Creative Working Life

2030

A report on the creative performance in the Finnish workplace

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Creative Working Life 2030

Creative Working Life 2030

Creativity is a critically important skill in the workplace. According to the World Economic Forum, creativity already ranks as the second most important core skill at work, and is increasing in importance faster than other skills. Creativity is needed to accelerate the transformation of practices, leverage new technologies, develop workplace innovations, generate commercial innovations, and make the Finnish workplace the best in the world.

The true transformational driving force behind the project lies in the close collaboration between individuals, companies, and associations. The Creative Working Life 2030 project was led by The Association of Finnish Marketers MARK and it is part of the WORK2030 programme. The project was carried out in collaboration with Marketing Finland, Technology Industries of Finland, Finnish Information Processing Association Tivia, Henry, Academic Engineers and Architects in Finland TEK and Aalto University. Expertise was provided by Yellow Method, a research and development company specialising in creativity.

WORK2030 programme

WORK2030 is a development programme to reform operating practices in cooperation with workplaces, industries and experts, and create working life innovations to benefit employment, economy, competitiveness, and the international brand of Finnish working life. Starting in 2020, WORK2030 programme is based on the Programme of Prime Minister Sanna Marin's Cabinet, and set to continue.

WORK2030 aims to spur the renewal of operating practices and the effective use of technology in Finnish workplaces, strengthen a working culture based on cooperation and trust, and for Finland to become a leading developer of working life innovations and to have the world's best workplace wellbeing by 2030.

A report on the creative performance in the Finnish workplace

This report contains the results of a survey of 3,005 respondents, conducted in the context of the Creative Working Life 2030 project, and the conclusions drawn from it about the creative performance in the Finnish workplace. The results show a large variation in creative performance between industries, age groups, and education levels. The biggest challenge to creativity in the Finnish workplace is a lack of confidence, and the largest potential is in our curiosity and willingness to learn.

What did we set to find out?

The survey examined creative performance in the Finnish workplace. Respondents assessed their creative potential and the factors that interfere with it, divided into five elements, that, based on previous research, describe individual creativity – identity, drive, curiosity, insightfulness, and confindence.

Creative identity is the cornerstone of our creative attitudes and behaviors. If a person does not perceive themselves as creative, they are not likely to readily engage in creative problem solving. Drive refers to a way of thinking that aims for motivation and growth: it is the engine which propels us forward. Curiosity means the willingness to seek out the new or unusual – a thirst for knowledge. Insightfulness corresponds to the creative thinking process in our mind, and the ways in which we utilise it. Confidence reflects the belief in ourselves – the courage to act and move forward.

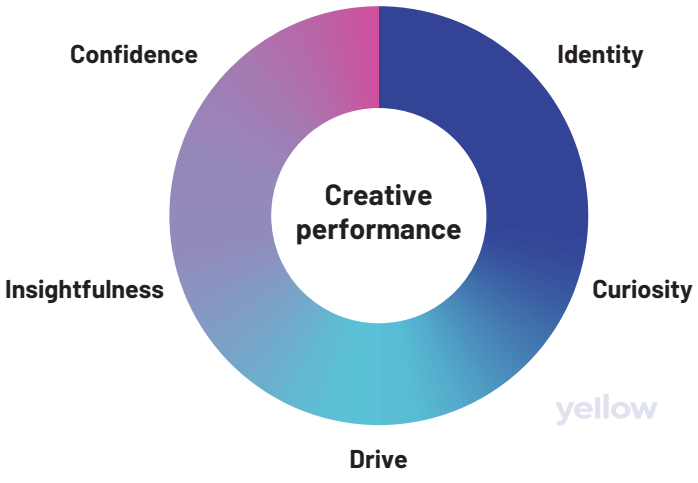


Figure 1. A diagram showing the elements of creative performance.

How is creativity measured?

In this report, creative performance is measured and compared using the creative performance index that combines individual's creative potential and interferences. CPI is based on researched model of creative performance. The indicators, each ranging from -100 to +100, identify whether inhibiting factors stand in the way of creativity, and where the largest creative potential lies within each of the five elements.

Insightfulness as key to creative performance

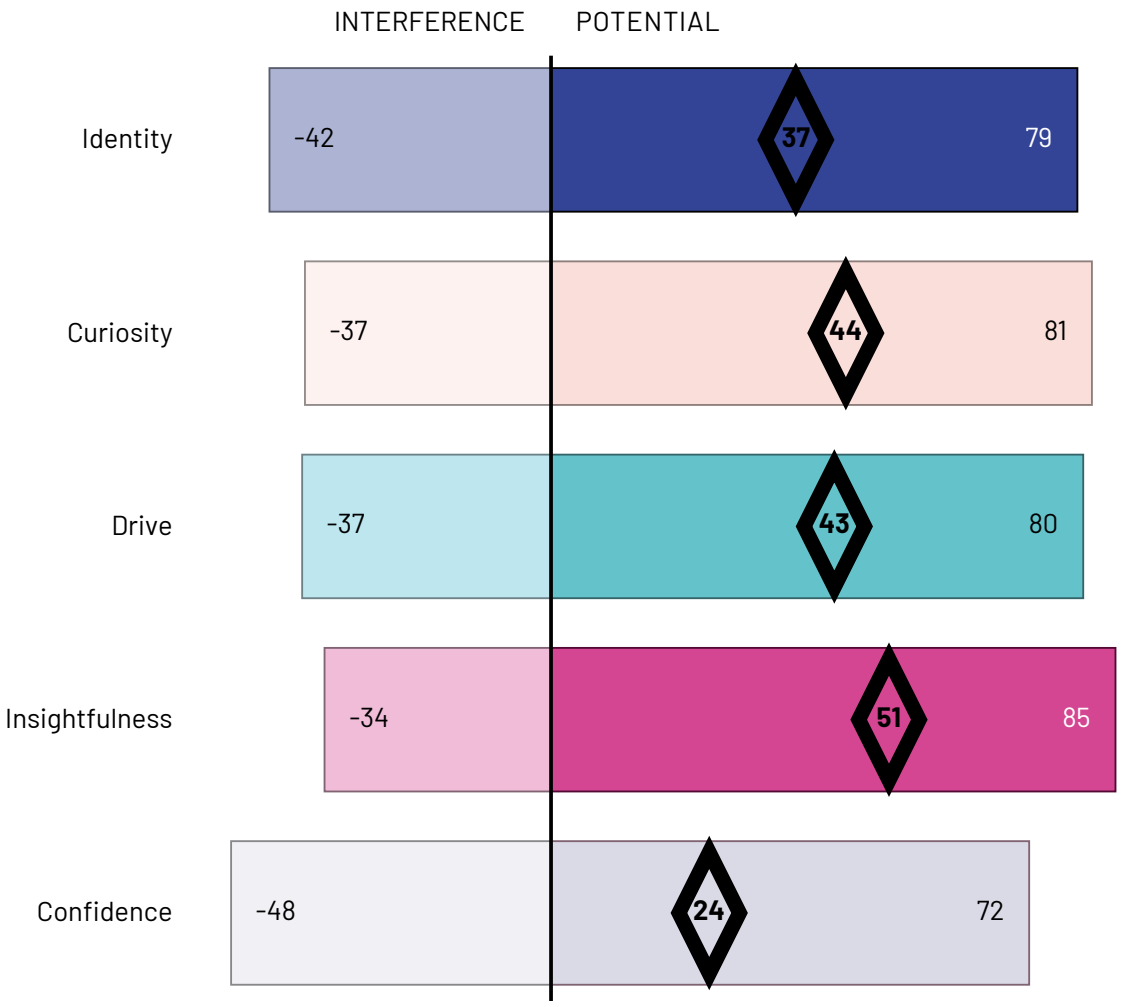
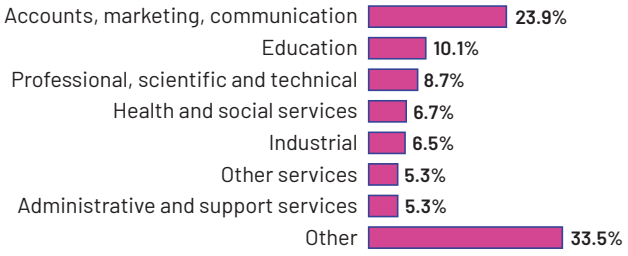


Figure 2. The indices for the categories of creative performance: the black lozenge shows the total index, additionally the indices for potential and interference are show.

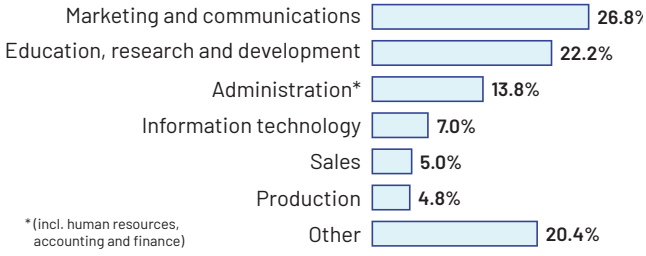
Survey respondents

The survey was carried out between 14 March and 7 September 2022. Of the 3,005 respondents, about one half are experts (professionals), or senior officers (middle managers). Two thirds work in the private sector, and almost 50% have a master's or bachelor's degree from a research univesity.

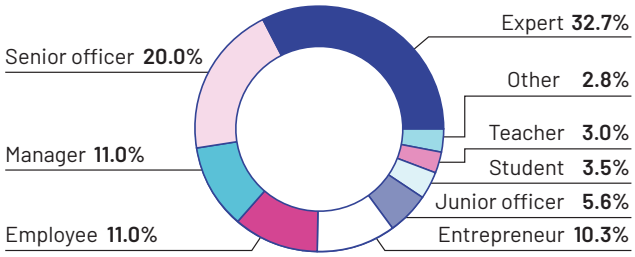
What industry do you work in?



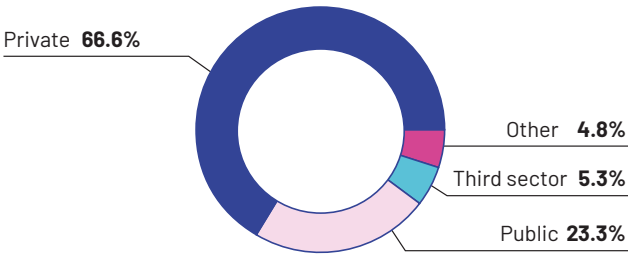
What is your function?



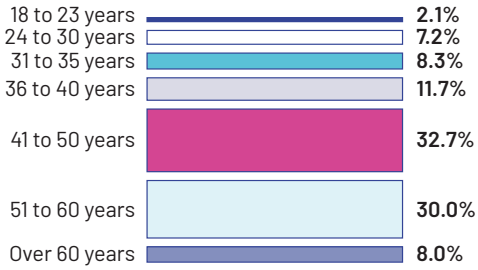
What is your role?



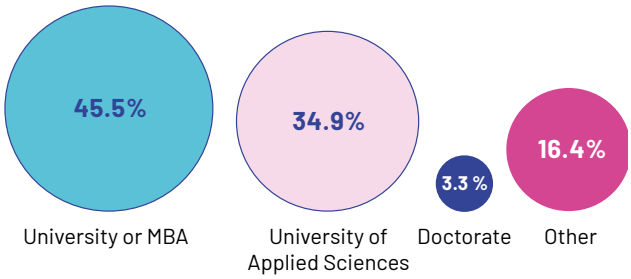
What sector do you work in?



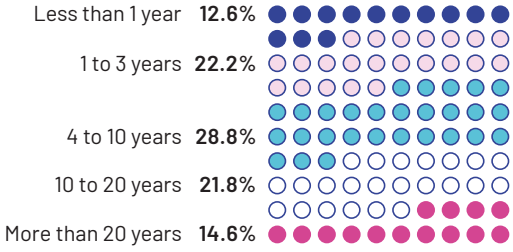
My age is



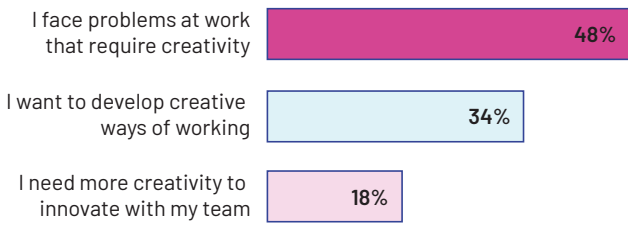
My education



Years of experience in my current role



What motivates you in becoming more creative at work?



Creative performance by industry

	Identity	Curiosity	Drive	Insightfulness	Confidence
Accounts, marketing, communication	38.1	44.1	43.4	51.8	24.0
Education	42.0	49.2	47.2	54.8	25.5
Professional, scientific and technical	36.5	44.1	41.8	50.6	26.1
Industrial	33.6	43.9	42.1	50.3	25.6
Health and social services	34.5	45.0	42.9	51.3	23.1
Other services	37.5	48.7	47.9	53.3	30.6
Administrative and support services	31.7	41.4	37.6	46.3	19.8
Other	36.8	44.3	42.6	50.8	23.8

Figure 4. The table above depicts individual creativity by industry, divided into the five elements of creative performance. Confidence is low, insightfulness strong.

Creative performance index by function

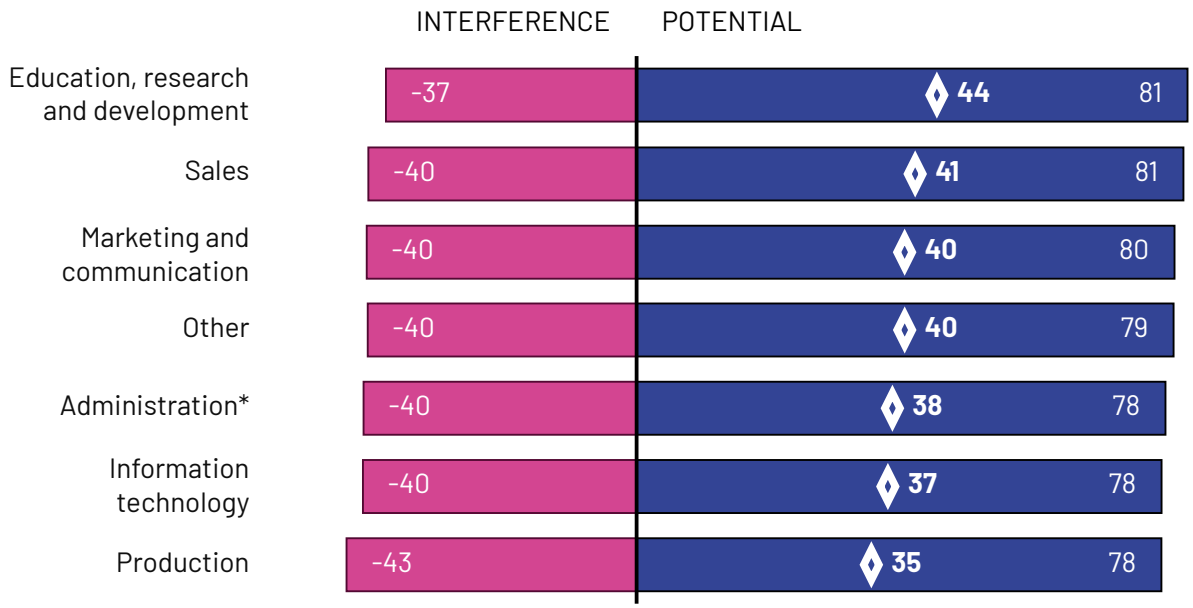


Figure 5. Creative performance index by function. Indices for creative potential and interference are also shown separately.
*) incl. human resources, accounting, finance

Creative performance by role

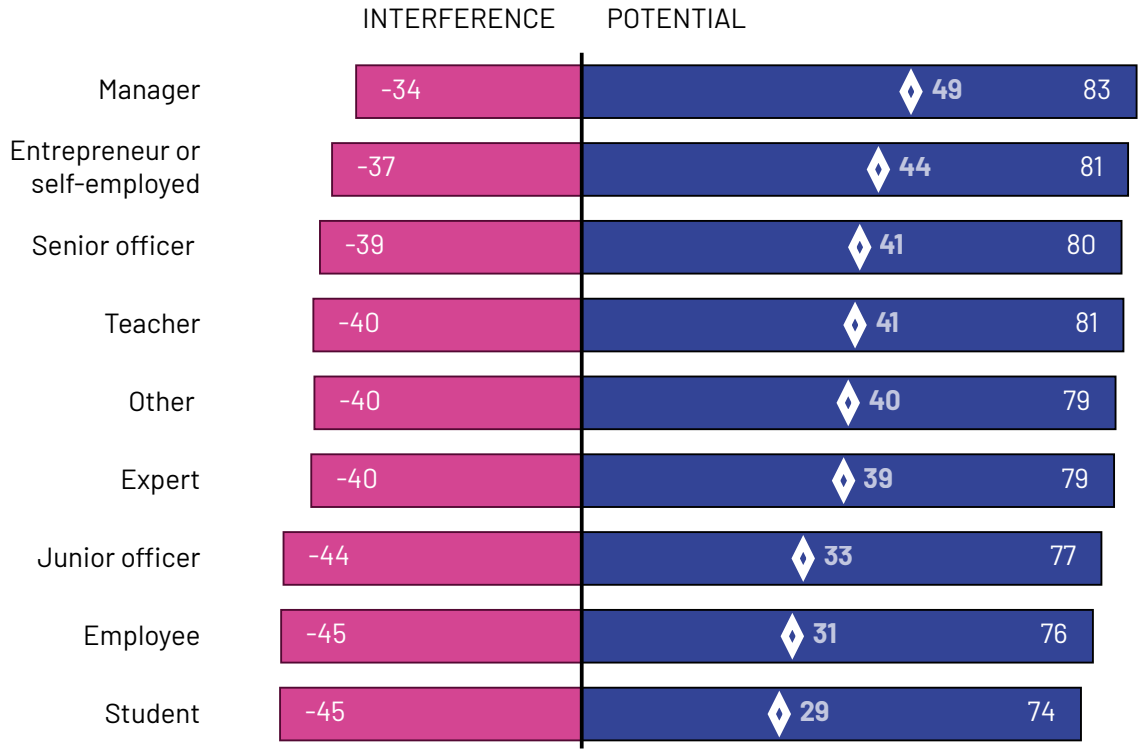


Figure 6. Creative performance index by role. Indices for creative potential and interference are also shown separately. Managers and entrepreneurs have the largest values. Students' creative performance is the lowest.

Creative performance by age group

	Identity	Curiosity	Drive	Insightfulness	Confidence
Over 60	39.2	48.8	46.4	53.2	29.9
51 to 60	39.6	49.6	44.1	52.6	27.8
41 to 50	37.4	45.0	43.7	51.6	23.6
36 to 40	36.2	41.6	40.5	50.1	20.9
31 to 35	33.5	38.8	41.3	48.9	18.2
24 to 30	29.0	32.2	35.4	44.3	16.1
18 to 23	26.0	27.2	32.2	39.6	16.5

Figure 7. The table above depicts individual creativity by age, divided into the five elements of creative performance. Creative performance rises with age. Confidence is low in all age groups.

What is creative identity?

We can both feel like or identify as a creative person, and we can also behave creatively – deliberately using creativity as a useful tool to enable us to problem solve, create new ideas or cope with change. For some people, being creative is a fundamental part of who they are, how they perceive themselves and how they see their place in the world. Behaving creatively can feel uncomfortable with uncertain outcomes, but it can also feel good, in particular adding a deeper sense of meaning in life.

What does the survey say about creative identity?

According to the survey, the majority of Finns enjoy creating something new. We are also open to change. However, it is challenging for us to enter the state of mind required for creativity, and we don't always know when and how we can be at our most creative.

Interference and potential for creative identity by education

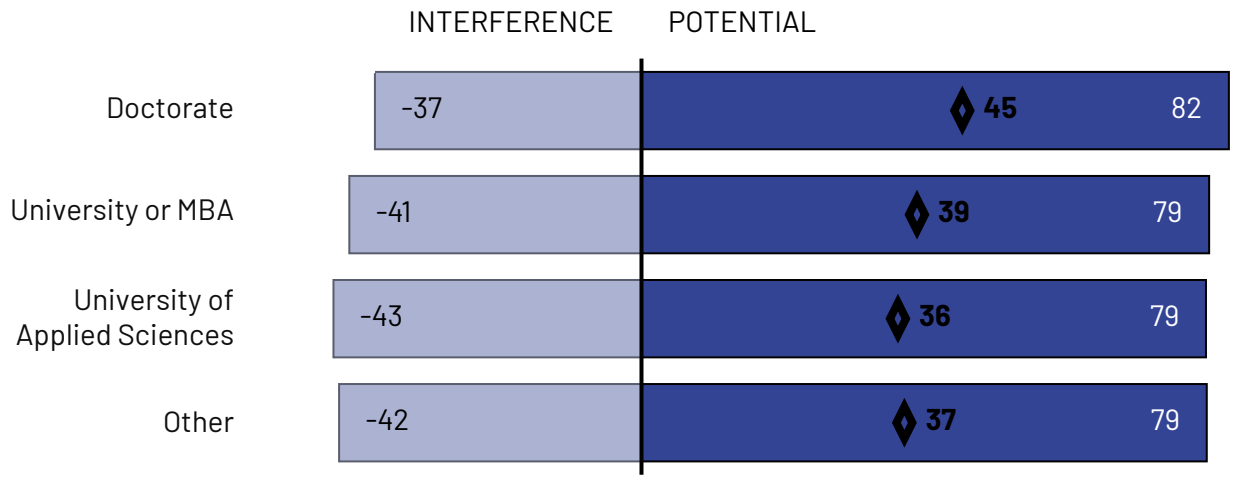
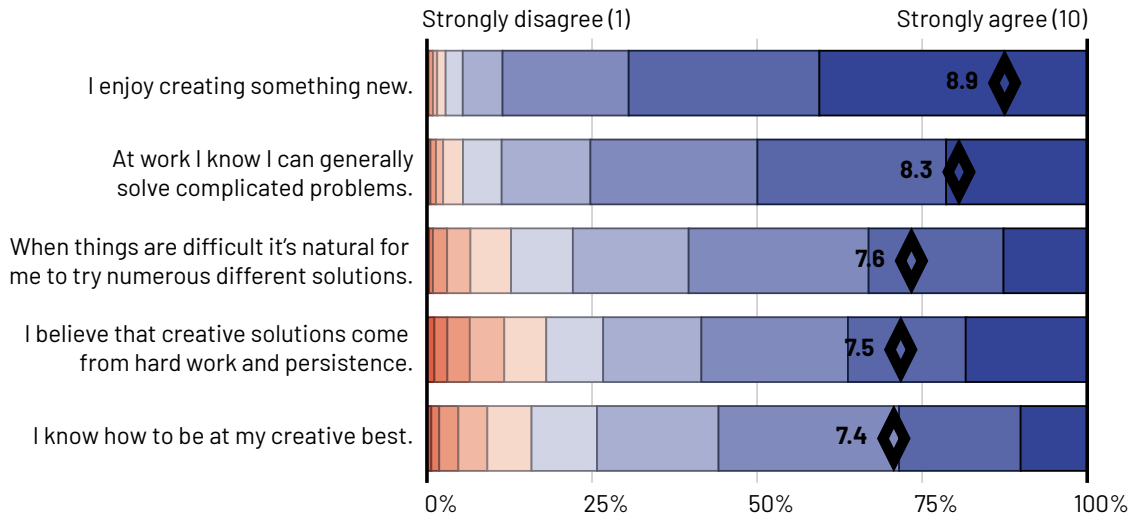


Figure 8. Creative identity increases with education.

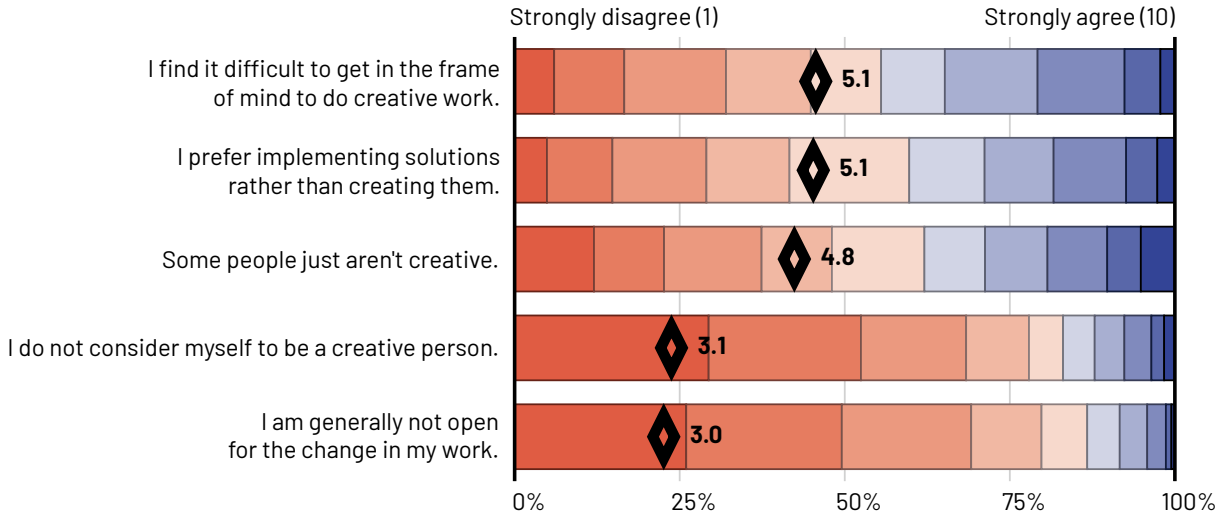
Creative identity, potential



1	2	3	4	5	6	7	8	9	10	
0.1	0.1	0.7	0.7	1.3	2.6	6.0	19.1	28.9	**40.6**	%
0.2	0.3	0.8	1.1	3.0	5.9	13.4	25.3	**28.6**	21.4	%
0.3	0.6	2.2	3.5	6.2	9.4	17.5	**27.3**	20.4	12.7	%
1.1	2.0	3.4	5.2	6.4	8.6	14.9	**22.2**	17.8	18.4	%
0.7	1.2	2.9	4.4	6.7	9.9	18.4	**27.4**	18.4	10.1	%

Figure 9. The black lozenge marks the average of all answers and the colored bars depict the share of each individual answer.

Creative identity, interference



1	2	3	4	5	6	7	8	9	10	
6.0	10.6	**15.4**	12.8	10.6	9.7	14.0	13.2	5.4	2.2	%
4.9	9.9	14.2	12.6	**18.1**	11.4	10.4	11.0	4.7	2.7	%
12.0	10.6	**14.8**	10.6	14.0	9.2	9.5	9.1	5.1	5.2	%
29.4	23.1	15.9	9.5	5.2	4.8	4.5	4.1	1.9	1.6	%
26.0	23.6	19.6	10.6	6.9	4.9	4.2	2.8	0.8	0.5	%

Figure 10. The black lozenge marks the average of all answers and the colored bars depict the share of each individual answer.

What is curiosity?

Curiosity is the recognition, pursuit, and intense desire to explore novel, challenging, and uncertain events. It is the driving force behind human development. Curiosity is a combination of feeling and behavior in that our fascination and inquisitiveness inspire us to explore and seek new paths. When we display curiosity, we utilise our abilities holistically, embrace novel ideas, situations, and behaviors, and elevate our own potential to uncover truly unique, useful, and innovative solutions.

What does the survey say about curiosity?

The respondents to the survey display interest in many things, but experience discomfort and stress when things are unpredictable. Curiosity is a significant part of our creative potential: it helps us learn new things and seek answers to the challenges that may come our way.

Interference and potential for creative identity by years of experience

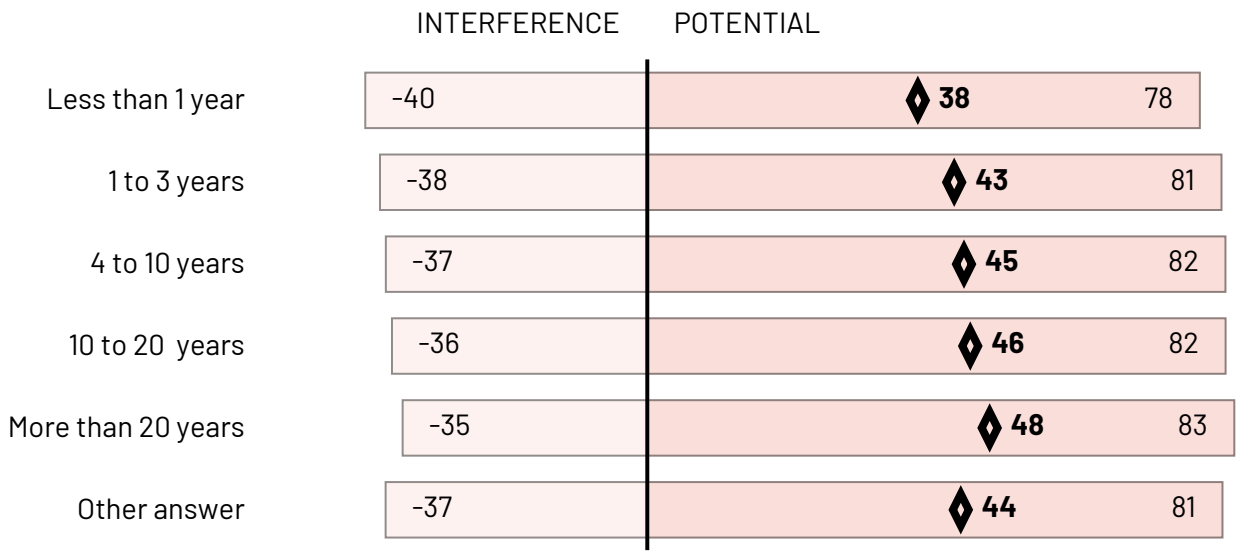
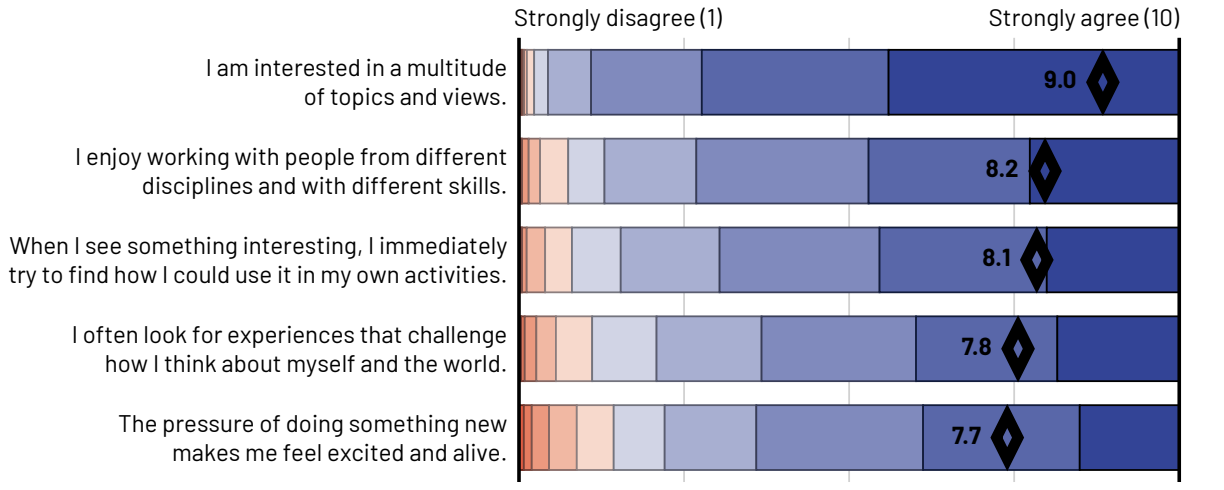


Figure 11. Creative curiosity increases with years of experience.

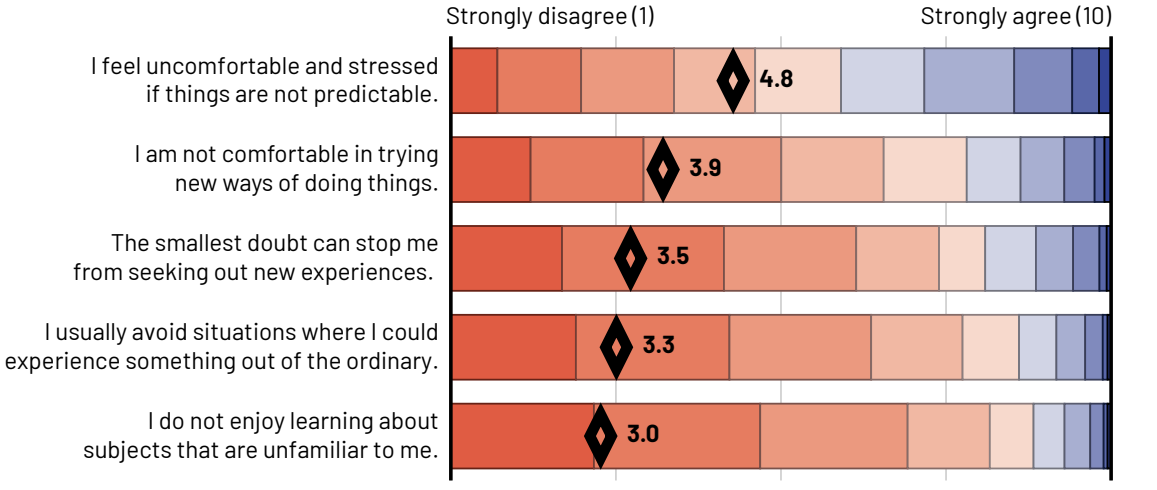
Curiosity, potential



1	2	3	4	5	6	7	8	9	10	
0.4	0.1	0.3	0.4	1.1	2.1	6.5	16.8	28.3	**44.0**	%
0.3	0.2	1.0	1.7	4.3	5.5	13.9	**26.1**	24.4	22.6	%
0.2	0.2	0.7	2.8	4.1	7.4	15.0	24.2	**25.3**	20.1	%
0.3	0.5	1.8	3.0	5.5	9.8	15.9	**23.4**	21.4	18.5	%
0.7	1.2	2.6	4.2	5.6	7.7	13.9	**25.3**	23.7	15.1	%

Figure 12. The black lozenge marks the average of all answers and the colored bars depict the share of each individual answer.

Curiosity, interference



1	2	3	4	5	6	7	8	9	10	
7.1	12.7	**14.1**	12.3	13.0	12.6	13.6	8.8	4.1	1.8	%
12.1	17.1	**20.9**	15.5	12.6	8.2	6.6	4.6	1.5	1.0	%
16.8	**24.5**	20.0	12.5	7.0	7.7	5.6	4.0	1.1	0.7	%
18.9	**23.3**	21.5	13.8	8.6	5.7	4.4	2.7	0.7	0.5	%
21.7	**25.2**	22.3	12.4	6.6	4.7	3.9	2.0	0.6	0.5	%

Figure 13. The black lozenge marks the average of all answers and the colored bars depict the share of each individual answer.

What is drive?

Drive is the force which propels us to activity, it directs focus, empowers us to proceed, adds momentum and provides purpose. Drive includes intrinsic motivation and a desire to move forward, to learn and to grow. It is a strong aspiration that urges us to thrive, to achieve our goals, to move towards our areas of interest. Drive supplies the energy to overcome constraints, helps us seek to learn and enables the determination to strive towards what is not easily attainable. People who are positively driven believe they are able to affect the way things are rather than simply function in the way things have always been. Drive is also connected with well-being and quality of life.

What does the survey say about drive?

The respondents to the survey are intrigued by the opportunity to enhance their own expertise and acquire new skills. At the same time, they feel that they are unable to fully utilise their potential in their current employment and are unable to express new ideas and thoughts. At times, a lack of perseverance can also become an obstacle to creativity.

Interference and potential for creative identity by age

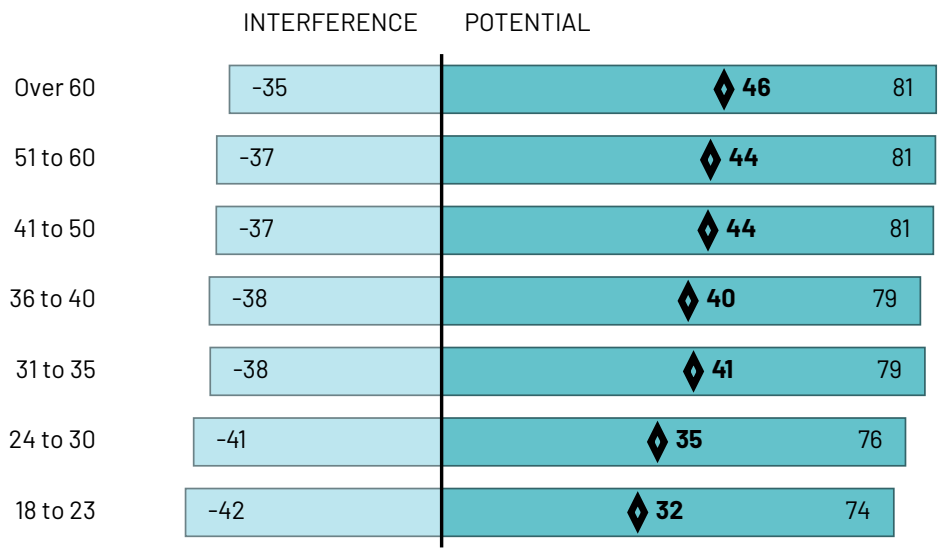
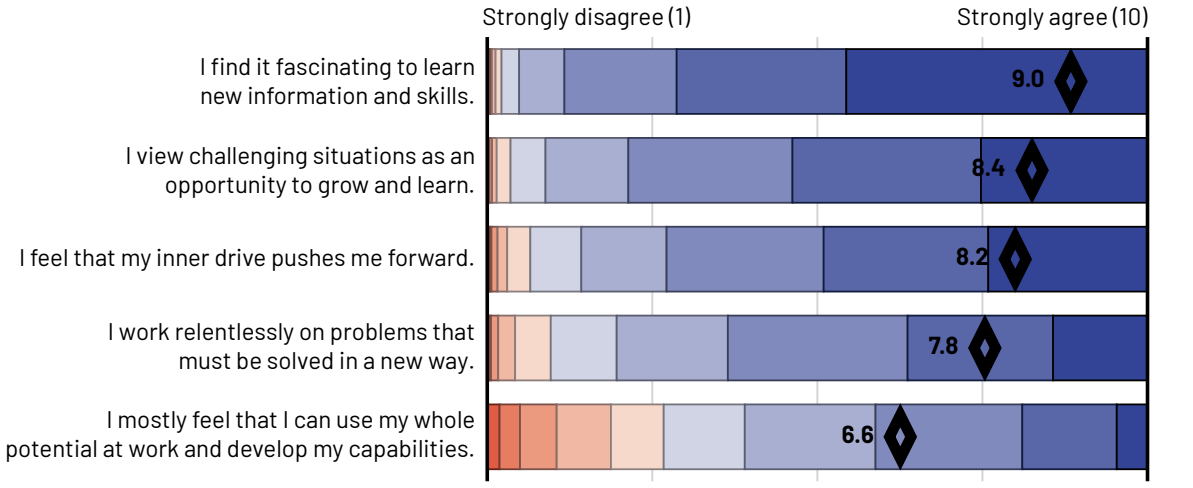


Figure 14. Advancing age brings additional drive to learning, growth, and advancing creative problem solving.

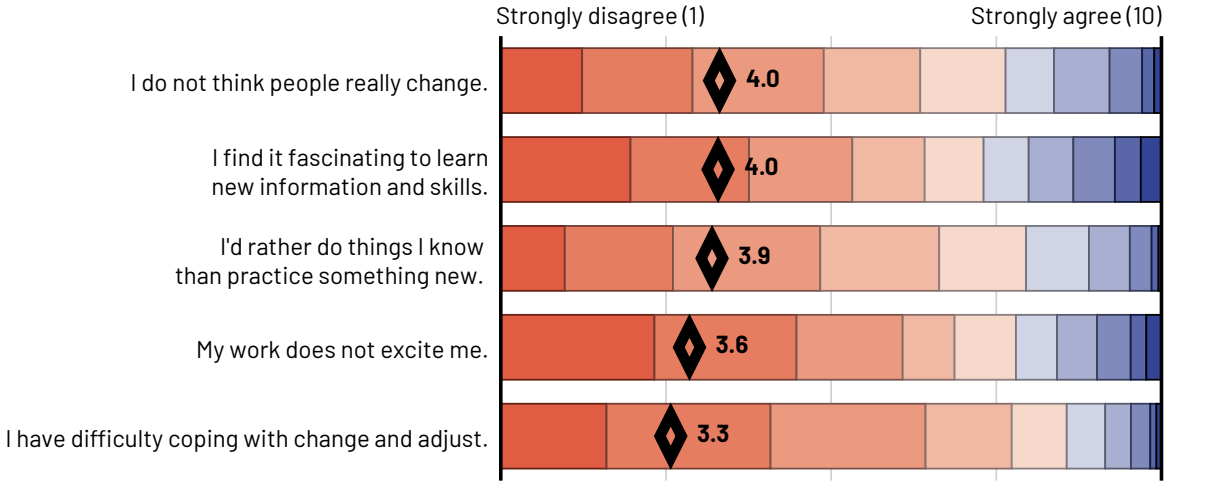
Drive, potential



1	2	3	4	5	6	7	8	9	10	
0.3	0.1	0.3	0.6	0.9	2.7	6.9	17.0	25.7	**45.6**	%
0.2	0.2	0.4	0.7	2.1	5.3	12.5	24.9	**28.6**	25.2	%
0.3	0.3	0.9	1.5	3.5	7.7	12.9	23.8	**24.9**	24.1	%
0.2	0.3	1.1	2.6	5.4	10.0	16.8	**27.2**	22.0	14.3	%
1.9	3.1	5.6	8.2	8.0	12.3	19.8	**22.2**	14.3	4.7	%

Figure 15. The black lozenge marks the average of all answers and the colored bars depict the share of each individual answer.

Drive, interference



1	2	3	4	5	6	7	8	9	10	
12.3	16.7	**19.9**	14.6	12.9	7.3	8.4	4.9	1.8	1.1	%
19.6	17.9	15.6	10.9	8.9	6.8	6.8	6.3	3.9	3.1	%
9.7	16.4	**22.3**	18.0	13.1	9.5	6.2	3.3	1.0	0.5	%
23.3	21.5	16.1	7.9	9.3	6.2	6.1	5.1	2.4	2.3	%
16.0	**24.8**	23.5	13.0	8.3	5.8	3.9	2.9	0.9	0.8	%

Figure 16. The black lozenge marks the average of all answers and the colored bars depict the share of each individual answer.

What is insightfulness?

Insightfulness is an activity where a person deepens their own thinking as well as widening it by experimenting, knowledge seeking and trying to build a connection between things that have not been previously connected. Insight is the capacity to build a deeper, more comprehensive understanding of both specifics and the world around us. It directs us to question our ways of viewing, thinking and explaining the world thus encouraging us to explore both complementary and opposing views, thinking patterns and mental models. It provides a system through which we can incorporate both the big picture and the details into a clearer cognitive image.

What does the survey say about insightfulness?

The respondents consider it important to devote some of their time to thinking. They want to create a comprehensive overview and see things from different perspectives. Nearly a quarter of them felt that their thoughts were not valued.

Interference and potential for insightfulness by age

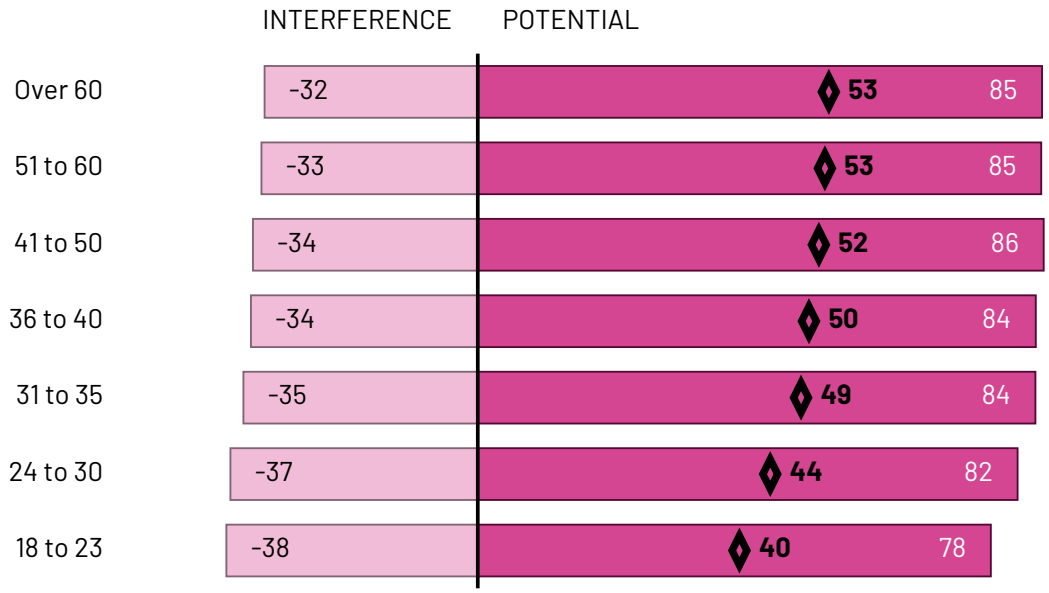
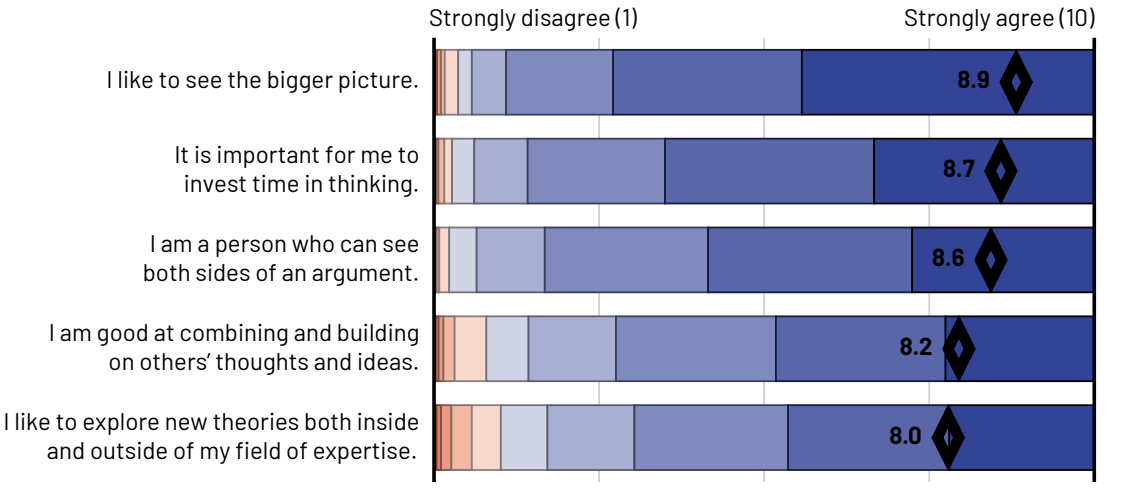


Figure 17. Insightfulness increases with age, as interference subsides.

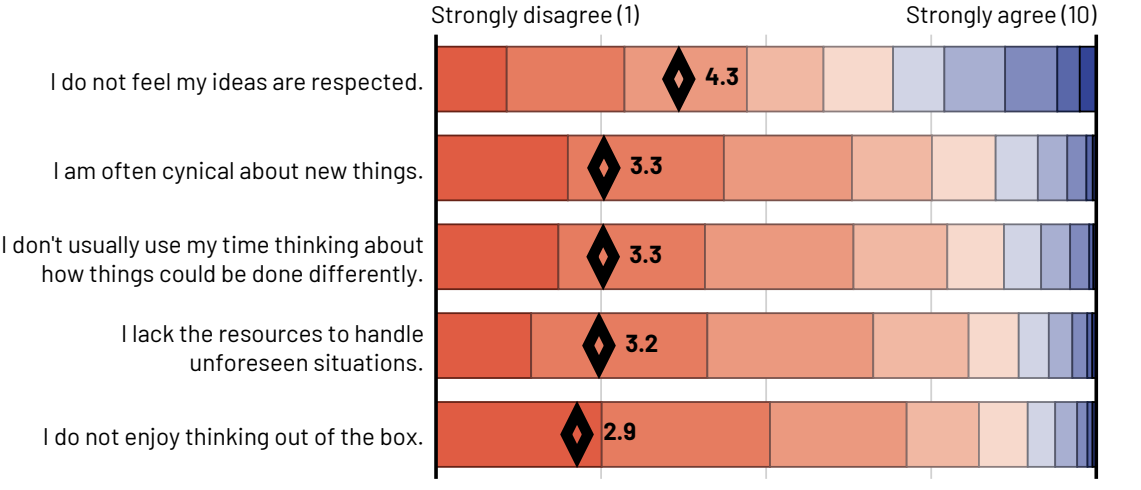
Insightfulness, potential



1	2	3	4	5	6	7	8	9	10	
0.2	0.3	0.6	0.6	2.0	2.1	5.2	16.2	28.6	**44.3**	%
0.2	0.1	0.4	0.9	1.2	3.4	8.1	20.8	31.7	**33.3**	%
0.1	0.1	0.2	0.4	1.5	4.2	10.3	24.7	**30.9**	27.6	%
0.3	0.4	0.7	1.7	4.8	6.4	13.2	24.2	**25.7**	22.5	%
0.4	0.7	1.6	3.1	4.4	7.1	13.2	23.3	**24.4**	22.0	%

Figure 18. The black lozenge marks the average of all answers and the colored bars depict the share of each individual answer.

Insightfulness, interference



1	2	3	4	5	6	7	8	9	10	
10.7	17.8	**18.5**	11.6	10.5	7.8	9.2	7.9	3.4	2.5	%
20.0	**23.6**	19.4	12.1	9.7	6.4	4.5	2.9	1.0	0.5	%
18.5	22.2	**22.5**	14.2	8.6	5.6	4.4	2.9	0.6	0.4	%
14.4	**26.7**	25.1	14.4	7.6	4.6	3.6	2.3	0.8	0.6	%
25.1	**25.5**	20.7	10.9	7.4	4.2	3.3	1.6	0.8	0.6	%

Figure 19. The black lozenge marks the average of all answers and the colored bars depict the share of each individual answer.

What is confidence?

Confidence denotes trust in oneself, the bravery to move forward and to process ideas and views without certainty of the outcome. Confidence is also the belief in one's own ability to cope with both one's own feelings and external risks. It is the ability to keep going despite setbacks, feelings of uncertainty or even anxiety, resistance from others, or social isolation. Depending on the particular domain, our behavior might be different – either seeking, approaching, accepting or avoiding risk.

What does the survey say about confidence?

Some respondents are very courageous and self-assured, while others struggle with a lack thereof. Confident respondents generally trust their abilities, as long as there is no uncertainty or risk involved in the situation. As uncertainty increases, they do not feel capable of performing well. A lack of confidence makes it difficult for them to engage deeply and immerse themselves in matters. One-third of the respondents consider adhering to social norms important, while one-fifth are willing to break such norms.

Interference and potential for confidence by position

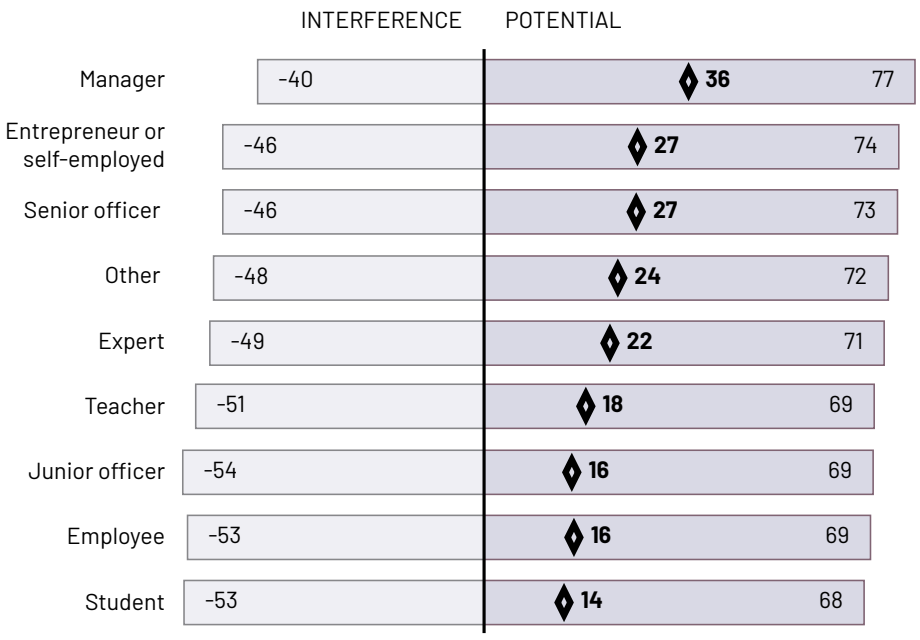
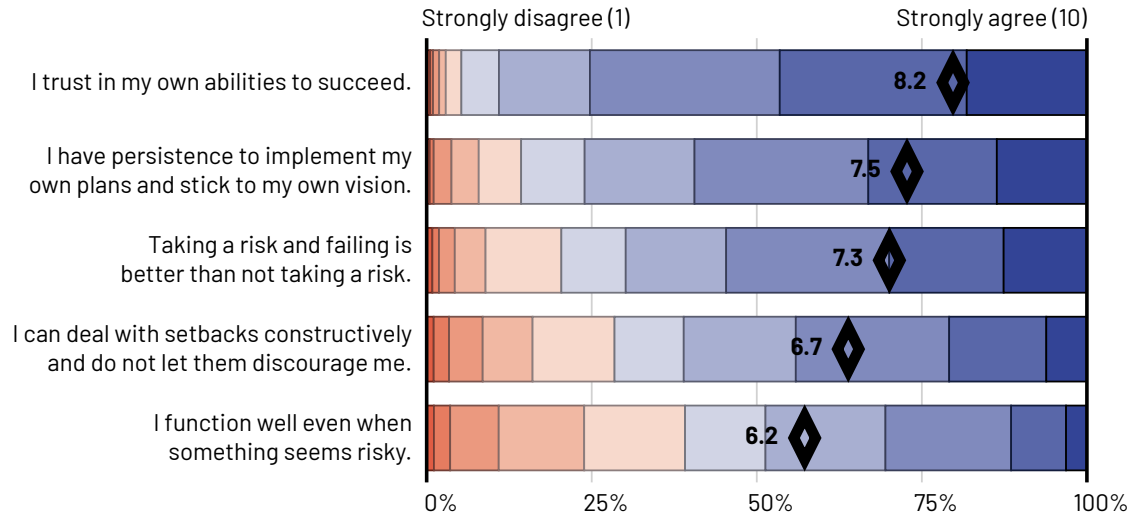


Figure 20. Confidence varies by respondent depending on their position. Several interference factors suppress confidence.

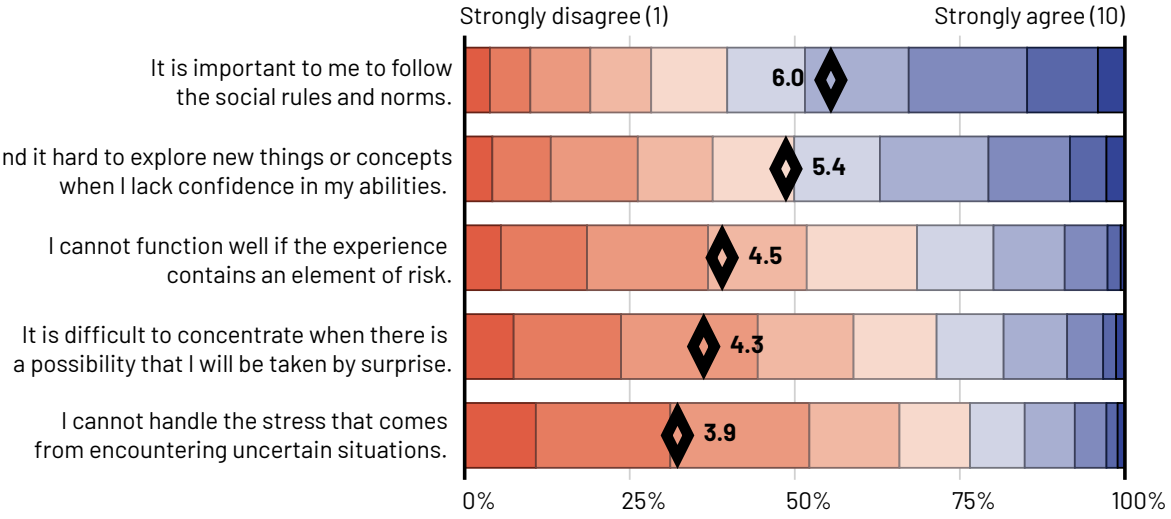
Confidence, potential



1	2	3	4	5	6	7	8	9	10	
0.5	0.4	0.9	1.0	2.4	5.7	13.8	**28.8**	28.3	18.2	%
0.5	0.6	2.7	4.1	6.4	9.6	16.6	**26.3**	19.5	13.6	%
0.9	1.0	2.4	4.7	11.5	9.8	15.2	**24.7**	17.3	12.6	%
1.1	2.3	5.1	7.6	12.4	10.5	17.0	**23.2**	14.7	6.2	%
1.1	2.5	7.4	12.9	15.3	12.2	18.2	**19.0**	8.3	3.2	%

Figure 21. The black lozenge marks the average of all answers and the colored bars depict the share of each individual answer.

Confidence, interference



1	2	3	4	5	6	7	8	9	10	
3.8	6.1	9.1	9.2	11.5	11.8	15.7	**17.9**	10.7	4.1	%
4.2	8.9	13.2	11.3	12.3	13.0	**16.4**	12.3	5.5	2.8	%
5.5	13.0	**18.3**	14.9	16.7	11.6	10.8	6.5	2.0	0.6	%
7.4	16.3	**20.7**	14.5	12.6	10.1	9.6	5.5	2.0	1.3	%
10.8	20.4	**21.1**	13.6	10.7	8.3	7.6	4.8	1.7	1.1	%

Figure 22. The black lozenge marks the average of all answers and the colored bars depict the share of each individual answer.

Conclusions

The insights from the present survey reveal that insightfulness, the ability to find alternative ways of thinking and acting, is a clearly an asset for Finns. However, our creative performance, and working life in general, are hindered by lack of confidence.

The survey assessed 3,005 respondents' creative performance as well as the potential and interferences associated with it. An important observation is that creativity is not evenly distributed among the respondents, with notable variations across industries, age groups, and educational levels.

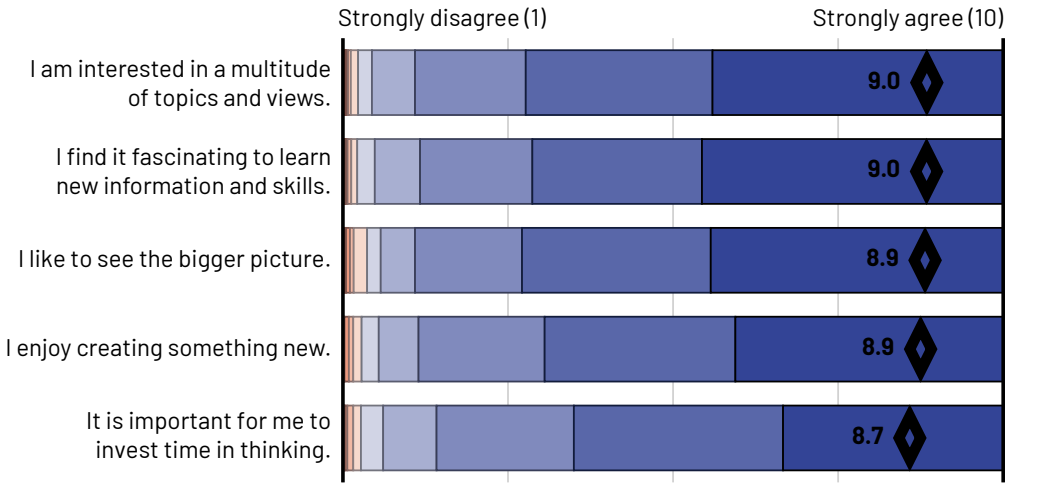
What do the responses reveal?

According to the responses, the best conditions for creative activities are found among those working in education, as well as arts and entertainment, and in international roles, as they exhibit the highest creative potential and encounter less interference. Age and educational level also correlate with creative identity and confidence – the more educated and experienced we are, the more creativity we possess and dare to utilise.

The survey unveiled many opportunities and some threats that Finnish workings life will face. Our creative problem-solving skills are founded on insightfulness and curiosity. It is crucial that we actively cultivate and harness our potential while eliminating factors that interfere with creativity. This demands developing individuals' confidence and tolerance for risk-taking. At work, individuals should be encouraged to use their skills, and continuously learn and develop. Leadership plays a vital role in supporting and sponsoring the development of creativity as a core skill.

The conclusion of the survey is clear: there is immense potential in creativity. Only by fully harnessing the creative potential of the Finnish workforce can we collectively build a better working life, and a more sustainable society.

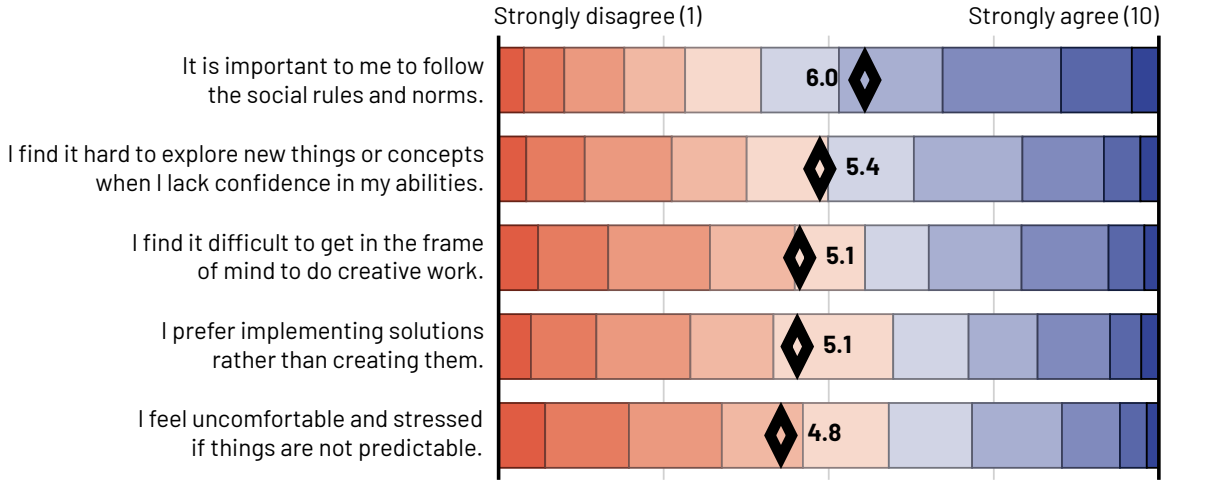
Biggest potential (all elements)



1	2	3	4	5	6	7	8	9	10	
0.4	0.1	0.3	0.4	1.1	2.1	6.5	16.8	28.3	**44.0**	%
0.3	0.1	0.3	0.6	0.9	2.7	6.9	17.0	25.7	**45.6**	%
0.2	0.3	0.6	0.6	2.0	2.1	5.2	16.2	28.6	**44.3**	%
0.1	0.1	0.7	0.7	1.3	2.6	6.0	19.1	28.9	**40.6**	%
0.2	0.1	0.4	0.9	1.2	3.4	8.1	20.8	31.7	**33.3**	%

Figure 23. The black lozenge marks the average of all answers and the colored bars depict the share of each individual answer.

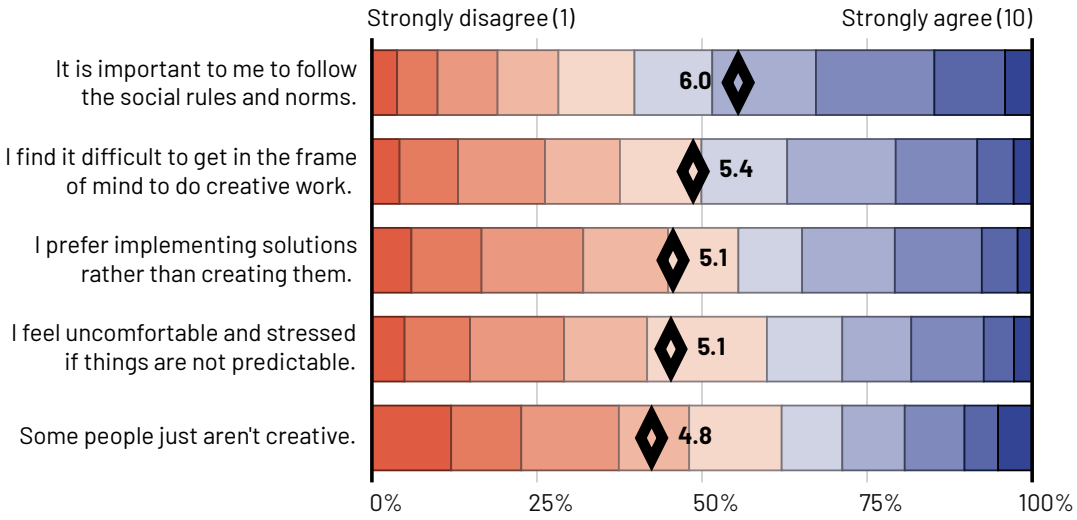
Biggest interference (all elements)



1	2	3	4	5	6	7	8	9	10	
3.8	6.1	9.1	9.2	11.5	11.8	15.7	**17.9**	10.7	4.1	%
4.2	8.9	13.2	11.3	12.3	13.0	**16.4**	12.3	5.5	2.8	%
6.0	10.6	**15.4**	12.8	10.6	9.7	14.0	13.2	5.4	2.2	%
4.9	9.9	14.2	12.6	**18.1**	11.4	10.4	11.0	4.7	2.7	%
7.1	12.7	**14.1**	12.3	13.0	12.6	13.6	8.8	4.1	1.8	%

Figure 24. The black lozenge marks the average of all answers and the colored bars depict the share of each individual answer.

Most variation (all elements)



1	2	3	4	5	6	7	8	9	10	
4.9	9.9	14.2	12.6	**18.1**	11.4	10.4	11.0	4.7	2.7	%
4.2	8.9	13.2	11.3	12.3	13.0	**16.4**	12.3	5.5	2.8	%
6.0	10.6	**15.4**	12.8	10.6	9.7	14.0	13.2	5.4	2.2	%
3.8	6.1	9.1	9.2	11.5	11.8	15.7	**17.9**	10.7	4.1	%
12.0	10.6	**14.8**	10.6	14.0	9.2	9.5	9.1	5.1	5.2	%

Figure 25. The black lozenge marks the average of all answers and the colored bars depict the share of each individual answer.

Further information about the project:
Sanna Laakkio
+358 45 110 8811
sanna.laakkio@markkinointiliitto.fi

Further information about the survey:
Susanna Rahkamo
susanna@yellowmethod.co
Pauliina Valpas
pauliina@yellowmethod.co

