

# INTRODUCTION

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*Sarah Campbell, Head of Schools, Families and Young People*

The Schools, Families and Young People's team in the Learning Department at the Victoria and Albert Museum devises and delivers hundreds of activities every year. Our attention is focussed on supporting and developing our audience's creativity and we work hard to ensure participants have high-quality experiences inspired by our collections and exhibitions. We rarely find the time to reflect on our own creative process and how we generate the ideas that fuel our programme of talks, tours, workshops, festivals, projects and performances.

A February afternoon with the ImaginationLancaster team was the perfect opportunity to step back from the daily pressure of deadlines and schedules and think about our practice as museum educators. Leon, Laura and Roger introduced a series of discussion-based activities that generated an inspiring mix of solutions –some were improbable and funny ('vulgarnomics' was a particular favourite); others were achievable and immediately try-out-able. We spent a lot of time discussing the office environment and how it could be used more effectively to support ideas development.

The session with ImaginationLancaster turned the tables – we weren't workshop leaders but workshop participants, and we had the freedom to think differently about our professional roles and how we support our creative development, both individually and as part of the team.



# PROCESS AND CONTENTS

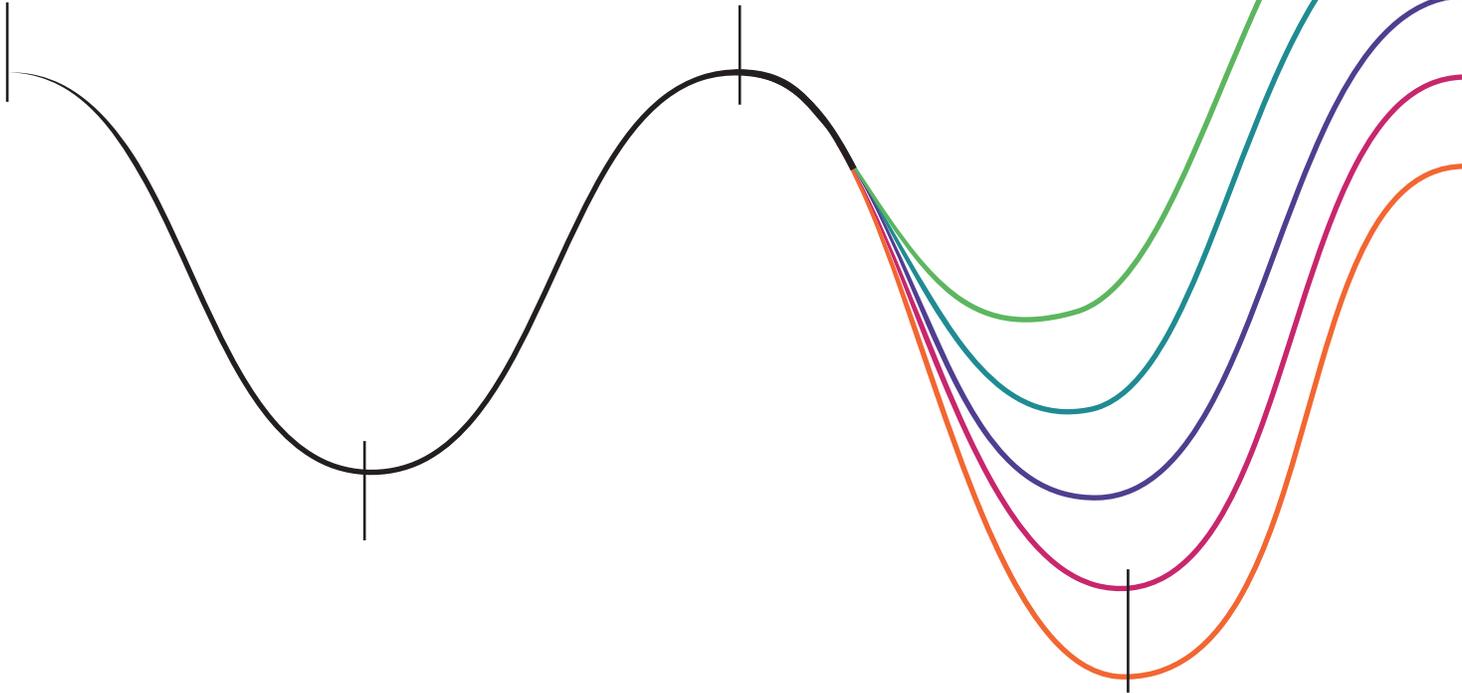
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Finding Creative Leaps

**Page 6**

Start of Session



Five Words, Five Lines

**Page 4**

Mapping Creative Leaps

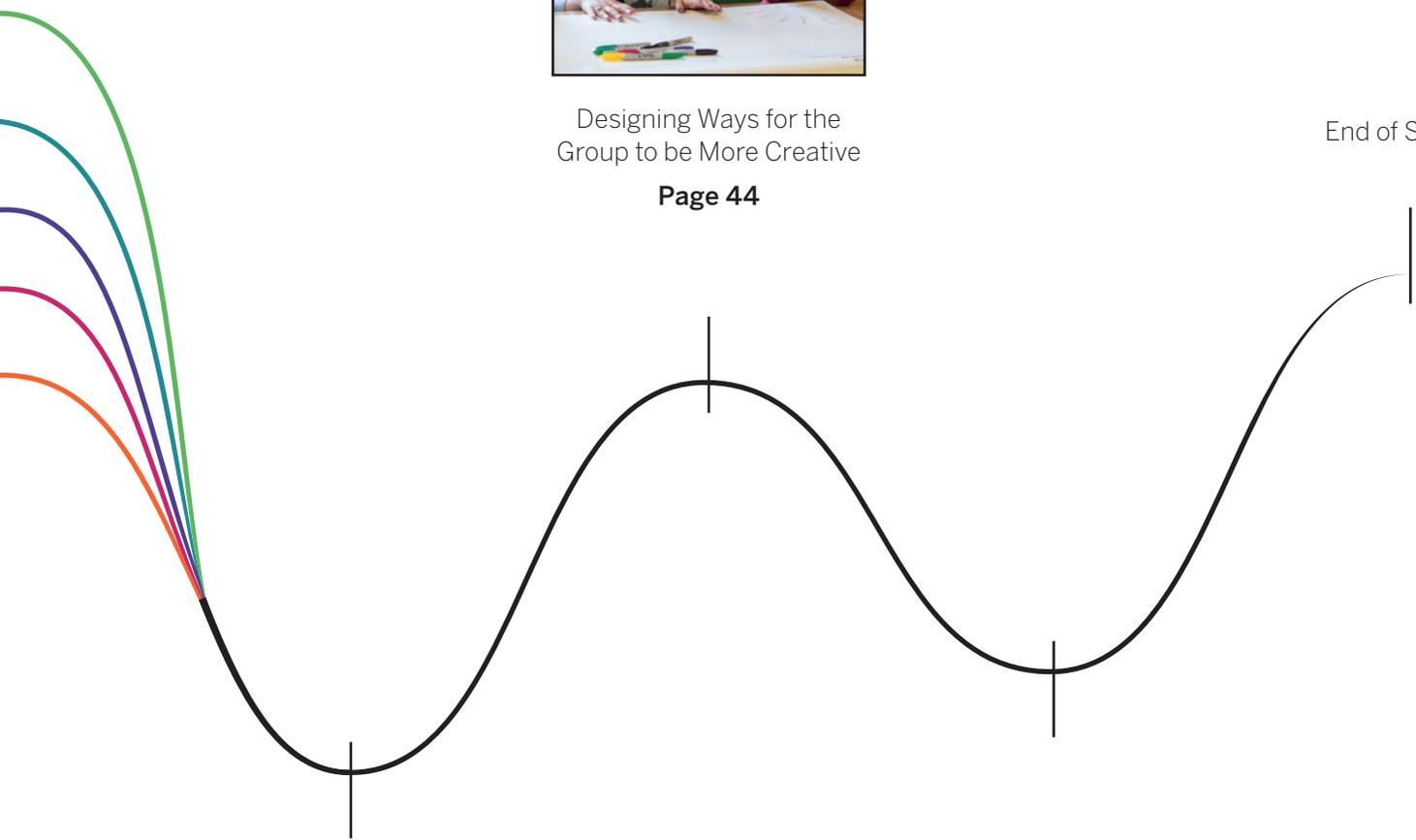
**Page 8**





Designing Ways for the Group to be More Creative  
**Page 44**

End of Session



Designing Ways to be More Creative  
**Page 14**



Next Steps  
**Page 54**



# FIVE WORDS, FIVE LINES

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## *Introduction and warm-up*

We were aware that most people in the room knew something about each other. We were also aware that levels of knowing each other were variable, and that the facilitation team did not have a good understanding of the group despite our scoping interviews. The Five Lines, Five Words tool was a good way to give everyone a chance to tell us where he or she was coming from. The notion for this is quite simple; a five-word biography that could be illustrated with a drawing of no more than five lines. These were then presented in five seconds, with the high tempo of presentation and high-speed handovers getting the group having fun and with high energy right at the beginning of the session.



Participants take it in turns to stand up and quickly share their Five Words and Five Lines with the rest of the group.



# FINDING CREATIVE LEAPS

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*Thinking about when people were most creative*

We asked the group in preparation for the event to think about the creative leaps they had made during the last eighteen months or so. In the first section of the event we asked the group to discuss these creative leaps. We then asked them to document some of the creative leaps on a selection of pro-forma cards. We invited the group to think about creative leaps that were prompted by circumstances with limited time, appropriation, limited resources, self-direction and surprise as well as wild card inspiration that did not fit with any of these categories.







# MAPPING CREATIVE LEAPS

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## *Looking for trends and patterns in everyone's creativity*

Once all the creative leaps were completed and placed on a large board, we held a discussion on how to group or cluster these instances of inspiration. There was a wide-ranging discussion but one thing that kept coming back was the notion of responding to changes of circumstances (for example the numbers in an activity growing dramatically, or a change in venue). We contrasted this with ideas and innovations that were driven by intrinsic desires to experiment and invent. These two drivers for innovation created the first of our two axes, complementing a second axis around risk. This created a landscape of inspiration that allowed the participants to map out the creative leaps they had identified earlier in the session.

From the responses of the participants it was clear that they regarded most of their creative work to be risky; sometimes driven by curiosity and sometimes by externally imposed factors. It was also clear that participants regarded most of their creative leaps as coming from personal motivation rather than responding to changes in circumstance.

MORE  
RISK

Creative ideas that were surprising

**SYMMETRY BREAKFAST (INSTAGRAM ACCOUNT)**

'GONE VIRAL' ONLINE AND BEAT BUYING ME TO OUTRAGE WITH THE PRIZE

A FRIEND SUGGESTED I TAKE IT FURTHER

IT HAPPENS EVERYDAY!

Creative ideas that occurred with limited resources

FROM SMALL SCALE TO LARGE SCALE ANDY

Freedom to work on many labels ideas

numbers audience development

Dots printing

Creative ideas that occurred by appropriating existing something

From being early in range of 'fast prices' to performance

Team to Drive! (then, later, considered why not a Performance (4))

Being 'Cognitive' shape that shows

Being paid for doing a job as a night job - 'best/better' have been like advances.

Creative ideas that occurred by appropriating existing something

From being early in range of 'fast prices' to performance

Team to Drive! (then, later, considered why not a Performance (4))

Being 'Cognitive' shape that shows

Being paid for doing a job as a night job - 'best/better' have been like advances.

Creative ideas that were surprising

Team that I never had but only by

Never been done before at the V+A

Feel that you're something original for

Creative ideas that were surprising

Being to study art history rather than a practical degree

Not what people expected - Not what I expected!

reading A course I would have because of this location 'the way



# PROACTIVE

Choose your own  
own way around

Planning & writing the story writing outline for the first chapter	Do you have a clear idea of what you want to write about & why?
Do you have a clear idea of the characters you want to write about & why?	Do you have a clear idea of the setting you want to write about & why?

Handwritten notes on the sticky note include:

- Handwritten notes on the sticky note include:
- Handwritten notes on the sticky note include:

Handwritten notes on a sticky note include:

- Handwritten notes on a sticky note include:
- Handwritten notes on a sticky note include:

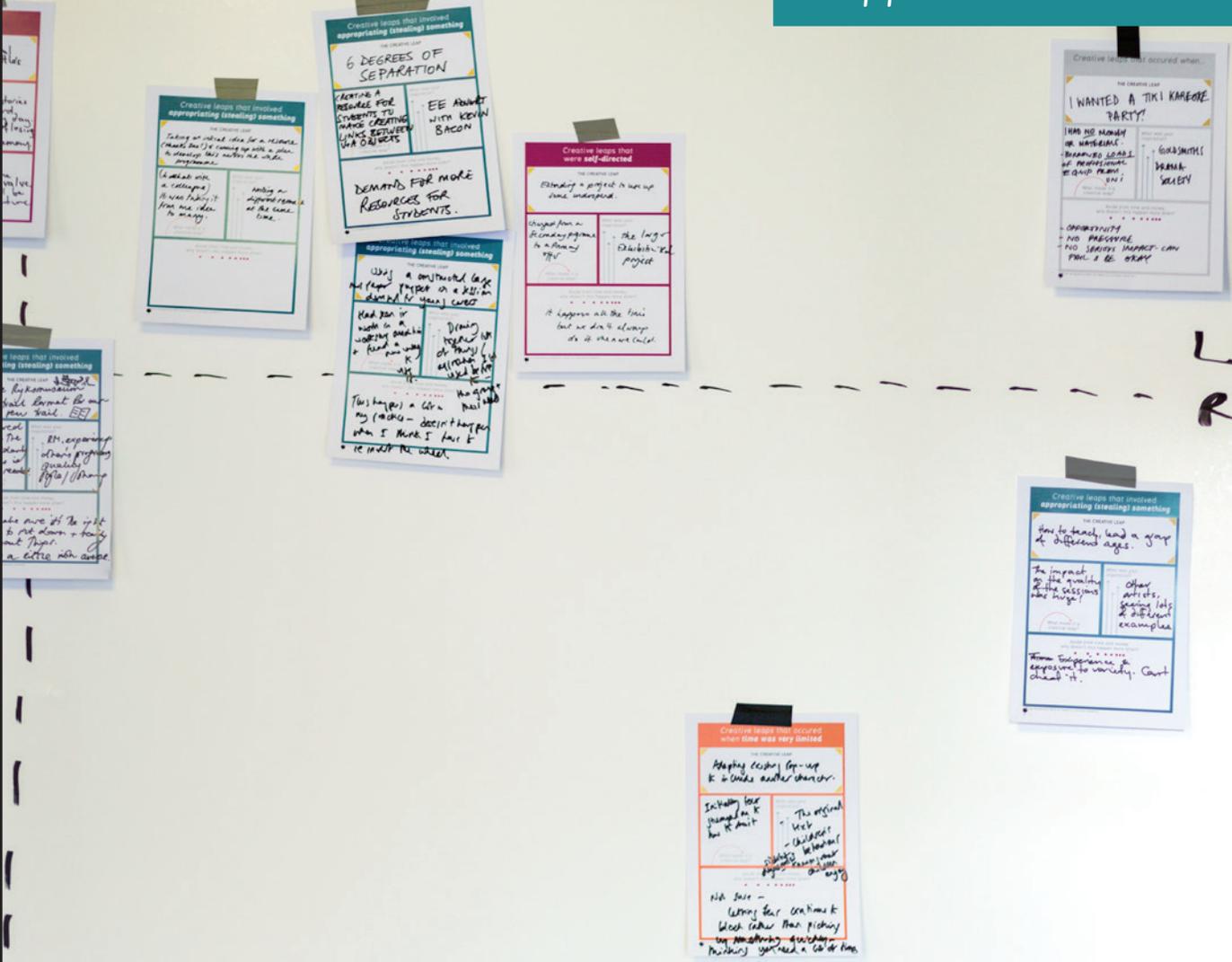


# Mapped Outcomes



ACTIVE

LESS RISK



The whole team's creative leaps mapped on an axes comparing risk and reactivity.

# DESIGNING WAYS TO BE MORE CREATIVE

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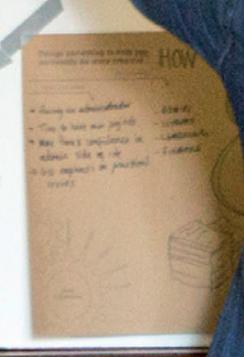
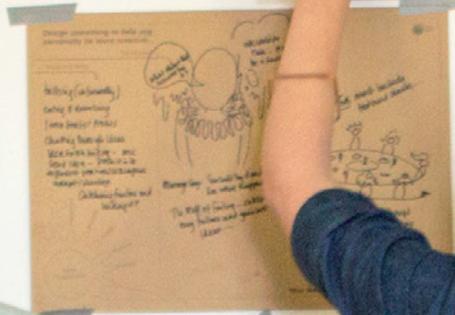
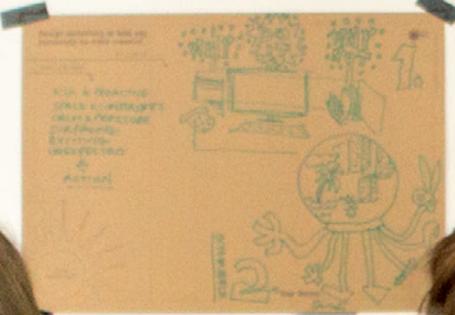
*Practical and imaginary ways to be more creative, more often*

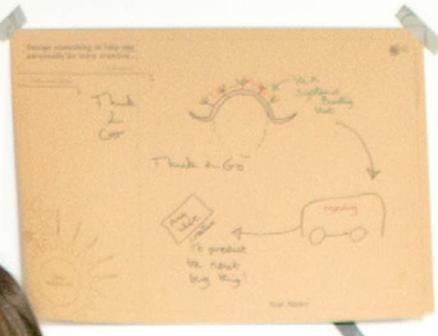
In this section we invited participants to reflect on how they and others were creative, where this occurred, and also why these creative leaps do not manifest themselves more often. Then we invited participants to design a highly personal approach, tool or process that would help them to be more creative. To help this along, the staff from ImaginationLancaster presented some of their own ideas for personal tools to enhance creativity. Responses included a half-baked ideas box (fittingly not really thought through in the documentation), a ruff of failure (to catch mistakes and failed ideas to use another time) and a pyjama party tool.



Team members discuss their designs for ways to be more creative personally.







MORE RISK



Design something to help you personally be more creative...

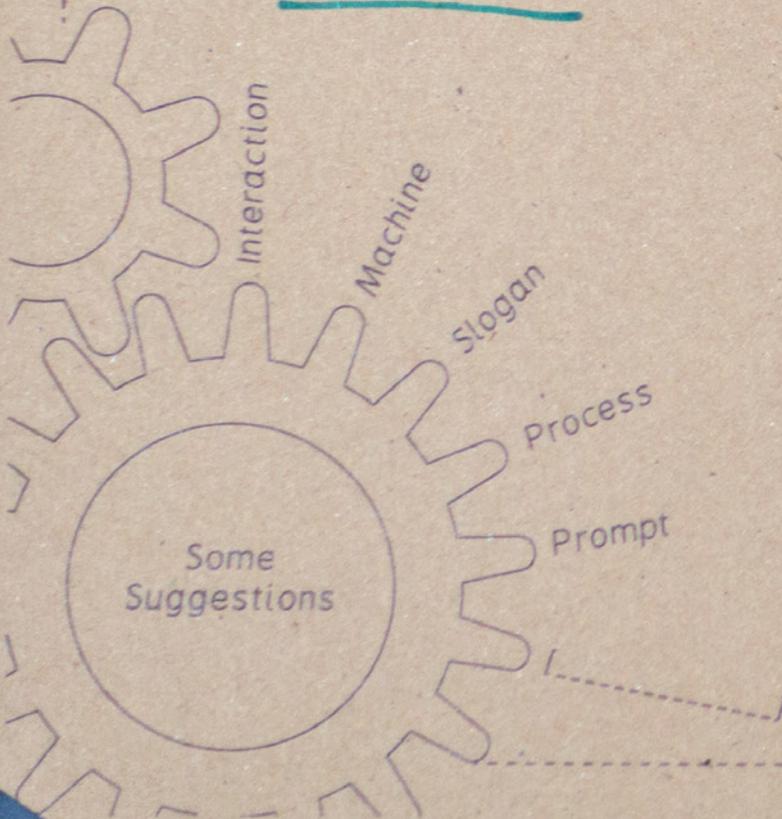
The proposal

Notes and ideas

RISK & PROACTIVE  
SPACE & CONSTRAINTS  
CALM & PRESSURE  
SURPRISING  
EXCITING  
UNEXPECTED



ACTION



OCTOBER



Your Name:

Sarah

Design something to help you personally be more creative...

The proposal

Notes and ideas

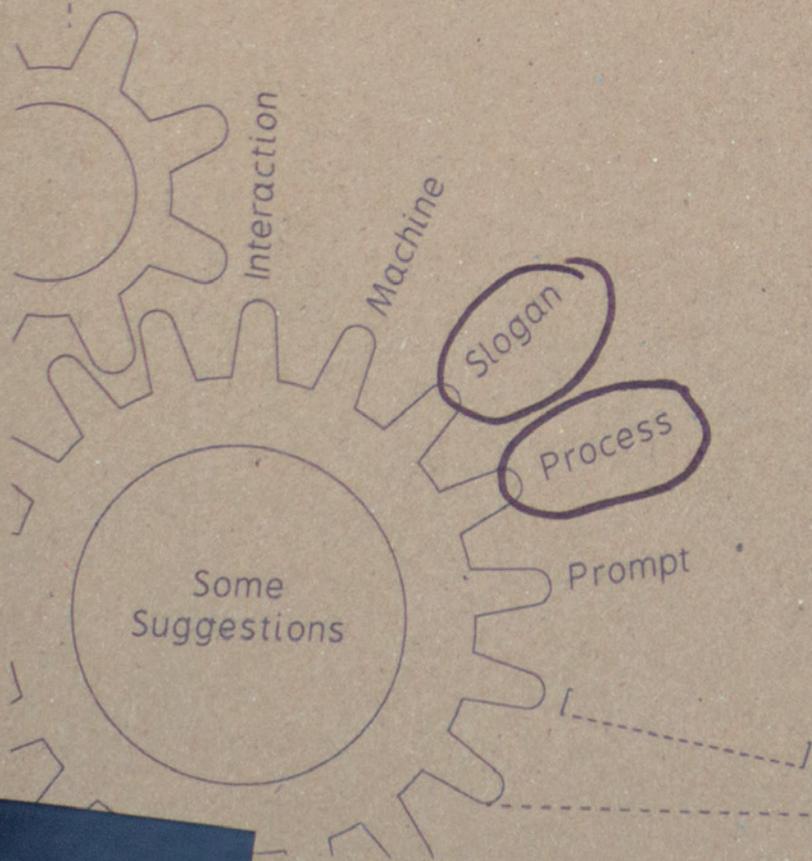
Absurd ideas  
Drunk ideas  
Child friendly  
Vulgarnomics

HOW TO TURN  
INTO CH

- IDENTIFY
- QUEST
- APPRO
- " V U



RED WINE  
AT THE SAMPLE



RN 'VULGAR' IDEAS  
ILD FRIENDLY ACTIVITIES

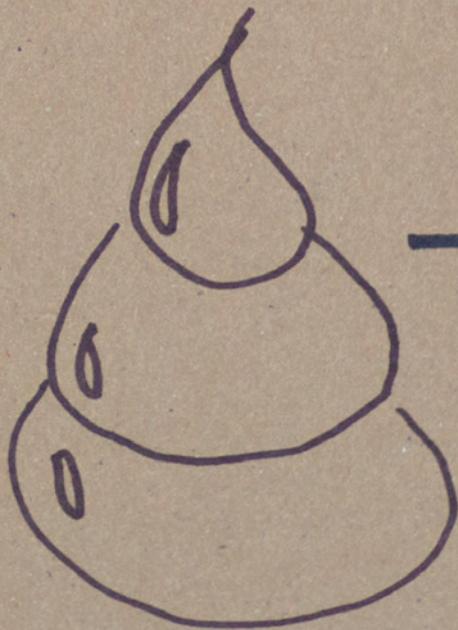
Y - DOCUMENT

ION

OPRIATE

"VULGARONOMICS"

DOCUMENT  
↓



FILTER

GREAT

IDEA

UTTER  
CRAP

Your Name:

SCHOOLS  
PROGRAMME

Tool designed by IDEAS FOR IMPACT Lancaster Univ

Design something to help you personally be more creative...

The proposal

Notes and ideas

REMEMBER  
THIS  
STUFF

M. LEAVE M  
T. BE PROA  
W. WHY NO  
T. MY CREAT  
F. RISK  
SS

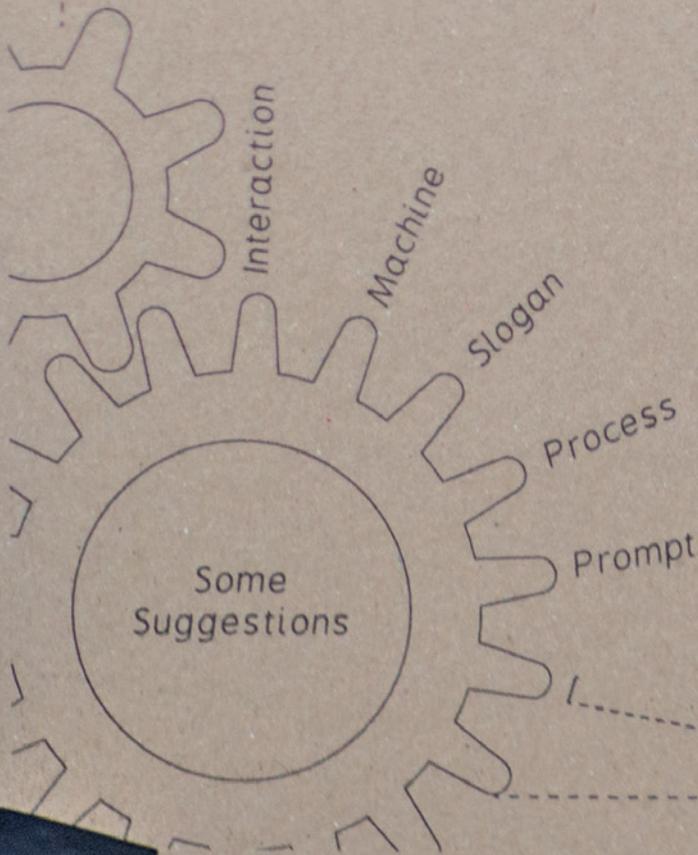
10 MINS PU

FIND A NEW  
& USE IT

TURN OFF E

WORK OFF-S  
WITH A TAS

VISIT AN EX





Design something to help you personally be more creative...

The proposal

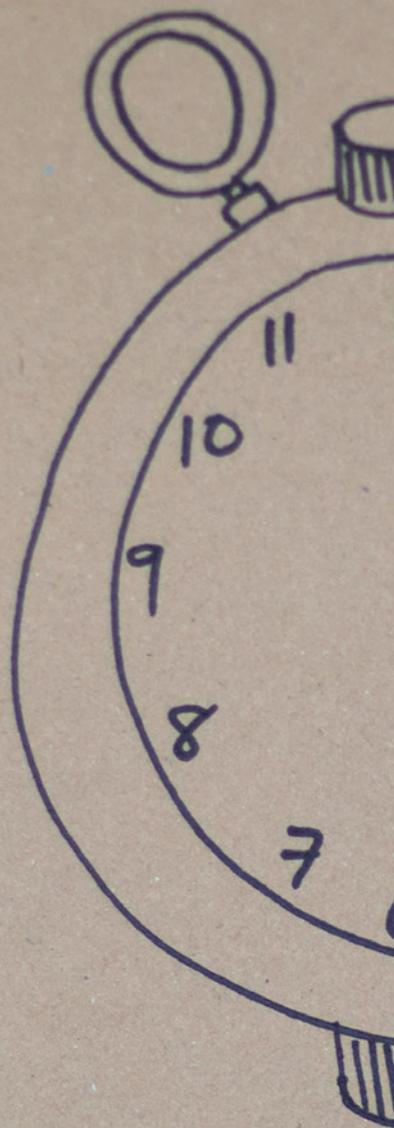
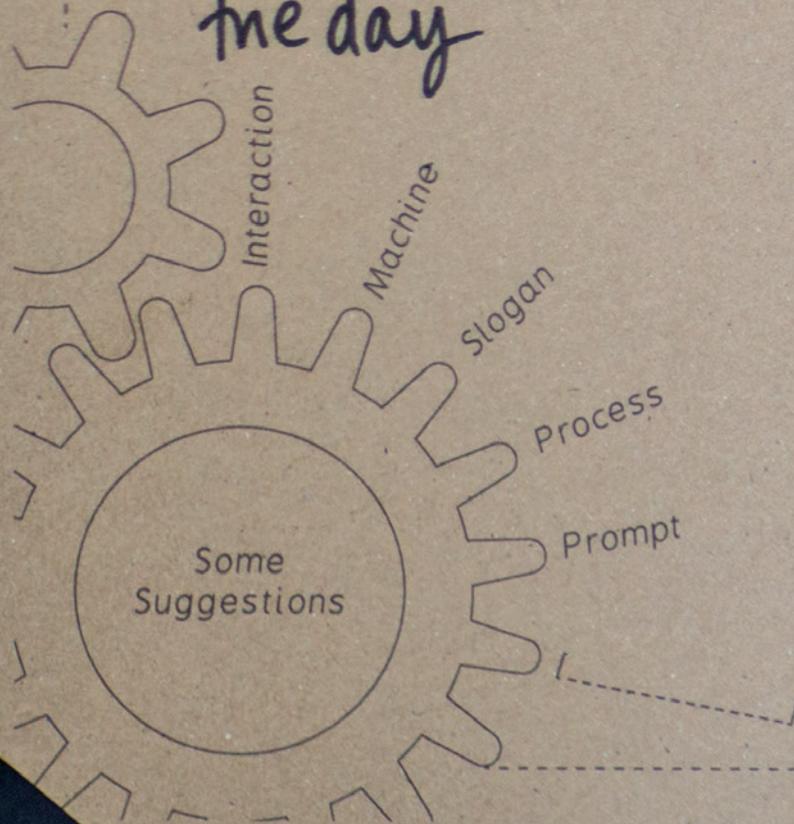
Notes and ideas

Always something to do/  
a problem to solve

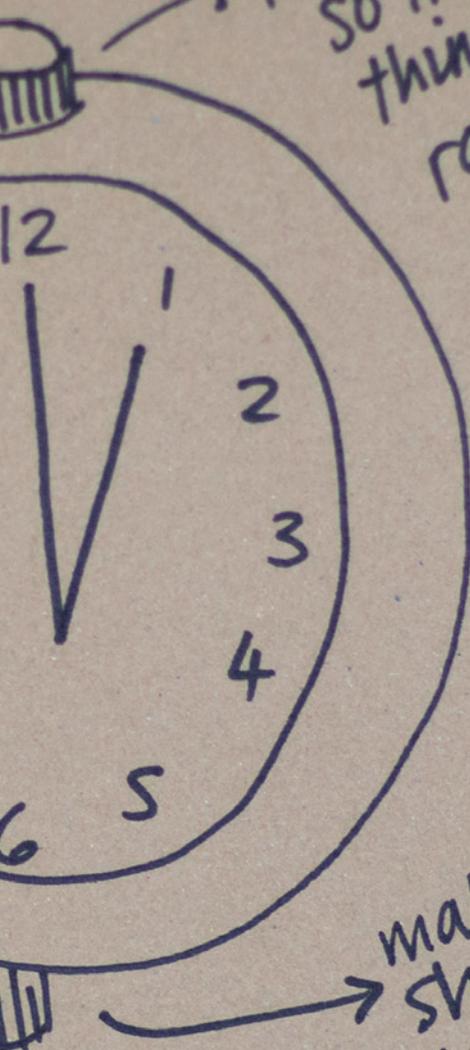
admin / emails

visible presence (shared  
office)

never enough time in  
the day



A watch that  
invisible



→ pauses time,  
so that I can really  
think about an idea,  
rather than being distracted  
by logistics/emails/  
problems/queries

→ makes me invisible - love our  
shared office but you never  
have the option to 'close the  
door' and give yourself  
time + space

pauses time and/or makes me  
le

Your Name: Laura

Logo developed by IDEAS for Impact at Lancaster University

Design something to help you personally be more creative...

The proposal

Notes and ideas

talking (informally)

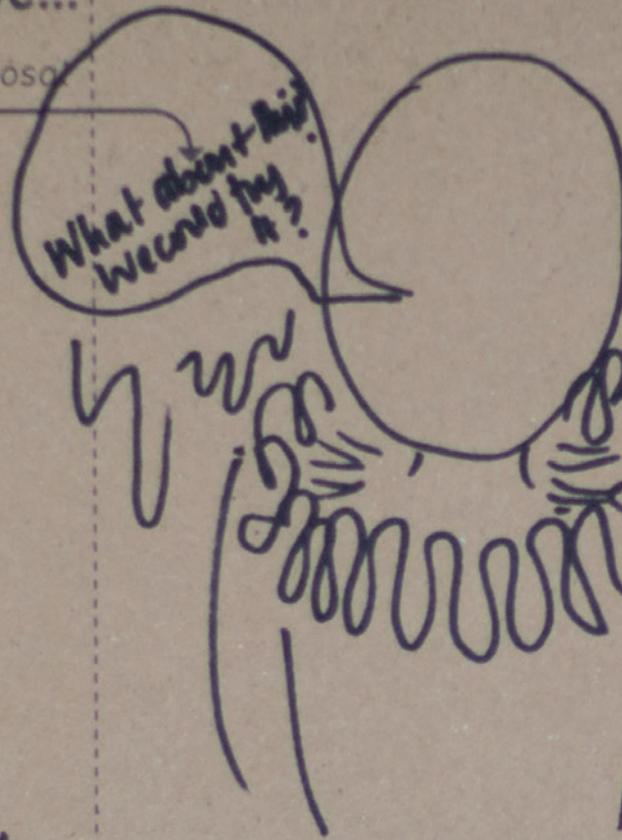
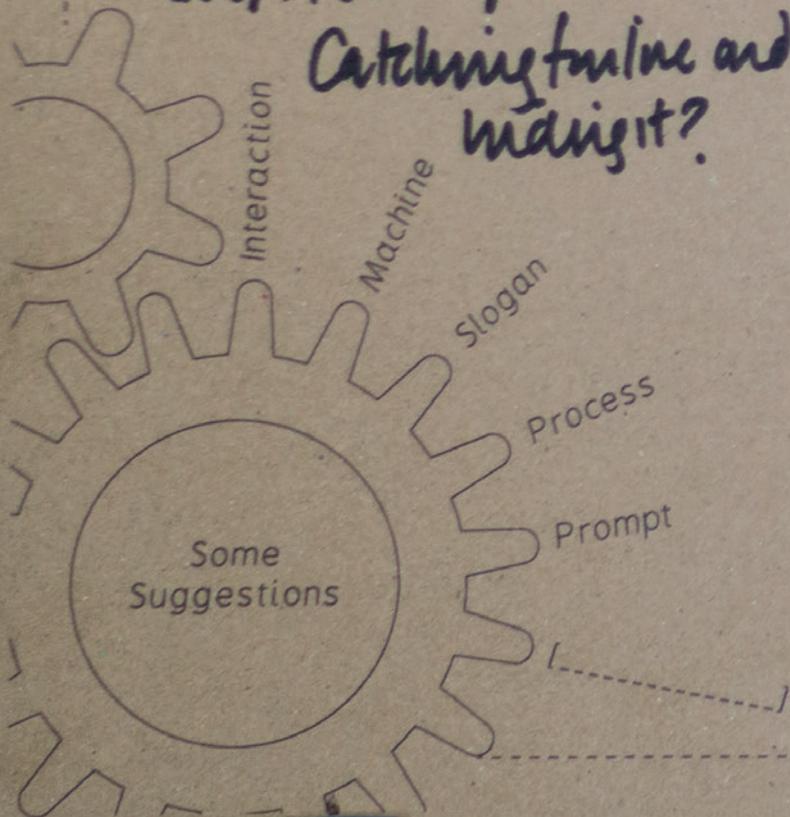
eating & drinking

1 min briefs / pitches

Chatting through ideas

Idea hatching - one sound idea - pitch it in to different people/colleagues adapt/develop.

Catching failure and making it?

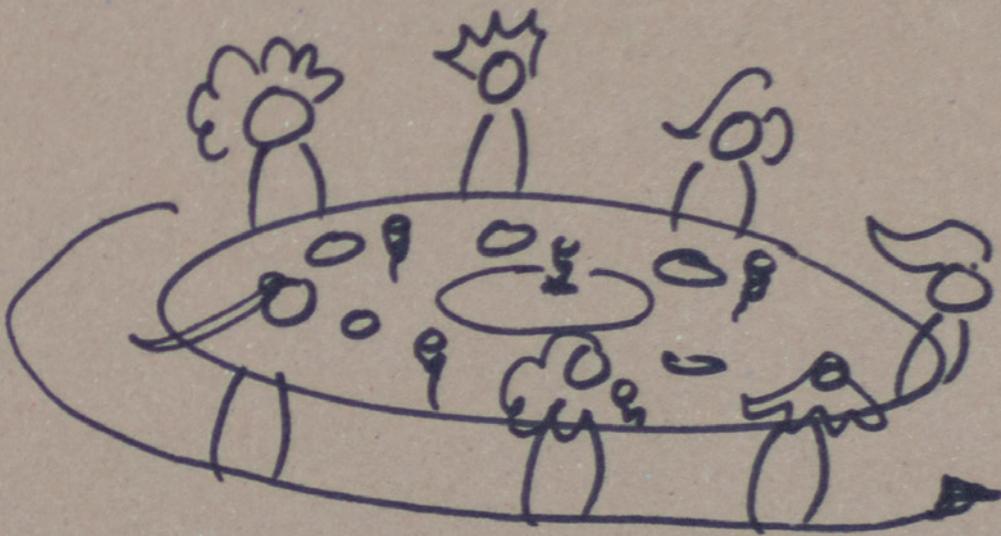


Always say - 'We could have seen what'

The Ruff of Failure - my failures and Ideas....

We could do this... It might be a bad idea?

NB must include food and drinks....



...it all happens...  
- caters all gone wrong

Breakfast meetings  
with a cheese rotating  
table - pitch your  
problems or ideas and  
get 5 mins brainstorm  
and advice - discussion  
with your colleagues.

Your Name:

BELLY ENGLISH

not designed by IDEAS for Impact at Lancaster University

Design something to help you personally be more creative...

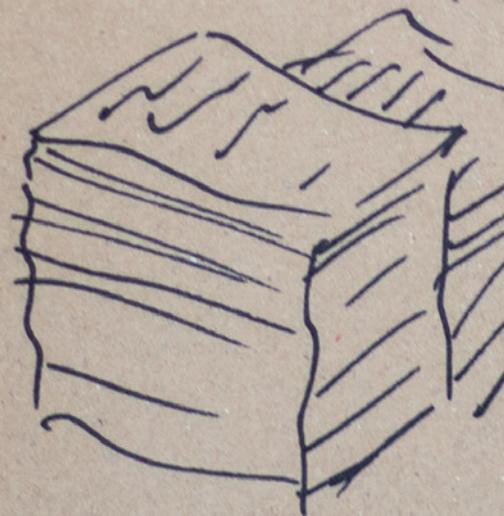
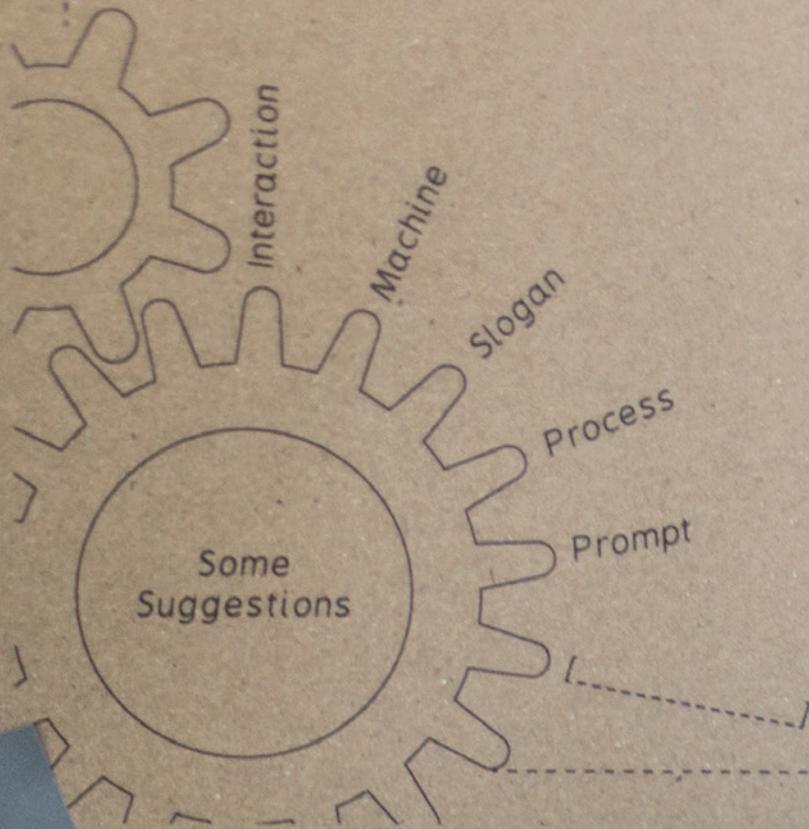
# HOW TO

The proposal

Notes and ideas

- Having an administrator
- Time to have own projects
- More time & confidence in admin side of role
- less emphasis on practical issues

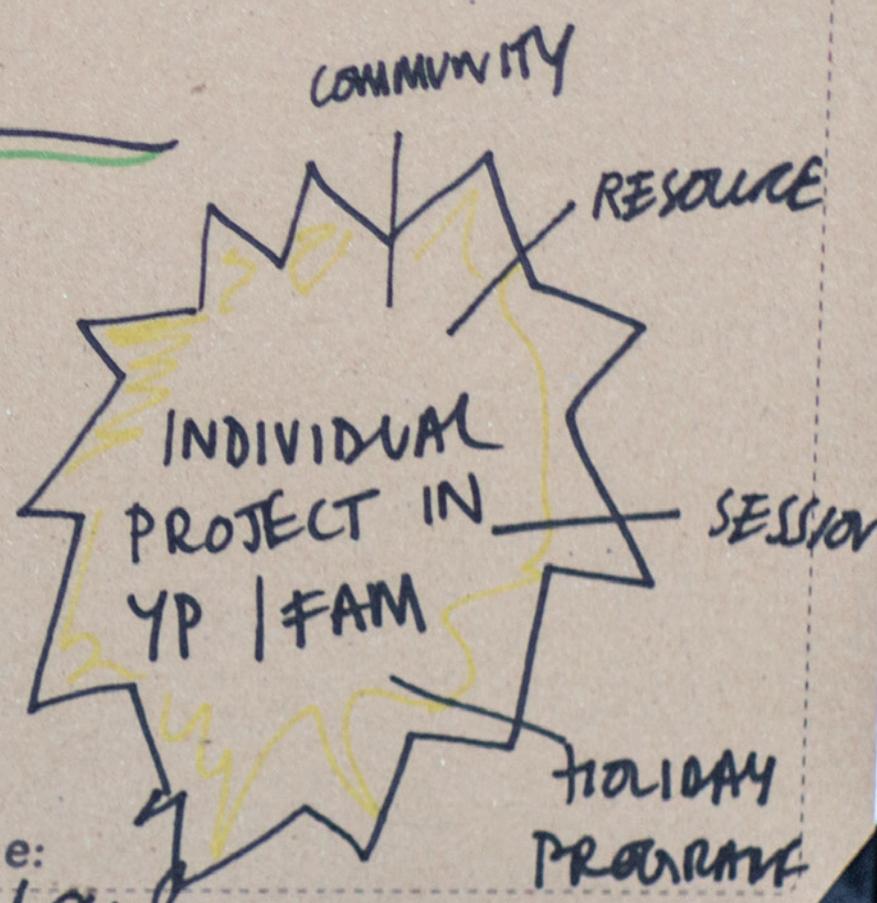
- ADMIN
- SUPPORT
- LEARNING
- FINANCE



# MAKE ADMIN CREATIVE

80%

20%



Your Name:  
Rachana

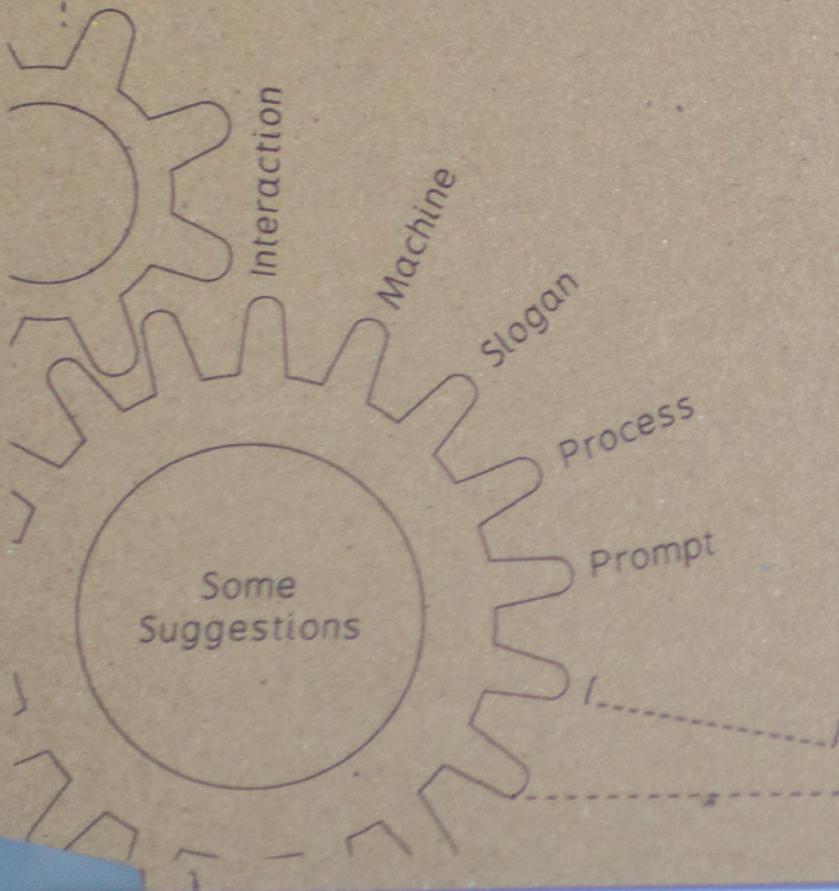
Design something to help you personally be more creative...

The proposal

Notes and ideas

A rule book  
to break  
Random rules or  
constraints to work  
around.

Random



Spin it once  
for a rule &  
once for an  
idea → re-approach  
nick the ideas for

# From Rule Roulette

(or the 3 Rs)



Magic / digital  
rule generator that  
brings up different  
ideas you have to  
find a way to break.

Takes you into a different  
dimension that allows  
you to break the rules for  
the length of time you  
require for your ideas.

Your Name: CARA

Adrian's Hit Machine

Design something to help you personally be more creative...

The proposal

Notes and ideas

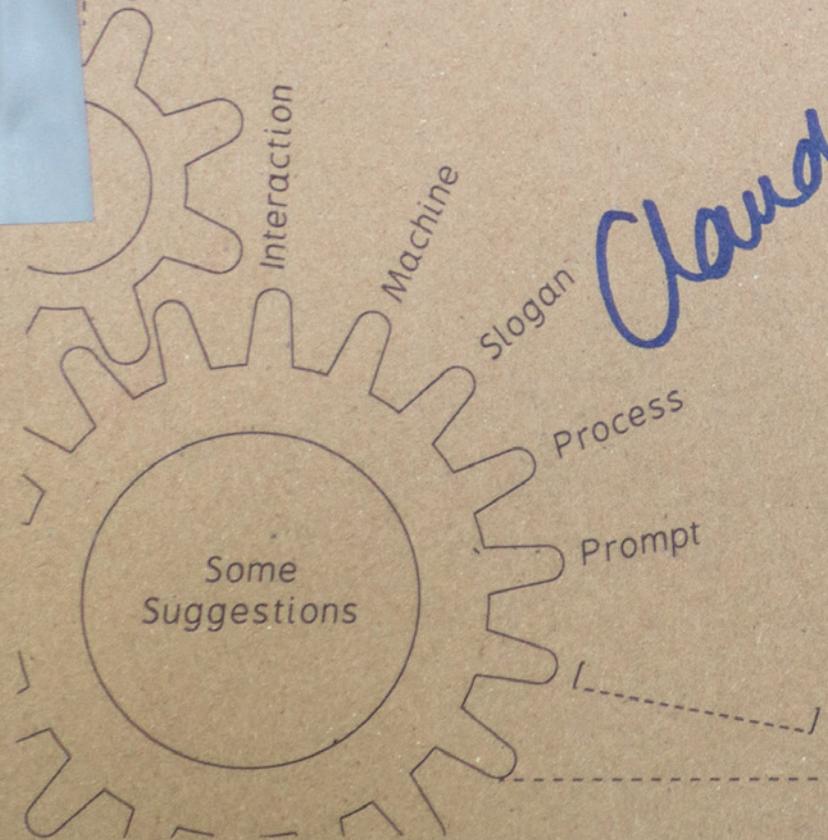
Pub:

- Dream time / play time
- A range of stimuli
- People to share with
- Comfy space
- space !! headspace

Pyjama  
 you can work at home in your PJ's  
 this morning - best idea time!

"Museum"  
 oooooo /

Claudia



When wear  
 you have one  
 explain the  
 watch

"Pass"



seeds  
tree shaped post box  
where people put

"Let me  
pick  
your..."

images  
quotes  
recurring  
colours  
is an  
idea



15 minute

brainstorm session with  
members from the  
team to explore a  
creative idea / block  
proposal.

"Mander"

Mooooo

ing this  
how to  
museum where you

Your Name:

- no soul - no me allowed to talk to  
you!

Design something to help you personally be more creative...

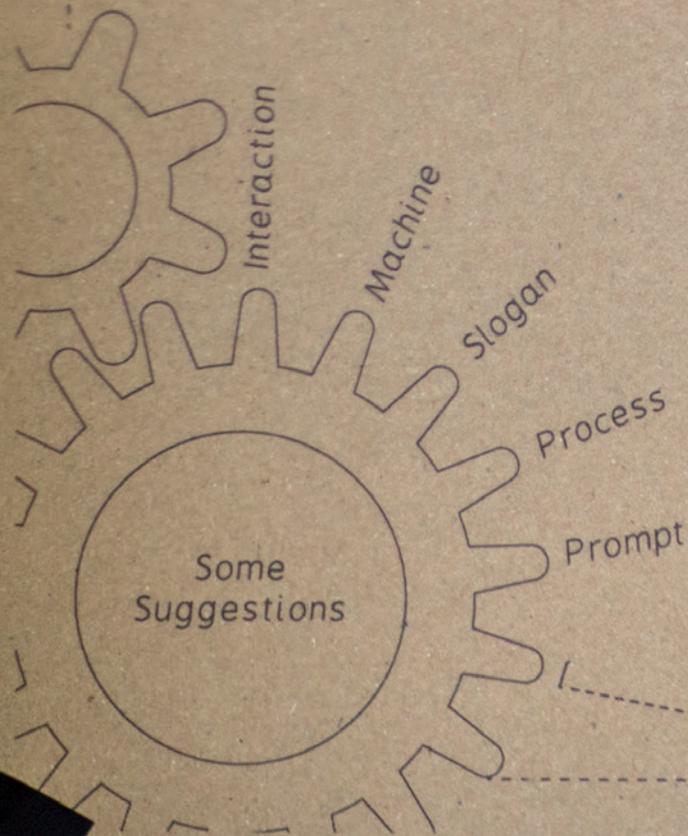
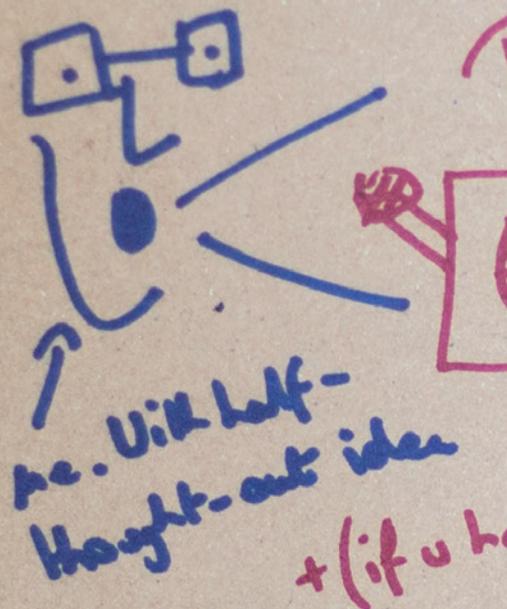
The proposal

Notes and ideas

TUE

# Hit

(The H)

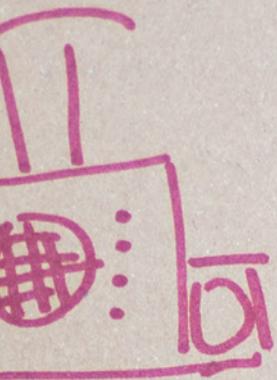


Satellite system takes all the best world ideas and edits them & broadcasts

PART (1)

- machine

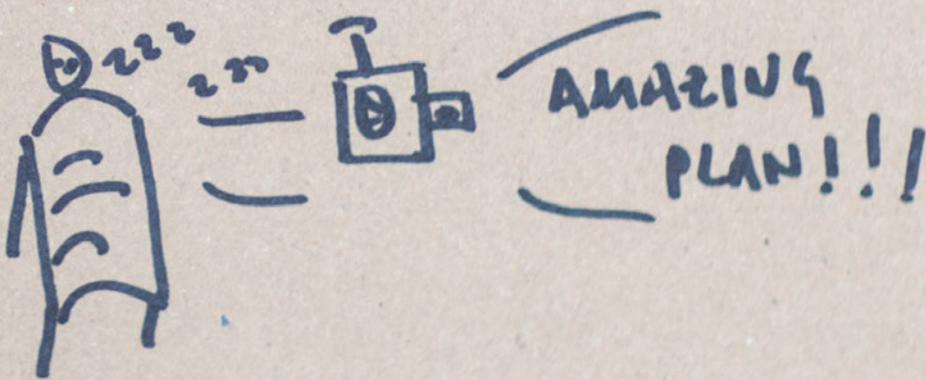
Half-Idea Translator...)



..... 'What U meant was...'

... bigger budget - combine with...)

The **Dot** - (Dream idea translator)



NOT THE INTERNET.

Your Name:

Tool designed by DCAS for Impact at Lancaster University

Des per

No

Design something to help you personally be more creative...

The proposal

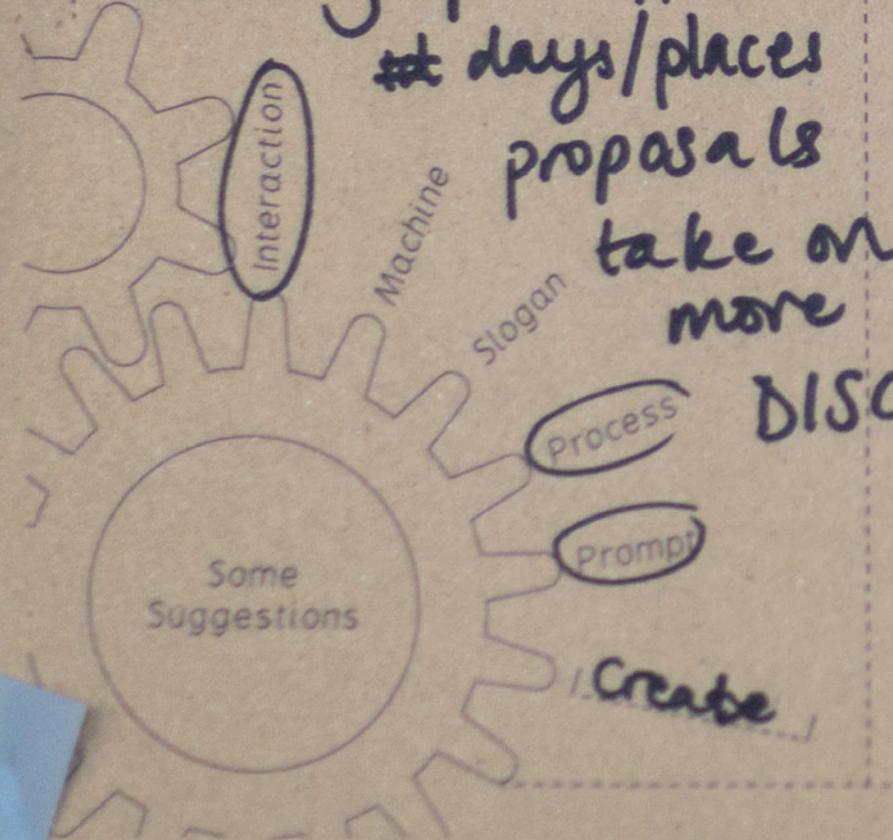
Notes and ideas

Brainstorming/mindmap  
Collaboration  
NEW Ideas  
different perspective  
" challenges  
understanding whole process  
Shaking up - different

soft space!

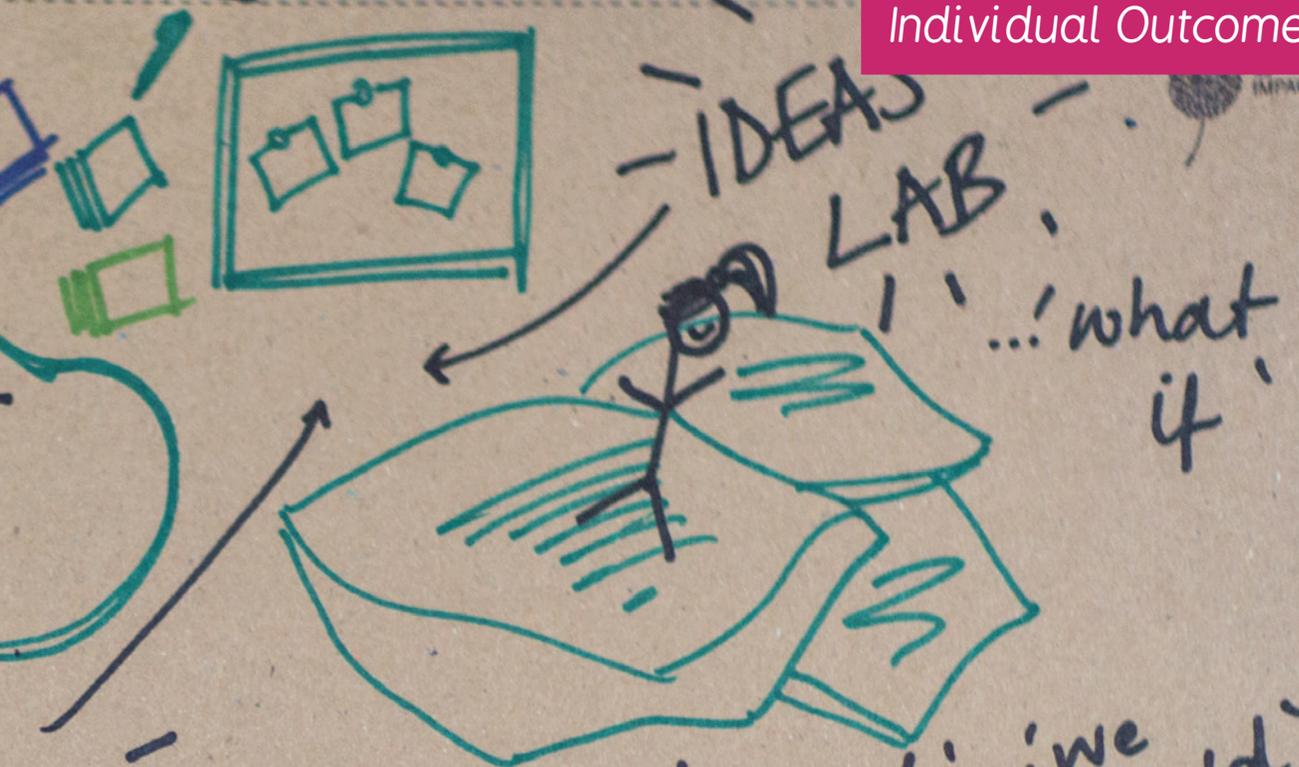


POP UP  
in museum  
hi  
studio



DISCOVER

not prepared by UoL for impact of Lancaster University



can -  
hidden  
space

...! experiment ...! we could

...! lets meet ...

...! lets look at ...

...! pretend ...

...! research ...

- different senses -
- " starting points -
- unexpected outcomes -

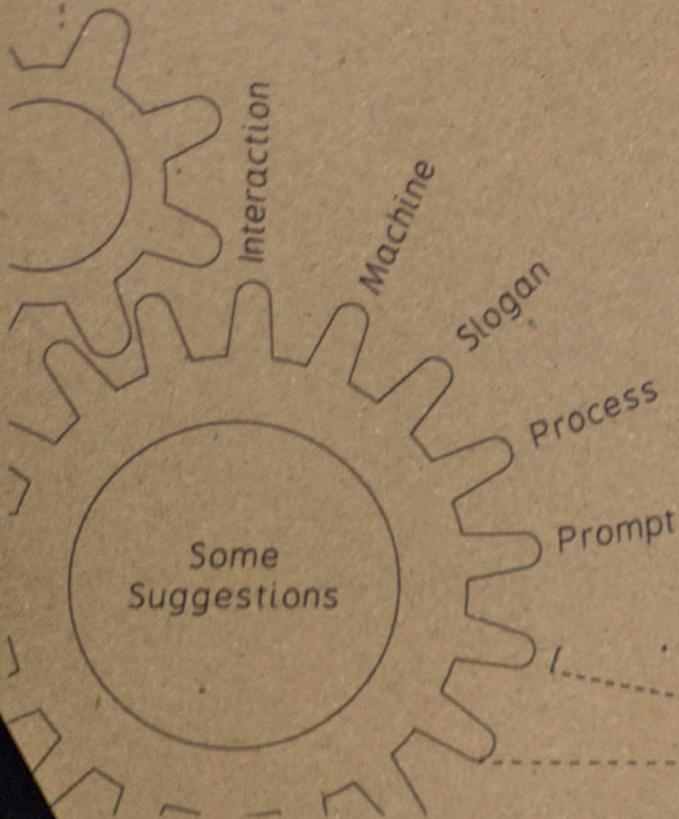
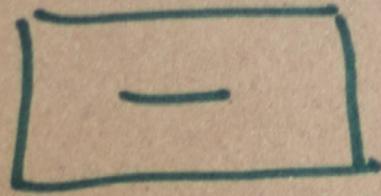
Your Name: Zoe

Design something to help you personally be more creative...

The proposal

Notes and ideas

" HALF-ARKE  
BOX .



PART (2)

D IDEAS

One a week, you have  
20 mins to work it up.

Your Name:

Design something to help you personally be more creative...

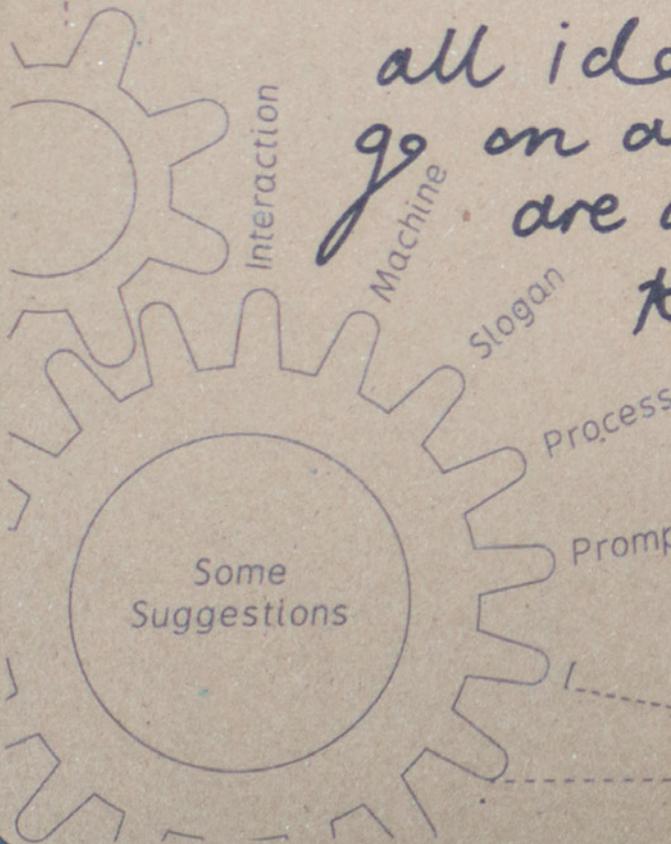
The proposal

Notes and ideas

help me be more creative?

- be more concise
- clear
- enthusiastic

\* ideas tree



all ideas  
go on and  
are added  
to. so

creative  
process is out  
in the open.



Your Name:

Jenny Wedybury

Design something to help you personally be more creative...

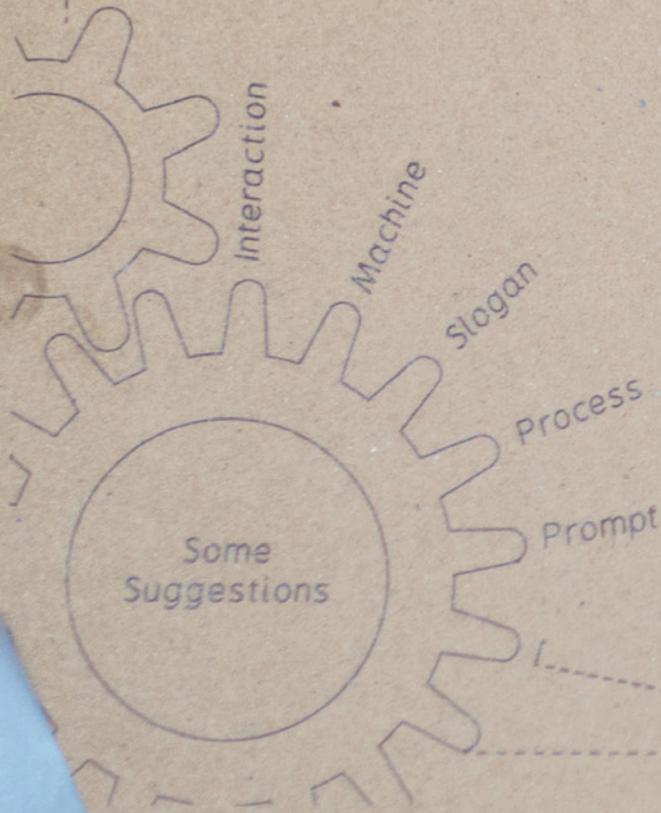
The proposal

Notes and ideas

Think  
L  
Go

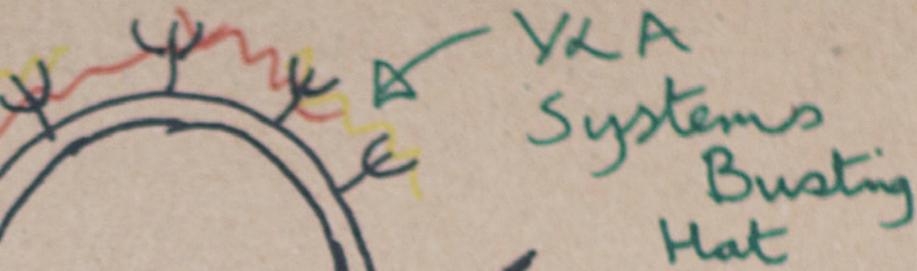


Think &

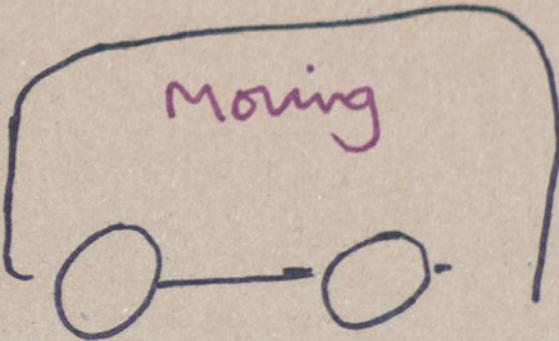


Any  
where  
creative

To pro  
the ne  
big t



Go



moving

redict  
xt  
thing!

Your Name:

# DESIGNING WAYS FOR THE GROUP TO BE MORE CREATIVE

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*Going from enhancing individual creativity to supporting the entire team*

Once all of the personal ways to be creative had been displayed and examples had been shared, the group brought the ideas they had explored throughout the day together and were asked to think about ways that they as a team could be creative. The team split into four groups and worked together to complete a large-scale pro-forma. Several outcomes of the activity related to making the team's office space more inspiring, but other ideas emerged, included taking two days out a month to do something creative, having a creativity surgery where other members of the team could give advice on ideas, and going to work somewhere else to be inspired by another person or organisation's work practise.





Small teams discuss ideas for how they could be more creative as a group.



A view of the Lowther Room at the Royal Geographical Society as the teams work on ways to be more creative as a group.

# Design something to help the group be more creative...

The proposal

Notes and ideas

Sabbaticals

Paul Smith's Studio.

Curators + RIBA offices.

library, study space

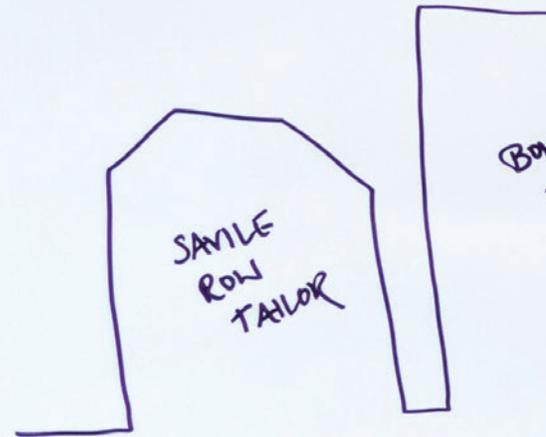
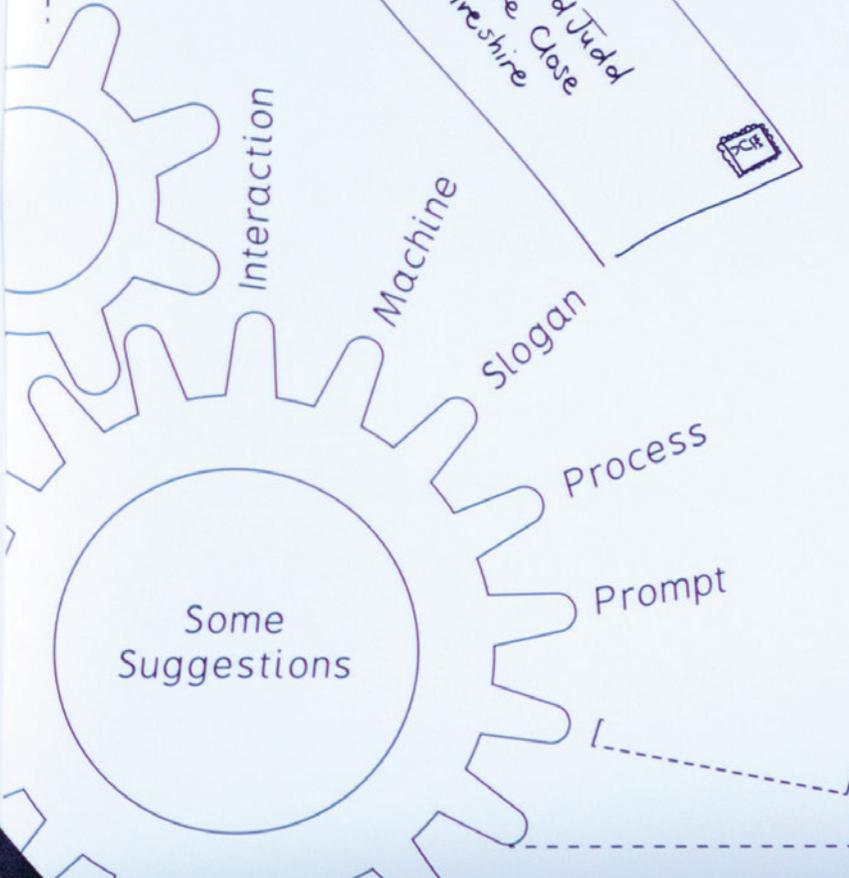
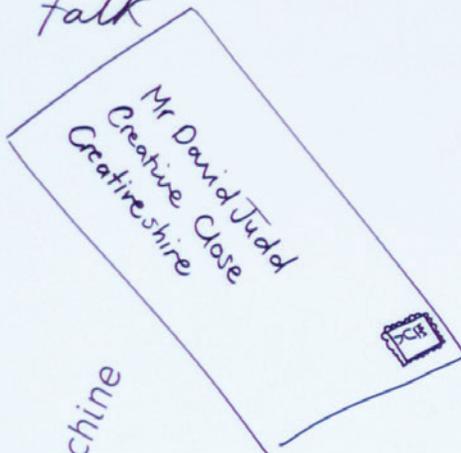
pass to go somewhere - visit

more and tell table. Gallery.

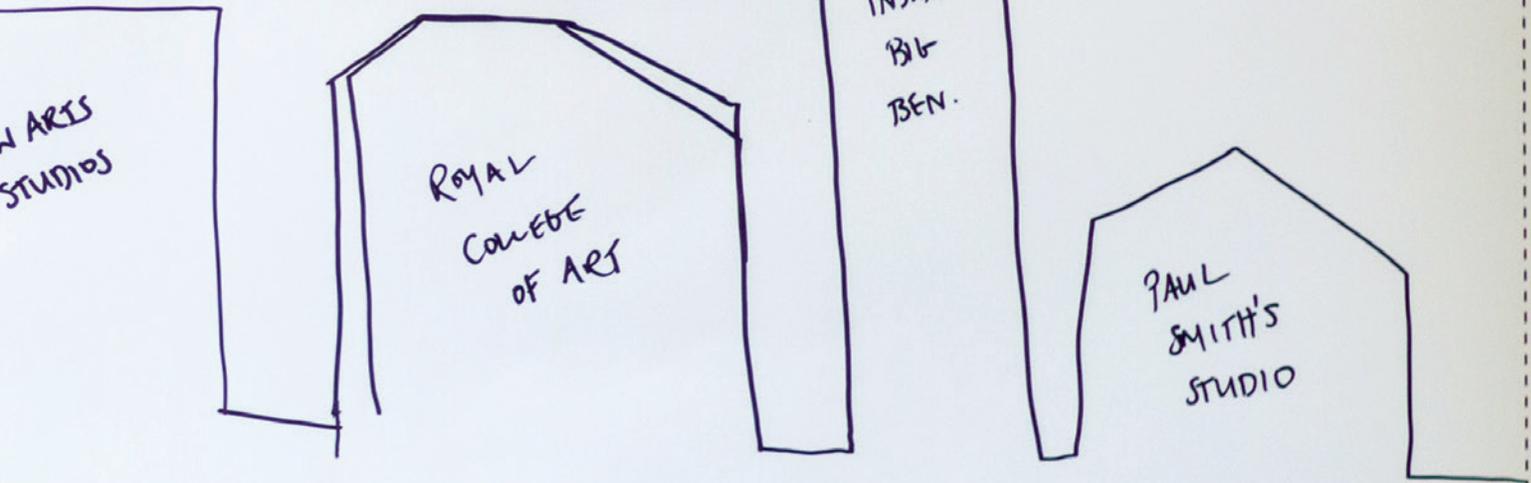
feed back more.

Walk and talk

Cabinet of Curiosities



- CHANGE OF SCENES
- SPEND A DAY / A WEEK IN ONE OF THESE PLACES
- LEARNING A NEW SKILL
- MEET NEW PEOPLE
- BRING IDEAS BACK



/ BE IN A MORE CREATIVE SPACE

NEED WORKING IN  
ACES

SKILL OR TECHNIQUE

E  
K

# Design something to help the group be more creative...

The proposal

Notes and ideas

bureaucracy techniques, - unpack new email free time

office space - a collective responsibility

forced time makes stuff happen

team time is limited - make the most of it

A work in progress space - rework the whiteboard

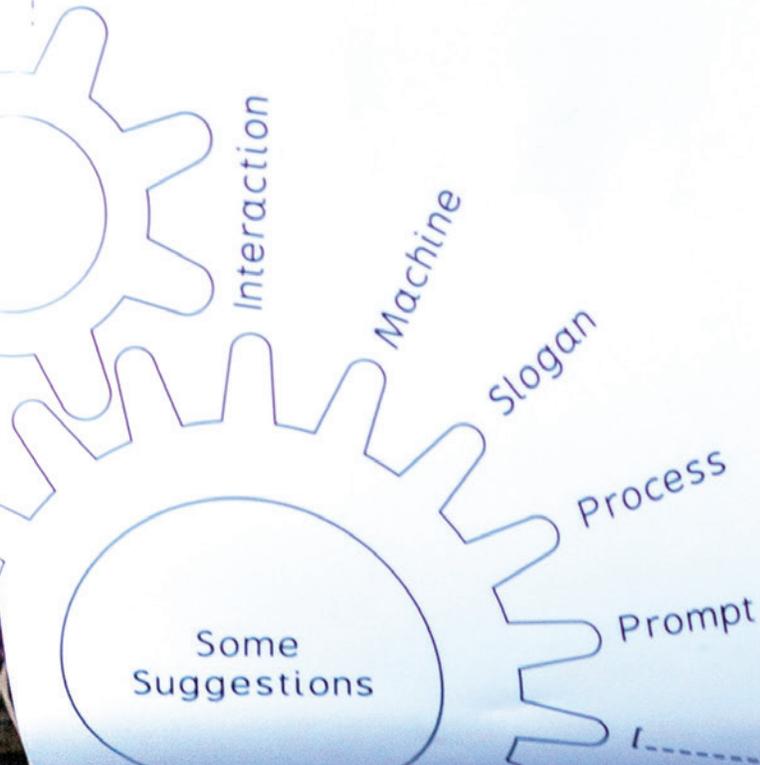
improve the office

→ work in progress

→ rework the office  
↳ time

↳ new ideas

→ regular sessions  
collective table etc



ice space by . . . .

gress space (either on lockers or whiteboard)

whiteboard (divide into sections eg inspiration <sup>images</sup> <sup>exhibitions</sup> <sup>articles</sup>)

specific, regular clear down

eg Success section

magnets

time to focus on the office, take more responsibility for overspilling stuff, meeting

# Design something to help the group be more creative...

The proposal

Notes and ideas

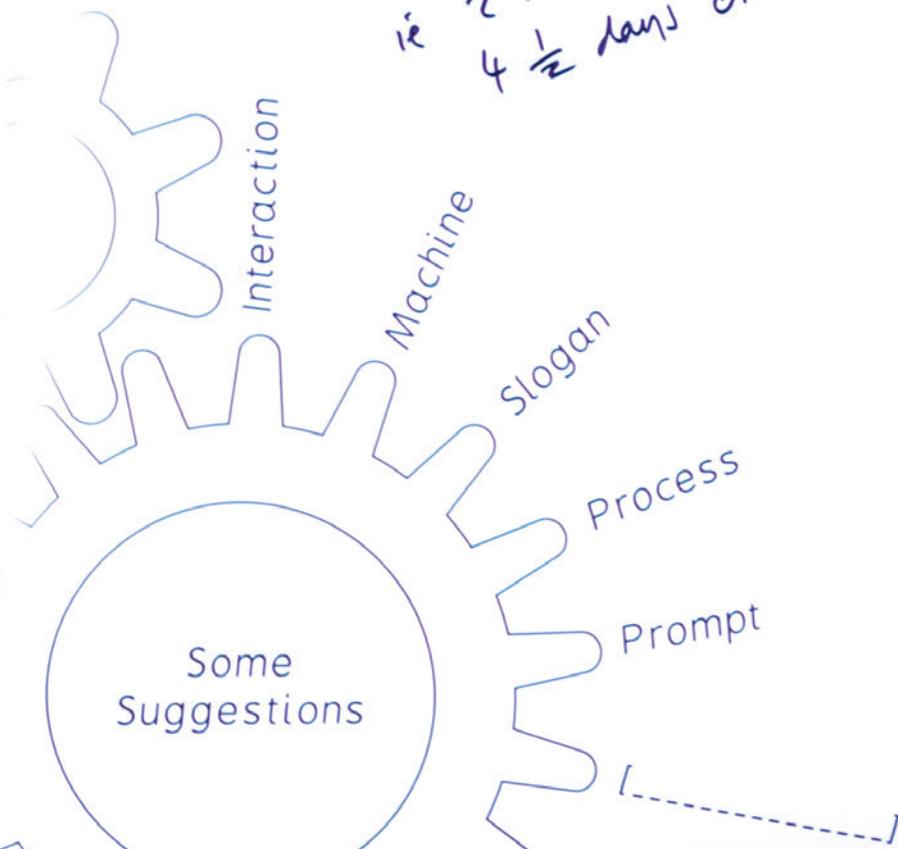
Time out of office to work creatively in alternative location -

- research
- project planning
- creative content development.

twice per month  
me + tonight

on a regular basis - even if not working on something specific can take this time to be inspired ie visit another museum / performance etc.

- can use 2 days at Juit  
ie 2 whole days  
4 1/2 days etc.



# Days of Creativity!

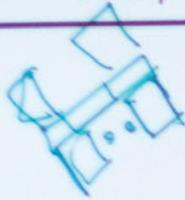
I HAVE YOU TAKEN  
YOUR 2 DAYS OF  
CREATIVITY THIS  
MONTH?!



Design something to help  
the group be more creative...

The proposal

Notes and ideas

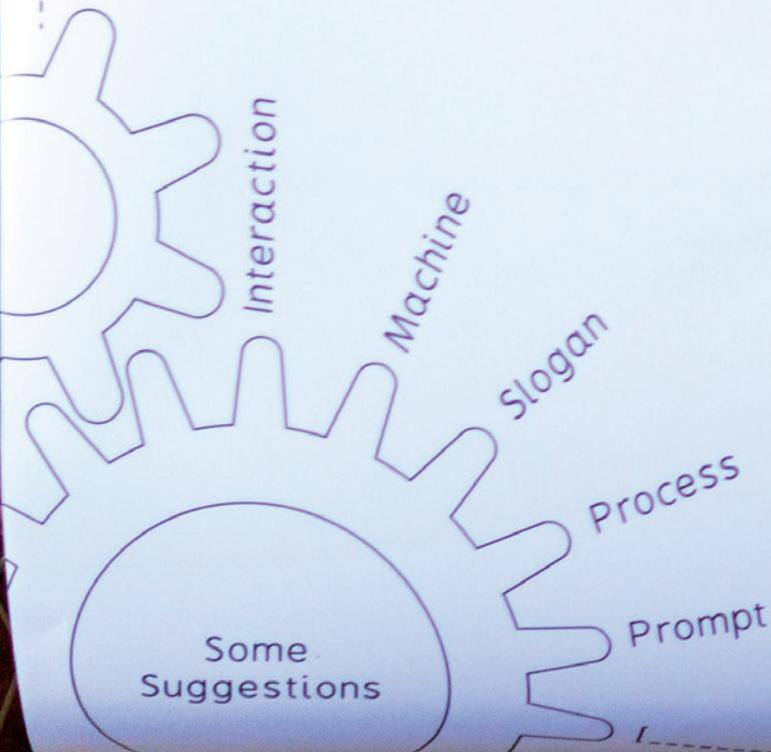
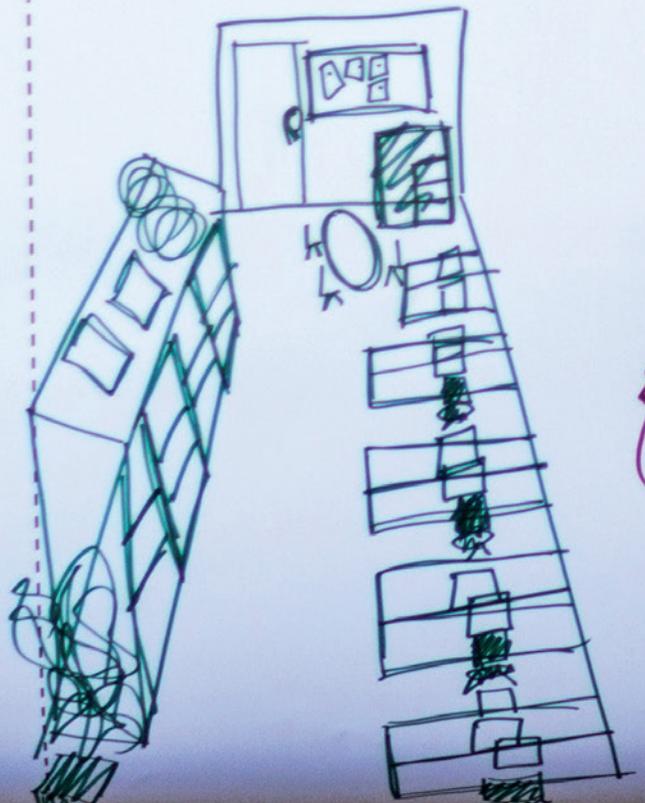


## Environment of work

- mobile working device
- mess space
  - studio
  - practical
- Remove regimented angles
  - more colours

NOW

SFYP  
office



# FANTASY VERSION

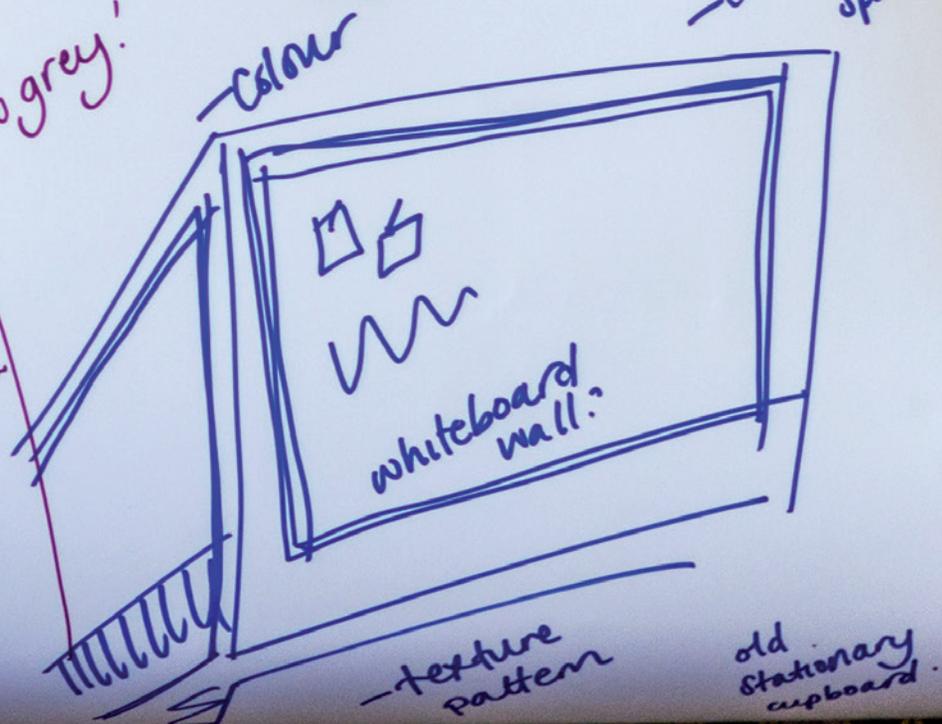


no grey!

# SEMI-REALISTIC VERSION...



portable devices







# NEXT STEPS

## *Making the day the start of the conversation*

The interesting discussions that had arisen during the workshop were summarised by Sarah and other participants from the event. We observed a great deal of enthusiasm and energy from the team, indicating that some really useful ideas had come out of the day. To ensure that the work done during the session had continued meaning, we provided time during the session for the team to decide how they would take the content of the day forward in their normal working rhythms. We also produced this report and an accompanying tracking tool to allow the team to monitor each team member's efforts to engage with more inspirational activities outside of the office.

The small teams come back together to share the outcome from the group creativity task.

# DELIVERED BY

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*ImaginationLancaster, Lancaster University*

The workshop was designed and delivered by Leon Cruickshank, Roger Whitham and Laura Morris from ImaginationLancaster, a design research centre at Lancaster University. The tools used in the workshop were designed as part of the IDEAS for Impact project at ImaginationLancaster, which is funded by HEIF.

More information:

[imagination.lancaster.ac.uk](http://imagination.lancaster.ac.uk) and [impact.lancaster.ac.uk](http://impact.lancaster.ac.uk)

