

Identification of Employee's Behaviors that Triggers an Improvement of Motivation, Creativity, and Collaboration: A Case Study in the Luxury Industry

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Innovation Labs within companies have the dual objective of accelerating innovation projects and spreading a culture of innovation. The various tools and methods developed by the Labs, such as hackathons, challenges, and workshops, foster collaboration, and creativity among employees (O'Connor, 2018). Implementing participant follow-up systems is key to optimizing the success of the mission of these Labs (Osorio, 2019). This paper evaluates the long-term impact of collaborative workshops organized and facilitated by two Innovation Labs in the luxury sector. This study concerns the analysis of the responses of 172 participants, interviewed between 6 months and 3 years after their participation in a workshop. The analysis of the results allowed us to demonstrate that the collaborative workshops organized have durably modified how employees work. The main transformations are the increase of creativity, collaboration, and motivation. Some actions spontaneously implemented by the participants following the workshops favor these long-term transformations. We have structured these 10 actions in a transformative path composed of 3 chronological groups: peer to peer, learning by doing, and new automatisms. The perspective of this research is to support the innovation Labs to optimize the appropriation of new mindsets and work methods by optimizing learning and transformative experiences.



Keywords: *Innovation Labs, Workshops, Collaborative Creativity, Transformative experience, Behaviors*

1. Introduction

Companies are increasingly setting up internal Innovation Labs to increase their capacity for innovation and adaptation (O'Connor, 2018). These Labs promote creativity and enhance the emergence of innovative projects within a company. To achieve this goal, they create a safe space (Edmonson, 2018) and support employees in the realization of their projects via experimentation of new ways of working. Today, the main indicators used to manage the Labs are the number of projects supported, the time to market, and the success of the innovations developed with customers (Lee, 2021). To foster innovation, the Labs set up a variety of devices such as hackathons, innovation challenges, physical spaces for creativity, or collaborative workshops (Osorio, 2019).

In this research, we are specifically interested in the impact of collaborative workshops organized by the Labs. It is a time during the project process when the team meets together, most often in person, and advances its project through various creative and collaborative exercises. The Labs' current ability to organize and facilitate these project acceleration workshops constitutes a large part of their added value today. During these workshops, thanks to the support of the facilitators and the safe space, project teams communicate better and are more creative (Magadley and Birdi, 2009). In addition to the objective of accelerating and fostering the deployment of innovation projects, the Labs' mission is to spread a long-term innovation culture within the company. However, the achievement of this objective is more difficult to quantify. In this article, we will ask to what extent participation in a collaborative workshop organized and facilitated by an innovation Lab contributes to the long-term transformation of the participants' ways of working.

This research contributes to the research on the monitoring indicators of Innovation Labs and to the understanding of the conditions favouring the sustainable transformation of the ways of working. In this context, it contributes to understanding the long-term impact of participation in a collaborative workshop. To conduct this study, we interviewed 172 participants in collaborative workshops organized by Labs in the luxury sector. The analysis of the transformations operated by the participants in the months and years following these workshops allowed us to characterize the main transformations of the ways of working and to identify 10 actions that optimize transformations.



2. Theoretical underpinnings

This state of the art focuses on the tools and methodologies used by innovation Labs within companies. We are particularly interested in the Innovations Labs methodologies, the collaborative workshops designated by these Labs, and their contribution to the improvement of the collaboration and creativity of the participants.

2.1 Innovation Labs within Organizations

For several years, companies have had to increase their capacity to adapt and innovate in face of a complex and unpredictable environment. To support innovation, many programs, innovation cells and Labs are emerging (Gumusluoglu, 2009; Magadley, 2009; O'Connor et al., 2018, Pratt, 2021). These Labs bear various names in the relevant literature such as DIY Laboratory, Innovation Lab, Creative Lab. These protected spaces within organizations create the conditions for experimentation with alternative ways of doing projects. The mission of Innovation Labs is both to generate new ideas and to make them real by accompanying teams in the implementation thereof (Amabile 1982; O'Reilly, 2008; Ben Mahmoud-Jouini 2017; Moirano, 2019). In order to foster the generation of new ideas, the Innovation Labs focus on stimulating creativity (Moultie et al 2007, Osorio et al. 2019) and accompany collaborators in the use of new work methods (O'Reilly, 2008 ; Findlay, 2021). The employee who takes part in these Labs takes on different roles such as explorer, catalyst, connector, or facilitator (Ben Mahmoud-Jouini 2017). These different postures are crucial to create the conditions for employees to experiment freely with new ways of working (Hill and Birkinshaw 2014). The safe space encourages learning, risk-taking, and asking for help (Edmonson, 2018). Innovation Labs orchestrate innovative events in the form of challenges, hackathons, or workshops (Fabbri et al., 2018).

2.2 The methodologies used by the Labs to support innovation projects

Labs use different methods to support innovation and collaboration. The most well-known and used methodologies are Creative Problem Solving (Parnes, 1962), C-K (Hatchuel, 2019) and Design Thinking (Pande and Bharathi, 2020; Shé, Farrell, Brunton, and Costello, 2021; Thi-Huyen, 2021). The use of several methodologies is a key element in promoting the acceleration and success of projects supported by the Labs (Magadley and Birdi, 2009). The coaching offered by the Labs allows teams to use these new methodologies by better understanding the limits of the tools and developing a reflective look on their way of working (Siedel, 2013). These methodologies also have in common that they offer moments during workshops where all the project participants meet in one same session to advance the project through specific collaborative and creative exercises.

2.3 Workshops, collaborative sessions to accelerate innovation projects

Based on a deep understanding and experience of the methodologies detailed above, collaborative sessions are designed to accelerate the achievement of the innovation project. These collaborative moments can be called workshops, collaborative events or design sessions in the research.

One of the specificities of workshops is to promote interdisciplinarity and collaboration (Parjanen and Hyypiä, 2019). Multidisciplinary work increases creativity, motivation, and team performance (Moirano, 2019). Lab support allows people who are not used to working together to lead an innovation project (Nisula and Kianto, 2018). Mediation tools support the facilitation of collaborative groups by promoting the sharing of perspectives and the creation of a common vision (Brown, 2009; Pässilä, Oikarinen, and Harmaakorpi, 2015). The atmosphere is very important in workshops to foster risk-taking and collaboration (Hultcrantz, 2002; Edmondson, 2018). The ideal in terms of collective synergy during these times of collaboration is called Collective Flow or collective symbiosis and describes the ideal experience with a good interaction between challenges identified, and skills needed within the team. (Csikszentmihalyi, 1996; Šimleša, 2018)

Another value of workshops is to foster the creativity of collaborators. We speak of creativity in the sense of generating original and relevant ideas that are related to products, services, processes, or procedures and that involve solving open-ended questions (Moirano, 2019). The challenges of creativity within Labs are to generate new ideas in order to address complex problems (Anderson, Potocnik and Zhou, 2008; Amabile 1982, Barron 1988; de Sousa, 2008, Runco and Jaeger 2012). Workshops alternate divergent phases with many ideas, with convergent phases where a selection of ideas is to be taken further (Jaarsveld, 2012). Collective creativity is described as the result of the collaboration of several individuals (Sanders, 2001). Under these conditions, the specific contribution of each individual is difficult to define (Leopoldino, González, and Júnior, 2016). Some tools particularly stimulate creativity and divergent thinking, for example brainstorming (Osborn, 1957), storyboarding (Wong, 2021), future scenarios (Hultcrantz, 2002) or improvisation (Felsman, 2020). Finally, games such as video card games and board games also support creativity and collaboration through gamification (Buur, 2000; Parjanen and Hyypiä, 2019).

Collaborative workshops promote collaboration between different professions and the creativity of a team over a short period of time to enable an innovation project to come to fruition. One may ask what impact these new ways of working have beyond the workshop day.

2.4 The impact of the workshops

Most of the existing research on the impact of collaborative workshops studies the student population from a learning perspective. Case studies have demonstrated that collaborative workshops that include storytelling, safe space, and shared goal setting have a positive impact



on self-confidence in adolescents (Rizzi, 2020). Participation in collective art activities contributes to increased self-confidence, self-esteem and creativity over the long term (Perignat, 2019; Ennis and Tonkins, 2015). The main key levers for fostering confidence are self-transcendence and self-worth. Other studies have shown that learning experiences that take into account collaborative and experiential dimensions promote learning, creativity, and sensitivity (Efstratia, 2014). Finally, the analysis of collaborative experiences based on meditation and well-being has demonstrated their positive impact on the creativity and long-term well-being of participants (Holm, 2015 Henriksen, 2020).

Regarding the impact of Labs on the projects supported within companies, they promote both the number of ideas and the quality of ideas (Magadley and Birdi, 2009). However, the ambition of the Labs is to make a tangible contribution towards the transformation of work methods. For this, they need indicators that go beyond the acceleration of innovation projects (Lee, 2021). Labs have an impact on corporate culture that remains difficult to quantify. The Labs maturity grid proposed by Osorio (2019) recommends the implementation of indicators and dashboards that are linked to the company's innovation strategy and reviewed regularly. In parallel with the overall analysis of the Labs, it is important to study the impact of specific actions such as workshops on the sustainable modification of work methods (Levesque, 2020). The analysis of the transforming dimension of workshops positions Innovation Labs as a support for strategic HR issues. The tools and experiences set up by the Labs, such as workshops, should serve employees and improve their work experience in the long term (Praat 2021). We have seen that the collaborative workshops organized in the field of education favor long-term transformation in the students. From this perspective, this study will examine the long-term impacts of the participation of an employee in a workshop on the way of working.

3. The study: a case study in the luxury industry

3.1 The objective of the research

The objective of this research is to understand the impact of collaborative workshops organized by internal Innovation Labs on employees. We are focused on the evolution of the participants' way of working 6 months to 3 years after their participation in a workshop. The questions we aim to answer are:

- Does participation in a collaborative workshop contribute to changing the way employees work in the months and years following participation?
- What are the actions carried out at the initiative of the participants following the workshop that favor a lasting change in their way of working?

3.2 The research setting

This research is part of a PhD project within a luxury company. In order to study the impact of workshops over the long term, we interviewed participants of workshops conducted by two internal Innovation Labs, the Studio Papillon within Cartier and the Ideation Lab within Richemont. The objective of these two Labs is to support internal teams by accelerating their innovation projects through collaborative and creative methods. These two Labs organize workshops several times a month to support project teams. These creative sessions last between half a day and 5 days and involve between 7 and 70 employees. Most of the workshops take place in person in a space dedicated to collaboration. The Ideation Lab has a 100m² space in Neuchâtel (Switzerland) and the Studio Papillon has a 200m² space in Paris (France). Each of these Labs is composed of 2 people entirely dedicated to the Lab who accompany the teams full time.

3.3 Workshop, Tools, and methodologies

Both Labs use a wide variety of tools and exercises to facilitate the workshops. These tools are mainly inspired by design thinking (Pande and Bharathi, 2020; Shé, 2021), CK methodology (Hatchuel, 2019) and Creative problem solving (Parnes, 1962). The workshop agenda is always composed of alternating phases of convergence and divergence (Jaarsveld, 2012). The tools most used by these two Labs during the workshops are, brainstorming, creativity by constraint, quick prototyping (Fig. 1.) and multisensory mood boards. Each workshop is tailored to the specificities of the project and the team. Some of the tools created specifically are then made generic so that they can be used to support other subjects. Another common point to all these workshops is the use of an ice breaker at the beginning of the workshop to encourage collaboration and the establishment of a safe space of trust and experimentation (Edmonson, 2018).



Fig. 1. – Example of quick prototyping of an idea during a workshop



3.4 The creation process of the questionnaire

We created an online questionnaire to study the impact of the workshops over the long term. This questionnaire was created with the participation of 11 former participants who are now facilitators within the organizations. These people were selected because their transformations following their participation in a workshop were the most significant and they decided to become facilitators. The first step was to reformulate in an accessible way the questions we wanted to shed light on in this research. To identify the elements of multiple choices, we used the pyramid of values (Almquist, 2016). This extension of Maslow's hierarchy of human needs was useful for us to formulate the transformations that collaborative moments potentially contribute to improve. Based on these initial elements, we drafted the first proposal of questions and multiple-choice answers. The second step consisted in challenging this first version through one-hour exchanges with 10 former participants and 2 managers. We selected these panels because they were the last participants in a workshop facilitated by Studio Papillon one month earlier. These exchanges allowed us to enrich the multiple-choice questions and to adapt the formulation to the language of the employees. The third step was to translate the questionnaire into English and to test it in a real situation on a computer simultaneously with 5 international colleagues from the different geographical regions where the company operates. The average response time was 20 minutes. Thanks to this step, we have validated a final version of the questionnaire ready to be shared.

3.5 The questionnaire

The questionnaire is structured in five parts and consists of 20 questions, five open-ended questions and 15 multiple-choice closed questions (Rupp, 2006). The first part concerns generic information about the respondent and identifies the workshop in which he or she participated. The second part concerns expectations and fears prior to participating in the workshop. The third part asks the participant about his or her experience during the workshop. The fourth part focuses on the experience after the collaborative workshop in the days and weeks, and in the months and years, following participation. This part focuses on understanding the new actions spontaneously put in place and the main changes in their work experience observed. In this study, we will focus on this part of the questionnaire. (Appendix 1) Finally, a fifth part of the questionnaire identified needs and expectations for the future of work.

3.6 The panel of participants

We contacted 832 employees who participated in 29 collaborative workshops conducted over the past 3 years by the Papillon Studio and the Ideation Lab (Fig. 2.). Among these workshops, 23 were conducted by Cartier's Studio Papillon and 6 by Richemont's Ideation Lab. The workshops organized by Studio Papillon represent 456 participants and those organized by the Ideation Lab 376 participants. The workshops lasted from 4 hours to 5 days. 21 took place face-

to-face and 8 were remote. The 4 employees of these Labs were not invited to answer the questionnaire as they were facilitators and organizers.

We shared this questionnaire by email and collected 172 responses, i.e. 20.7% of participation with an average response time of 25 minutes. The panel of respondents is composed of 100 women and 72 men. The workplaces are international (Asia, America, Europe, Middle East). The respondents' functions are varied and representative of the diversity of professions within a luxury company participating in the collaborative workshops (manufactures, offices, and boutiques). The answers are anonymous to invite the respondents to share honestly their experiences and the evolutions observed.

3.7 Data analysis

We used inferential statistics methodology to process the 172 responses from workshop participants. First, we calculated the average of the responses per question to identify the 3 most given responses. Secondly, correlations were made to identify the links between the 3 most observed long-term transformations and the actions initiated by the collaborators in the medium and long term. Only the P-Values lower than 5% were considered significant and used in our results. (Appendix 2)

4. Results

First, we will study the transformative effect of workshops organized by internal Labs in the luxury sector. Secondly, we will analyze the main actions that favor the long-term transformation of work methods.

4.1 The long-term impact of the workshops on the ways of working

4.1.1 The modification observed in the everyday work

The analysis of the results shows that the workshops have a lasting effect on the way employees work. Of the 172 former participants, 124 participants noticed between 1 and 5 changes in the months and years following the workshop. Only 28 stated that they had not changed their work habits in the months and years following the workshop. (Fig. 3.)

Number of evolutions observed	0	1 to 5	6 to 10	>10
Number of respondents	28	124	27	2
Percentage	16,3%	72,1%	10,5%	1,2%

Fig. 3. – Number of evolutions observed between 6 months and 3 years after the participation

To better understand the nature of the changes, we analyzed the main evolutions noticed by the participants. (Fig 4.) The improvement of collaboration between colleagues is the first tangible impact observed, with 41.9% of participants interviewed observing this improvement over the long term. This result confirms that collaborative workshops facilitated by an internal Lab improve the ability of a team to collaborate in the long term.

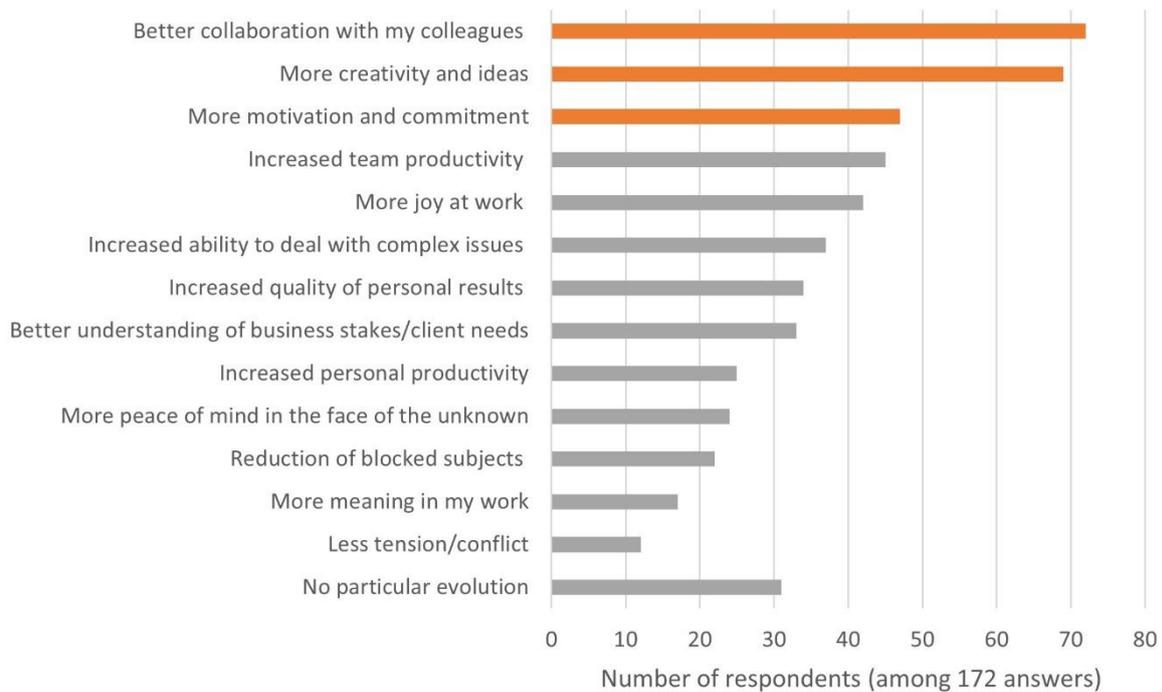


Fig. 4. Main change observed between 6 months and 3 years after the workshop

The analysis also confirms that workshops foster team creativity. 40.1% of respondents observed that more new ideas and creativity emerge within the team. Workshops contribute to creating a safe space (Edmonson, 2018) that promotes trust and experimentation of new practices. This result illustrates the contribution of collaborative workshops to fostering participants' creativity in a sustainable way.

Workshops also contribute to increasing the motivation and commitment of employees. 27.33% of the respondents underlined the fact that the workshop contributed to a lasting increase in their commitment to their work. In line with the increase in motivation, 26.26% of the participants observed an increase in their productivity. Finally, 24.41% of the employees declared that they felt more joy in their daily life. These results allow us to confirm that the workshops are transformative experiences that change the work experience of employees.

We will now analyze the new actions implemented by the participants in the weeks and months following their participation in a workshop

4.1.2 New behaviors experimented by participants in the days and weeks following the workshop

Let us first consider the main actions that participants spontaneously took in the weeks following the workshop. The main action, carried out by 48.8% of respondents, was to share their experience and learning with their colleagues. The second action taken by 30.8% of the participants in the weeks and months following the workshop was to infuse their new knowledge into their projects. The third action taken by 25.6% of the participants was to use new approaches and methodologies. (Fig. 5.) Only 12.8% of the collaborators did not implement any actions following the workshop. It should also be noted that the actions implemented in the weeks following the workshop by 87.2% of the participants are taken completely spontaneously and are not supported by the Labs, which are now focused on monitoring the status of the accelerated project and do not follow the evolution of the participants' ways of working.

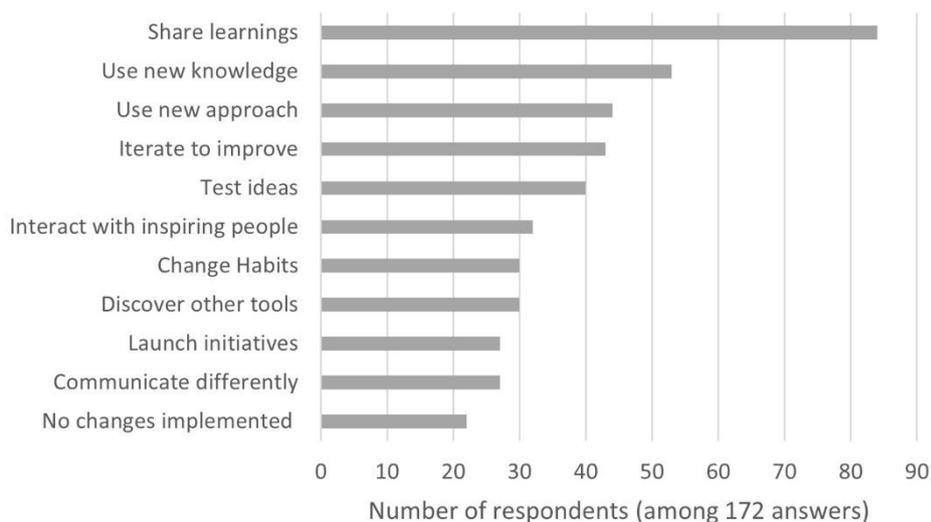


Fig. 5. New behaviors in the days and weeks following the workshop

4.1.3 New behaviors experimented by participants in the months and years following the workshop

This same question was asked with a long-term temporality, by asking them what new actions they had implemented 6 months to 3 years after their participation,. 84.9% of the respondents declared that they had implemented actions even several months/years after the workshop. It is interesting to note that the actions implemented are not the same in the long term as in the short term. In the following months and years, the main changes are: 34.9% use new approaches and methodologies in their projects, 33.7% test their ideas, and 30.8% iterate to improve the projects. It is also worth noting that only 15.1% say they have not changed their way of working

in the long term. The number of people who say they have not changed anything is 2.3% higher than in the following days and weeks (Fig. 6).

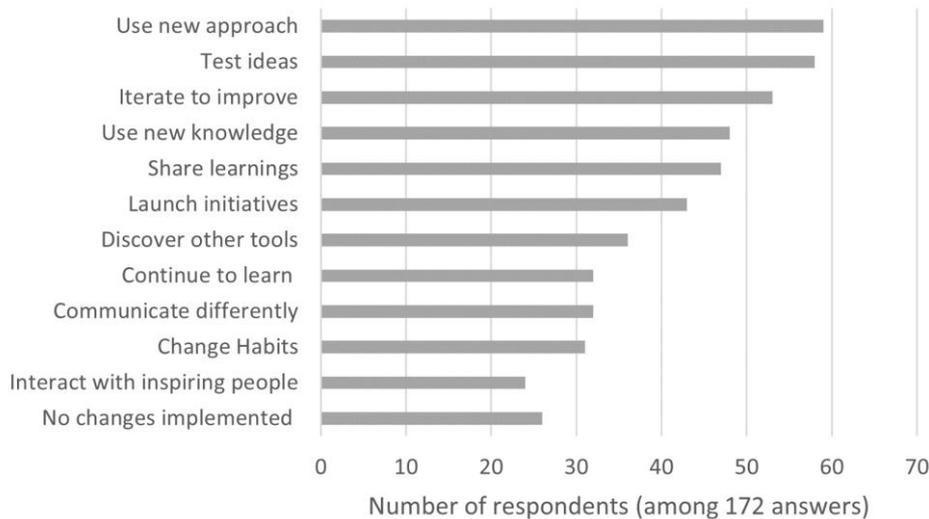


Fig. 6. New behaviors in the months and years following the workshop

4.1.4 Conclusion on the key long-term impact of Innovation Labs

The first result of this research allows us to demonstrate that, in the luxury sector, collaborative workshops contribute to transforming the work experience in the months and years following participation. In this sense, the collaborative workshops facilitated by the Labs are transformative experiences that lastingly change the way people work. The creative and collaborative methodologies used to accelerate projects also contribute to infusing new work habits in participants. The main changes observed by participants are increased collaboration, creativity, and motivation. These transformations are supported by new actions that participants spontaneously implement as a result of their participation (Fig. 7). Following on from these results, let us analyze which actions implemented by participants promote the improvement of creativity, collaboration, and motivation.

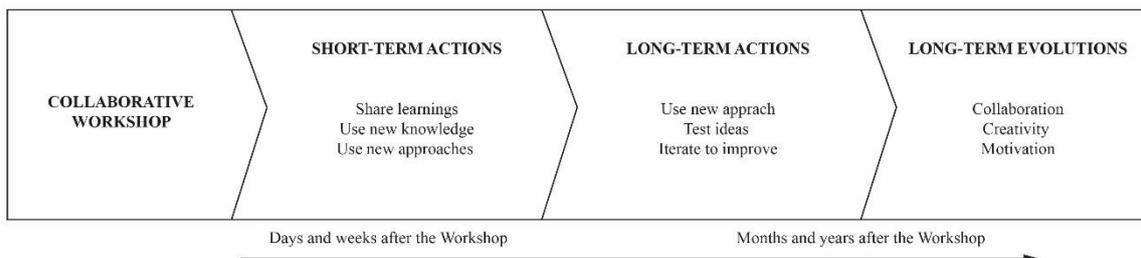


Fig. 7. The main changes triggered by innovation workshops on a short-term and long-term

4.2 The actions that trigger an increase in collaboration, creativity, and motivation.

4.2.1 Global vision of the actions that favor long-term transformation

To better understand how to optimize the impact of Innovation Labs on the way people work, we analyzed the behaviors that correlate with increased collaboration, creativity, and motivation. Figure 8. summarizes the P-values obtained. Underlined in gray, the P-values with a result strictly below 5% have a strong correlation.

	Collaboration		Creativity		Motivation	
	Days / Weeks after	Month / Years after	Days / Weeks after	Month / Years after	Days / Weeks after	Month / Years after
Use new knowledge	0,3922	0,232	< 0,0001	0,001	0,203	0,013
Share learnings	0,1646	0,001	0,063	0,010	0,017	< 0,0001
Change habits	0,013	< 0,0001	0,057	0,002	0,655	0,513
Use new approaches	0,011	0,001	0,006	0,001	0,001	< 0,0001
Launch initiatives	0,133	0,224	0,002	0,048	0,101	< 0,0001
Continue to learn	0,497	1	0,384	0,002	0,002	0,010
Discover other tools	0,404	0,348	0,006	0,188	0,264	0,216
Test ideas	0,013	0,001	0,006	< 0,0001	0,046	0,001
Iterate to improve	0,048	0,004	0,048	< 0,0001	0,053	< 0,0001
Communicate differently	0,019	0,0002	0,194	0,076	0,037	0,004
Interact with inspiring people	0,073	< 0,0001	0,005	0,001	0,179	0,001

P-value significant <0,005

Fig. 8. P-Value analysis between actions and long-term evolution of collaboration, creativity, and motivation

We notice that 5 actions in the following days/weeks and 21 actions in the following months and years have a significant correlation with increased collaboration, creativity, and motivation. This allows us to deduce that the new actions implemented in the months and years after the workshop are decisive and promote transformation.

Before focusing on understanding the actions that promote transformation. Let's look at the only action that is not directly correlated with the sustainable evolution of ways of working; it is the action of using new tools. This focus on the formalization of generic tools for collaborators seems to have to evolve in order to promote a sustainable increase in collaboration, creativity and motivation.

We will now analyze the results of the correlation analysis between the actions implemented by the participants following the workshop and the increase in motivation, creativity, and motivation.

4.2.2 Actions that promote a sustainable increase in collaboration

Sustainable improvement in collaboration is fostered by participants completing the following 6 actions:

- Communicate differently (P. Value of 0%)
- Interact with inspiring people (P. Value of 0.0001%)
- Share learnings (P. Value of 1%)
- Iterate to improve projects (P. Value of 4%)
- Test ideas (P. Value of 1%)
- Use new approaches (P. Value of 1%)

4.2.3 Actions that promote a sustainable increase in creativity

Sustainable improvement in creativity is promoted by the following 7 actions:

- Interact with inspiring people (P. Value of 1%)
- Use new approaches (P. Value of 1%)
- Iterate to improve projects (P. Value of 0.001%)
- Test ideas (P. Value of 0.0001%)
- Continue to learn (P. Value of 2%)
- Use new knowledge (P. Value of 1%)
- Change habits (P. Value of 2%)

Among these actions, 4 are identical to those identified to improve collaboration: contacting inspiring people, approaching problems and topics differently, sharing suggestions for improvement and testing ideas.

4.2.4 Actions that promote a sustainable increase in motivation

Sustainable change in motivation and engagement is fostered by the following 7 actions:

- Launch initiatives (P. Value of 0.0001%)
- Share learnings (P. Value of 0.0001%)
- Communicate differently (P. Value of 0.004%)
- Test ideas (P. Value of 0.001%)
- Iterate to improve projects (P. Value of 0.0001%)
- Interact with inspiring people (P. Value of 0,001%)
- Use new approaches (P. Value of 0.0001%)

Only one action is related to this transformation, it is to launch a new initiative. All other actions are also related to creativity and/or collaboration.

4.2.5 Summary of actions that promote improved collaboration, creativity and engagement.

We can therefore conclude that 10 actions contribute directly to the long-term transformation of collaboration, creativity, and employee engagement. We represent these actions in a transformative path (Fig. 9). We note that some actions have a positive impact on all three dimensions, i.e., interacting with inspiring people, using other approaches, testing ideas, and iterating. Three actions promote two dimensions, i.e., sharing learning, interacting differently, and changing habits, and another three actions are linked only to one transformation, i.e., using new knowledge, and launching initiatives.

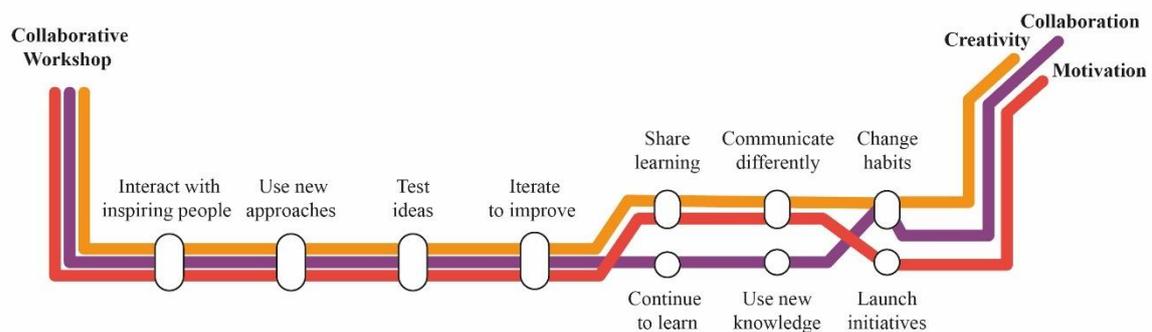


Fig. 9. – Transformative path of collaboration, creativity, and motivation

4.2.6 Grouping by categories of actions and temporality

We propose to group these 10 actions into 3 families. The first one concerns peer to peer and interaction; it is about interacting to stimulate each other and learning from each other's experience. The second family concerns learning by doing and favors transferring the tools discovered during the workshops into everyday activities. The third family concerns the anchoring of new reflexes; it is a matter of encouraging changes over time and continuing to want to learn in a logic of continuous adaptation. (Fig. 10)

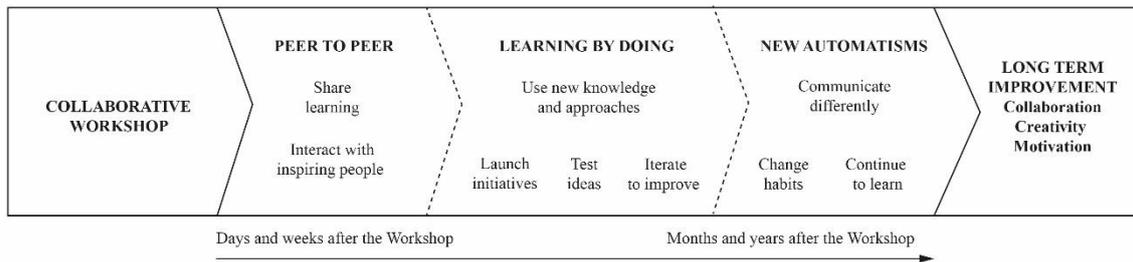


Fig. 10. New behaviors to trigger long-term transformations

5. Discussion

We can therefore ask ourselves to what extent Innovation Labs could optimize and measure their contribution to the sustainable transformation of teams' ways of working. This research has enabled us to identify actions to be taken to sustainably increase collaboration, creativity and employee commitment.

As an extension of this research, we propose, first and foremost, to design a support system that facilitates the implementation of these actions by employees. The table below proposes devices for each action identified (Fig. 11). Among the potential devices to support certain actions, there are training modules, sharing sessions, internal challenges, coaching sessions, and specific tools. In the future, we would like to implement these actions following a collaborative workshop with test teams within the company and study the long-term evolution of working methodologies.

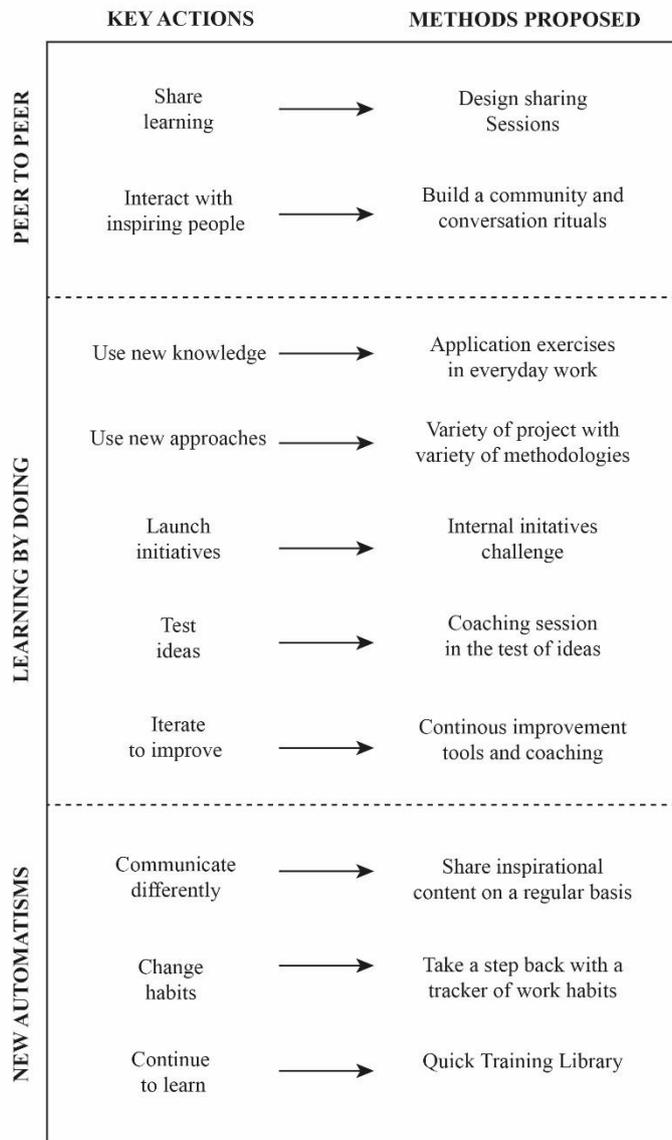


Fig. 11. Methods proposed for encouraging the implementation of these initiatives by workshops participants

A second perspective for this research is to develop tools for sustainable evaluation of the evolution of working methods. It appears interesting to develop diagnostic tools to evaluate a team before participation in a collaborative workshop, and then in the months and years that follow.

A third perspective for this research is to optimize the transforming experience consequent to Innovation Labs by identifying the feelings that promote the commitment of employees to the process of continuous transformation of work methods.



6. Conclusion

This research has demonstrated that the collaborative workshops organized by the internal Innovation Labs in the luxury sector contribute to sustainably transforming the way participating employees work. In that sense, workshops are transformative experiences that particularly favor the sustainable improvement of creativity, collaboration, and motivation. We have demonstrated in this research that certain actions implemented by the participants following the workshops promote the long-term transformation of the work experience. We have grouped the 10 initiatives we identified into three chronological families. The first actions, grouped as "peer to peer", consist in encouraging sharing of learning and interaction with inspiring people. The second type of action, labelled "learning by doing" favors transformation through the use of new knowledge and approaches, launching initiatives, testing ideas, and iteration. Finally, the third type of action grouped under "embodying new automatism", favors the sustainable transformation of communication, the anchoring of new habits and continuing to learn. This research gives us the guidelines to build Labs support processes that enhance a sustainable transformation in the participating employees' ways of working. In perspective, we are experimenting with the implementation of support tools after the workshops to facilitate the realization of actions that promote the sustainable transformation of work styles.

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Appendices

Appendices 1 – Questionnaire – 3 Questions related to this study

What changes did you make/observe in the days/weeks following the workshop?

- I used new knowledge in my projects
- I shared what I learned with my colleagues
- I changed my work habits / methods
- I used new approaches for topics / problems
- I launch a new initiative
- I continued to learn about the subject
- I explored other tools as an extension of what I had discovered
- I tested at least one idea
- I made suggestions for improvements, and I iterated
- I changed the way I communicate with others
- I (re)contacted inspiring people
- I made no changes in the days/weeks following the workshop
- I don't remember

What changes have you made/observed in the months/years following the workshop?

- I use new knowledge in my projects
- I share what I learned with my colleagues
- I have new work habits/methods
- I approach topics and problems differently
- I launch new initiatives
- I am still learning about the subject
- I am exploring other tools
- I test my ideas
- I share suggestions for improvement and I iterate
- I communicate with others differently
- I have regular contact with inspiring people
- I have made no long-term changes



What impacts have you observed as a result of these changes, at your level or in your professional environment? (today's point of view)

- Increased personal productivity
- Increased team productivity
- Increased quality of results
- More joy at work
- More motivation and commitment to projects
- Better collaboration with my colleagues
- Emergence of new ideas and more creativity
- Less tension/conflict
- More peace of mind in the face of the unknown
- Increased ability to deal with complex issues
- Better understanding of business stakes/client needs
- My work feels more meaningful
- No particular impact

Appendices 2 – Example of the P-Value calculation table for the items Better collaboration with my colleagues and I have regular contact with inspiring peoples.



Contingency table (Better Collaboration with my colleagues \ I have regular contact with inspiring people):									
Collaboration \ inspiring people	Non	Oui							
Non	95	5							
Oui	52	20							
Theoretical frequencies / Resampled statistics (Number of samples=100) (Better Collaboration with my colleagues \ I have regular contact with inspiring people):									
Row variable	Values displayed in bold are significant at the level alpha=0,05	Observed frequencies	Theoretical frequencies	Mean(Boots trap)	Standard error	Lower bound (95%)	Upper bound (95%)	Lower bound Simple percentile interval (95%)	Upper bound Simple percentile interval (95%)
Non	Non	95,000	85,465	86,030	6,875	72,460	99,600	72,950	98,000
Non	Oui	5,000	14,535	14,290	3,622	7,141	21,439	7,475	21,000
Test of independence	Non	52	61,5348837	61,28	6,49643259	48,4564711	74,1035289	50,475	73,525
Oui	Oui	20	10	10	3	5	16	6	15
Wilks' G ² (Observed)	17,823								
Wilks' G ² (Critical value)	3,841								
DF	1								
p-value	< 0,0001								
alpha	0,05								
Test interpretation:									
H0: The rows and the columns of the table are independent.									
Ha: There is a link between the rows and the columns of the table.									
As the computed p-value is lower than the significance level alpha=0,05, one should reject the null hypothesis H0, and accept the alternative hypothesis Ha.									
Test of independence between the rows and the columns (Monte Carlo method / Number of simulations = 5000):									
p-value	< 0,0001								
alpha	0,05								