technology and the introduction of the Kobus Neethling Creativity Programmes. The employees were more able find creative solutions. They started a spontaneous anti-negativity campaign and the production hours per person increased dramatically. The managers on the mine initiated additional creativity programmes to sustain creativity at all levels - the whole brain spouses programme and the creativity course for teachers on the mine were of critical importance.”**  
(Clem Sweet: General Manager, 2001)

**“I was asked by the Canadian owners of a South African platinum company if I would try to change a mine which had been showing losses for 18 months, into a profitable business. I did it at one mine and so even coming out of retirement, I believed I could do it again. I contacted Kobus Neethling and we started to implement the Kobus Neethling creativity programmes immediately. Once again the miracle happened and a mine which no one believed was a viable proposition**

started to make a profit after four months after I took over and now 12 months later the profits and miracle continue.”

(Clem Sweet: General Manager Barplats mine, 2006)

#### **Foskor (Large Phosphate Company)**

“**W**e were so inspired by the training we received from Kobus Neethling and his colleagues that we eventually sent more than 200 of our managers to be trained. This training did not only increase our ability to think and do creatively but had a positive effect on relationships, customer care and the general climate in our company. I believe that Kobus Neethling’s Whole Brain Approach opens up the mind in a way that no other training does. It is not something that disappears overnight –the effect lasts for a very long time.”

(Gustav Pistorius: Senior Manager)

#### **O’Keeffe & Swartz (Tele-Marketing Company)**

“**T**his was the best training we have ever received. The results were immediate. The focus was on finding solutions and to move away from a problem oriented organization and this worked for us. Our profits went way above our expectations; we are opening new offices all over and there are just no limits anymore. There is an aliveness amongst all our employees and the clients are now more positive towards us than ever before. We are keeping our association with Kobus Neethling. We have the policy in our company that every employee must attend the Kobus Neethling Creativity Training Programmes. An in-depth audit of our company showed very clearly that the positive turning point for our company came immediately after our senior management team returned from their first Kobus Neethling Whole Brain Training Course.”

(Shaun O’Keeffe: Director)

“**M**y two daughters of 9 and 10 years have now won the Absa Bank trophy for best junior entrepreneur in South Africa two years in succession. This is the first time that this has ever happened. We owe it all to the positive influence that Kobus Neethling has had on our family through his books, TV programmes, articles and radio programmes - we are continuously being enriched by the creativity contributions of Kobus Neethling.”

(Lizette Booyens)

## **INTERNATIONAL REFERENCES & QUOTES**

“**K**obus Neethling as a creative leader, has performed superbly and has lived up to my expectations fully”.

(Prof. Paul Torrance: “Mr Creativity” of the 20<sup>th</sup> Century)

**“Kobus Neethling has taken whole brain research way beyond the paradigms of the past - I know of no one else who has taken whole brain thinking to these levels”**  
(Prof. Paul Torrance: “Mr Creativity” of the 20th Century)

**“Kobus Neethling has demonstrated the most thorough scholarship in creativity that I have been able to witness in my years of teaching”.**  
(Dr. Mary Frasier : Past President of the American Creativity Association )

**“In my more than 30 years as an academic I put Kobus Neethling’s doctoral thesis at the top of my list. His first draft was virtually his final draft. His in-depth research portrayed a person of unique insight, dedication and remarkable commitment to his science”**  
(Prof. Ben Schutte: Alumnus Professor of Education: University of Potchefstroom)

**“I have admired your writings and commitment to creativity for a long time. You are internationally regarded as the leader of creativity in South Africa”.**  
(Prof. M.K. Raingq : Jawaharial Nehru University)

**“In my 40 years of innovation work in most of the Fortune 100 Companies, I have never come across anyone who can put theory into practice like Kobus Neethling”.**  
(Dr. Sid Parnes: Creator of the Creative Problem Solving Model and author of numerous international best-sellers)

**“Kobus Neethling has become a legend in his time”**  
(The Executive Producer: SA Channel Television)

**“Everyone in my company must experience the unique training of Kobus Neethling and his team. This kind of creativity experience creates a special kind of understanding of the customer’s needs and how to respond to those needs”**  
(Hugh O’Donnell: Managing Director - Sasol UK Limited)

**“Kobus Neethling, South African Author and corporate trainer is a quantum leaper – his work is internationally in very high demand**  
(The Australian Financial Review).

**“Kobus Neethling has achieved more than most people can dream of achieving in one lifetime”**  
(Motivation of Champions magazine)

**“Your achievements continue to make a difference to people and organizations all over the world”**

(Lara Black - leading Journalist)

**“I have been a top 10 achiever for the past 10 years. Kobus Neethling’s creativity training made me what I am today”**

(Top 10 insurance broker; one of the largest insurance companies in South Africa)

**“Kobus Neethling is a creative genius and he is a worthy recipient of the first International Genius Award”**

(Andrei Aleinikov: President, International Academy of Genius, USA)

Similar reports from numerous other national and international companies.

## **GENERAL INFO**

### **THE KOBUS NEETHLING GROUP**

Incorporated with SATORI  
The South African Creativity Foundation  
SAQA accredited

CREATING PERSONAL AND ORGANISATIONAL BREAK-THROUGHS

“Getting you and your organisation to extra-ordinary levels of thinking and doing”

### **ENQUIRIES ABOUT THE COURSES and BRAIN PROFILE-TESTING FOR INDIVIDUALS**

Head Office (Pretoria)

PO Box 95176           Tel: 012 460 7822  
Waterkloof            Fax: 012 460 7823  
0145                    Cell: 082 5515 100

Midrand Office

PO Box 361            Tel: 011 848 0120  
Halfway House        Fax: 011 848 0036  
1658

Cape Town Office

Tel: 021 976 1324    Cell: 082 410 0772

Neethling's Place    Tel: 014 736 2099

(Training Resort)

e-mail: enab@iafrica.com

### **Websites**

[www.kobusneethling.com](http://www.kobusneethling.com)

[www.solutionsfinding.com](http://www.solutionsfinding.com)

[www.sacreativity.com](http://www.sacreativity.com)

## **ABOUT THIS GUIDE**

This guide contains courses which are intended for employees in all jobs. The programmes for teachers and pupils range from pre-school to the senior secondary phase.

Through the courses in this guide, individuals and organisations are offered opportunities for professional training and development which complement their formal training and job experiences.

The courses are continuously assessed, creatively adapted and innovated to meet the needs of a world which is forever changing, sometimes dramatically.

The presenters are professional experts with local and international training and experience.

To meet the unique needs of individual organisations and companies, it is sometimes necessary to combine and restructure programmes and this may entail the involvement of more than one presenter per course.

Courses are delivered using a variety of delivery methods such as:

- auditorium-style presentations
- workshops (small and large groups)
- individual counselling.

The courses will be delivered at the requested site/location in English, Afrikaans or both as requested.

## **LONG-TERM INVOLVEMENT**

Based on the needs of a particular organisation or company a long term involvement programme is developed in collaboration with the organisation concerned.

The duration and nature of such a programme will depend on the unique circumstances of the organisation.

# THE CURRICULUM

## 1. 1-Day Programmes: Whole Brain Creativity in Action (WBA)

- Wisdom One: the one day journey to creative excellence

This programme is custom designed for the needs of your group, whether you are entrepreneurs, leaders, corporate trainers, in business, teachers and trainers (education), students and learners, parents, in marketing and/or sales, nurses or other practitioners in the medical field, secretaries, sports coaches and players.

## 2. 2-Day Programmes: Personal and Organisational Development

- Voyage to Wisdom Programme
- Beyondness Creativity Phase one: 8-dimensional thinking and doing
- Beyondness Creativity Advanced
- The Creative Problem-Solving, Solution Finding and Actualising Opportunities Programme (CPS)
- The leader as creativity coach: a 3 phase programme (2days x 3)
- Whole Brain Practitioner Training
- Maximizing Organizational Values: Developing and sustaining values of the heart and mind
- Storytelling: the power of stories in understanding the corporate culture and creating the Ideal Future for your organisation

## 3. Schools training project

- The educator as whole brain leader (phase 1 & 2)

## 4. Technology: The Neethling Brain Instruments

See this website ([www.solutionsfinding.com](http://www.solutionsfinding.com)) for the following profiles:

- General Adult
- Senior Student
- Junior Student
- Young Child Indicator
- Teacher/Trainer
- Learning Style
- Parenting Style

- Personal Negativity
- Skills
- Job
- Relationship Style
- Creativity Style
- Leadership Style
- Sport profiles:
  - Golf
  - Rugby
  - Rugby referee
  - Soccer
  - Cricket
  - Netball
  - Tennis
- Eating habits

## **Wisdom ONE**

Course Number: POWT.1

Wisdom ONE is the 1 day solution to the well known Voyage to Wisdom programme. It encapsulates the essence and repackages the programme for business people and individuals with a busy schedule and little time to spare.

This programme will be custom designed for the needs of your group, whether you are entrepreneurs, leaders, corporate trainers, in business, teachers and trainers (education), students and learners, parents, in marketing and/or sales, nurses or other practitioners in the medical field, secretaries, sports coaches and players.

### **Outcomes of Creativity Training Programme**

- To gain unique insights into yourself and your organisation
- To develop your creative abilities
- To become a whole brain thinker and doer
- To apply creativity in order to become a creative solution finder
- To create and sustain a creative environment

### **Content of Creativity Training Programme**

1. The Creative Overview
2. Discovering YOU as the creative person
3. Understanding your whole brain as well as your thinking
4. Understanding and applying the creative process
5. Discovering the creative environment around YOU

## **VOYAGE TO WISDOM**

Course Number: POWT.2

This course is a journey that focuses on the development of greater personal power and fulfilment and on using practical creativity to resolve significant personal and professional challenges. It assists participants in seeing challenges not as problems or failures but as opportunities to call on and use personal strengths they may not yet know they have.

### **Outcomes of Creativity Training Programme**

- To gain unique insights into yourself and your organisation
- To apply a series of models and practical activities which would culminate in an understanding of the essence to cope with personal as well as organisational circumstances
- To lift your thinking to remain above the line, freeing yourself from negativity
- To become a whole-brain (4 quadrant/ 8 dimensions) person
- To apply whole-brain thinking to get to personal and organisational solutions
- To gain insights into whole-brain creativity techniques
- To develop strategies to give you and your organisation the creative edge

### **Content of Creativity Training Programme**

1. Identifying and eliminating blocks to creativity
2. Applying the processes to rid yourself and your company of negativity, stress, unhappiness, anger and paralysis
3. Introducing the model to keep you and your company above the Breakthrough Line
4. Profiling your brain
5. Gaining an understanding of your own brain preferences and ways to apply whole brain thinking: in your business, management, leadership, education, markets etc.
6. Practising the Primary Creativity Skills
7. Applying whole-brain creativity techniques in order to solve problems and find opportunities
8. Developing a strategy and action plan to make creativity an integral part of the organisational culture

### **Audience**

Leaders, managers, any groups within the organization who wishes to reach levels of exceptional creativity.

## **BEYONDNESS CREATIVITY PHASE ONE: 8-DIMENSIONAL THINKING AND DOING**

Course Number: POWT.3

### **Outcomes of Creativity Training Programme**

- To understand the essential creative qualities of 8-dimensional creativity
- To develop specific skills to become a creativity breakthrough thinker and doer
- To empower others to reach their creative potential
- To develop skills to deal with stress and conflict in the workplace
- To motivate and inspire others to think and do above the line
- To gain insights into whole brain action, management, training etc. (4 quadrants to 8 dimensions)
- To develop a plan to initiate and sustain the 8-dimensional creativity programme in your organisation
- To become a Beyonder

### **Content of Creativity Training Programme**

1. An in-depth 8-dimensional brain analysis of each candidate
2. Identifying and developing the skills and qualities of the 8-dimensional person
3. Answering the question: what is creativity empowerment?
4. Developing skills to motivate and inspire others to think and do above the line
5. Learning skills to turn negativity into creativity and opportunity
6. Moving from comfort zone to beyond zone
7. Developing skills to deal with stress and conflict in the workplace

### **Audience**

Leaders, managers, any groups within the organization who desire to perform at an extra-ordinary level of creativity.

## **BEYONDNESS CREATIVITY ADVANCED**

Course Number: POWT.4

This course follows on **BEYONDNESS CREATIVITY PHASE ONE: 8-DIMENSIONAL THINKING AND DOING** (Course Number: POWT.3)

### **Outcomes of Creativity Training Programme**

- To understand beyondness - with the heart and the mind
- To develop courage and passion to become a Beyonder

- To speak the language of logic, facts and reason, but also of intuition, paradox, white space, serendipity and strategic foresight – the synergy of heart and mind
- To seek the edges, to break new ground, to explore and to release the extraordinary human being within

### **Content of Creativity Training Programme**

1. Introducing Beyonder heroes from different walks of life
2. Unpacking Beyondness Courage (physical, moral, social, creative)
3. Unpacking Purpose-Driven Passion
4. Applying the Language of the Beyonder (synergy of heart and mind):
  - a. Intuition
  - b. Paradox
  - c. White Space
  - d. Serendipity
  - e. Strategic Foresight
5. Gaining insight into the Beyonder as explorer
6. The skills to inhabit The State of Beyondness

### **Audience**

Leaders, managers, any groups within the organization who desire to perform at an extra-ordinary level of creativity.

## **THE CREATIVE PROBLEM-SOLVING, SOLUTION FINDING AND ACTUALISING OPPORTUNITIES PROGRAMME (CPS)**

Course Number: POWT.5

### **Outcomes of Creativity Training Programme**

This course teaches recipients the classical creative problem solving model which has transformed and reshaped organisations and companies throughout the world.

- To understand and apply the Creative problem, solutions and opportunity model
- To find a variety of solutions for and opportunities within the problems and challenges in the organisation
- To entrench creative thinking and creative solution finding in the organisation by the application of creativity techniques and models

### **Content of Creativity Training Programme**

1. Introducing the world-famous Osborn/Parnes Creative Problem-Solving Model (and the 21st Century Solution-finding Model of Parnes/Neethling)
2. Understanding and applying the various stages of the model (from problem finding to acceptance-finding)
3. Applying the various stages of the model to find unique and different solutions to personal and organisational challenges
4. Development from problem solving to opportunity and possibility finding
5. The ability to immediately start applying these models/solutions in your organisation

### **Audience**

All professionals (and everyone interested in creating their own future).

## **THE LEADER AS CREATIVITY COACH**

Course Number POWT.6

This programme consists of three phases (3x 2days). The programme allows participants to create, inspire and sustain a creativity programme in the workplace in order to grow individuals and the organisation as a whole.

### **Outcomes of Creativity Training Programme**

- To equip individuals to become creativity coaches in the workplace
- To understand whole brain thinking and doing
- To develop creativity skills
- To apply creativity techniques in order to find solutions and opportunities
- To create organisational wellness
- To build trust, team cohesion, empowerment and future leaders
- To create Beyonders that will take the organisation to the next level
- To create and sustain a creativity programme in the organisation

### **Content of Creativity Training Programme**

1. The creativity coach as whole brain thinker
2. The above the line model: encouraging a positive attitude in the workplace
3. The creative strengths of the creativity coach
4. Applying creative techniques to find solutions and opportunities
5. Understanding emotional fitness in order to coach emotional well-being
6. Embracing change and assisting others to cope with dynamic environments
7. Understanding what drives your coachees (values, ethics, spirituality)
8. How to build a trust relationship with your coachee
9. How to motivate your coachee
10. Coaching for leadership

11. Becoming a Beyonder: courage, passion, intuition, exploration, white space thinking

### **Audience**

Leaders, managers or others within an organisation who are passionate about creativity and desire to create, inspire and sustain a creativity programme in the workplace in order to grow individuals and the organisation as a whole.

## **WHOLE BRAIN PRACTITIONER TRAINING**

Course Number: POWT.7

The Whole Brain Practitioner Training focuses on understanding and applying the Neethling Brain Instruments (NBI®). For more information regarding the NBI® instruments and profiles, see this web site ([www.solutionsfinding.com](http://www.solutionsfinding.com)).

### **Outcomes of Creativity Training Programme**

- To gain insight into the 4 quadrants and 8 dimensions of the brain
- To gain insight into a variety of applications of the NBI®
- To apply a range of Neethling Brain Instruments
- To understand and use the NBI® technology
- To become an accredited NBI® practitioner

### **Content of Creativity Training Programme**

1. Introducing the history / background of whole brain research
2. Understanding the 4 quadrants of the brain
3. Understanding the 8 dimensions of the brain
4. Understanding and interpreting your own brain profile
5. Applying the whole brain in
  - relationships
  - decision making
  - problem solving
  - strategies
  - communication
  - client service
  - team building
  - teaching and training
  - job design
  - creativity
  - leadership
  - parenting

- sport
  - everyday life
6. Writing additional personal reports to the NBI® and providing Whole Brain Consultation
  7. Understanding the technology
  8. Accreditation to become an NBI® practitioner

### **Audience**

Consultants, trainers, teachers, managers etc. with a keen interest in introducing the Instruments in their business/organisation.

## **MAXIMIZING ORGANIZATIONAL VALUES: DEVELOPING AND SUSTAINING VALUES OF THE HEART AND MIND**

Course Number: POWT.8

### **Outcomes of Creativity Training Programme**

- To understand the corporate culture
- To apply stories to gain insight into the culture and values of the organisation
- To develop and formulate values
- To sustain values in the organisation
- To understand ethics and spirituality
- To live the organisational values

### **Content of Creativity Training Programme**

1. The 5 C's of value driven leaders (character, courage, compassion/passion, commitment, communication – 8dimensional)
2. Defining values (personal, organisational, beliefs vs. values)
3. Identifying values (why identify our corporate values?)
4. Investigating and selecting values (telling stories to understand our values, the connection between values and ethics and spirituality)
5. Formulating values (investigating value statements from a variety of organizations, finding our personal style)
6. Entrenching and motivating values (tools and creative ideas to make values a living document, how to walk the talk daily)

### **Audience**

Leaders, managers, and other interested groups within the organization who desire to create a value-driven and ethical organisation.

## **STORYTELLING: THE POWER OF STORIES IN CREATING THE CORPORATE CULTURE AND SHAPING THE IDEAL FUTURE OF YOUR ORGANISATION**

Course Number: POWT.9

### **Outcomes of Creativity Training Programme**

- To understand the power of storytelling in your organisation
- To gain insight into the link between company stories and values
- To better understand the organisational culture through stories
- To use stories to motivate others
- To create and plan for the ideal future through the power of the story

### **Content of Creativity Training Programme**

1. Why stories?
2. The elements of a story
3. The moral value of stories
4. Touching the hearts and minds of listeners
5. Ethical lessons through stories
6. Creating/living company values through stories
7. Understanding the whole brain in stories
8. Telling and selecting company stories
9. Shaping your company's future story

### **Audience**

All professionals (and everyone interested in creating their own future).

## **THE EDUCATOR AS WHOLE BRAIN LEADER PHASE 1**

Course Number: EDT.1

This programme consists of 6 modules (3 hours per module).

### **Outcomes of Creativity Training Programme**

- To understand thinking preferences
- To create a whole-brain learning environment
- To teach according to whole-brain principles
- To become a whole-brain educator
- To live a positive, whole-brain life

### **Content of Training Programme**

1. Scientific research of whole brain thinking
2. Understanding the whole-brain and thinking preferences
3. Putting the whole-brain into action
4. Become an above-the-line-thinker
5. The whole-brain educator
6. Designing whole-brain lesson plans
7. Preparing presentations
8. The whole-brain in action in the classroom
9. Whole-brain discipline, evaluation, school management
10. Anchoring and sustaining the whole-brain environment
11. Developing an action plan

**Audience**

All teachers who desire to be exceptional leaders and educators.

**THE EDUCATOR AS WHOLE BRAIN LEADER PHASE 2**

Course Number: EDT.1

This programme follows on Phase 1. It consists of 6 modules (2 hours per module).

**Outcomes of Creativity Training Programme**

- To gain insight into living and motivating creativity
- To apply creativity in the classroom and in different subjects
- To understand the impact on values and ethics on leadership
- To design a living whole-brain value document
- To apply and coach creative problem solving

**Content of Training Programme**

1. Coaching the five core characteristics of creativity
2. Defining values and ethical behaviour
3. A whole-brain approach to values-based leadership
4. Creating a value document
5. Applying the creative problem solving model (CPS)

**Audience**

All teachers who desire to be exceptional leaders and educators.

## BOOKS

By Kobus Neethling and Raché Rutherford and others

- Am I clever or am I stupid
- Very Smart Parents
- Creativity Uncovered
- Think like Jesus
- Dink soos Jesus
- Feel like Jesus
- Voel soos Jesus
- Jesus – as you've never known him
- Jesus – soos jy Hom nog nooit geken het nie
- Courage to shake hand with tomorrow
- The life changing diary (29 days you will never forget)
- 

## NEETHLING'S PLACE (our training resort)

This small, intimate, unique training resort has been developed 22 km from BelaBela (one hour 20 minutes drive from Pretoria).

The exclusive focus of this resort is the development of breakthrough thinking in the pursuit of ultimate excellence and creativity.

