

**Artistic Business Management**  
Utilizing Art Thinking to Create  
Inner and Outer Wealth for Businesses

By

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## **Abstract**

This project investigates ways to utilize art thinking in business with the goal of establishing a framework to design a human-centric business management model – Artistic Business Management – for businesses to realize their full potential of producing inner wealth, outer wealth, and societal wealth.

Art is represented in many forms, but the common theme in all is the benefit of cultivating inner wealth. Yet, the process of creating art often overshadows its being: the wealth of knowledge in creating inner wealth and the thinking method are not harnessed outside of the art world. On the other hand, in business, where outer wealth is created, the wealth creation system has developed in an exchange of our inner wealth, resulting in a situation where the majority of workers are overworked and disengaged. However, both types of wealth are essential in our wellbeing at an individual level as well at societal level.

This report aims to transform such challenges into opportunities by merging the strengths of art and business together to introduce a new process of wealth creation. This report utilizes ideas from the evolution and history of art and business, current issues, expectations, and a case study of a successful business that utilizes art thinking in its management in order to formulate a framework that realizes human-centric innovation in business management.

The final deliverable is the Artistic Business Management Mindset Model that promotes human-centric business management. It can be used to design a business that achieves both inner wealth and outer wealth through its operation.

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## **Definitions**

Below are terminologies used in this paper and their definition in the context of this project. (Alphabetical order)

### **Art:**

Art in this paper refers the broad category of art as defined in Oxford dictionary: the expression or application of human creative skill and imagination, typically in a visual form such as painting sculpture, producing works to be appreciated primarily for their beauty or emotional power (“Art”, n.d.)

### **Art thinking:**

Art thinking refers to the thinking process involved in the creation of art as defined previously.

### **Artists:**

Artists are people who practice art and art thinking. In this paper, it mainly refers to those who create visual arts such as painting, sculptor, drawing, but the term covers other forms of art such as theater, music, performance, and dance.

### **Business management:**

Peter F. Drucker, who is called the father of business management, suggested five basic principles of management as: setting objectives, organizing, motivating and communication, establishing measurements of performance, and developing people (Drucker, 2011). Business management in this paper adheres to his definition, however, focuses on motivation, communication, and developing people.

### **Empathy:**

A compassionate ability to feel and understand emotions and situations without filtering through biases, ego, or self-importance.

**Human centric:**

A notion to consider human values such as our biological, psychological, intellectual, emotional, and physical needs in initiatives instead of humans complying to systems, technology, or policy. In this paper, it also implies a gesture that is humane, compassionate, and considerate.

**Human productivity:**

This generally means employee productivity at work, however, in this paper it comprehends life outside of work, too: one's intrinsic mental, physical, and intellectual needs are reasonably met and he/she is able to maintain wellbeing. A study done regarding wellbeing by the New Economics Foundation in the UK defined wellbeing as “feeling good and functioning well” (Aked, Marks, Cordon, & Thompson, 2008) in life in general, experiencing life positively. This paper employs this definition when talking about human productivity.

**Inclusive:**

The state of being inclusive and supportive of all factors that surround humans including but not limited to emotions, situations, cultures, background, media, purpose, intention and so forth.

**Inner wealth:**

Aforementioned report defines a person with wellbeing have “feelings of happiness, contentment, enjoyment, curiosity and engagement”, as well as “Experiencing positive relationships, having some control over one's life and having a sense of purpose.” (Aked, Marks, Cordon, & Thompson, 2008). A state of inner wealth means having those attributes in which a person is able to feel mentally wealthy; able to create and feel the state mentioned above him/herself and able to share the wealth with others.

**Outer wealth**

Financial wealth, monetary gain by economic activities.

**Sensitivity:**

An emotional and intellectual ability to capture and feel environmental stimuli carefully, followed by introspection to examine the phenomenon, events, and emotions sensitively. In this paper, it is used as a positive characteristic such as ethical sensitivity, “the ability to identify the moral virtues or values underlying an ethical issue” (“Ethical sensitivity”, n.d.).

**Sensibility:**

“The quality of being able to appreciate and respond to complex emotional or aesthetic influences” (“Sensibility”, n.d.). It is used as a positive characteristic in this paper.

**Scientific management:**

A business management style invented by Frederick Winslow Taylor in the 19<sup>th</sup> century in the United States. Taylor applied scientific theories in factory operation to improve productivity, the state of producing as many products as possible to sell efficiently, which led to mass production. In this method, people and factory equipment were treated the same way – as machines, and the management was taught that their role was to make people work without considering context and implications (Kranzberg & Hannan, 2017).

## **i. Introduction**

### **1.1 Inspiration**

This research topic is inspired by my experience.

When I was a teenager, I was severely sick for a few years that I could not do many things I wanted to do. I had many dreams and goals just like any teenager, but the persisting condition made them feel like they were no longer mine.

It was one of those days. My father was watching TV and I was not quite watching it with him or paying attention but I was looking at the direction from far behind, not feeling particularly well. A painting appeared on the show and it grabbed my full attention in an instant; It was a portrait by a French impressionism artist Henri de Toulouse-Lautrec of his mother. I felt like I could feel how he thought of his mother, their conversations, the air, and all the unspoken loveliness. The painting was extremely beautiful, full of love and kindness that seemed like a celebration of life.

I felt so much in the moment. I felt connected to the world, connected to myself and I felt alive for the first time in a long time. It still evokes the same feeling as I write this introduction today. The experience was so vivid, important, and dear.

I was still considerably sick that day but two years later, I was enrolled in a Fine Arts program abroad enjoying every moment of it. The experience made me want to study art so much that being sick did not matter to me anymore. The recovery and procedure took the amount of time it had to take and it was not easy but I was in bliss because I had purpose.

It was as if Lautrec's painting switched the light in my world and revealed strength in me that was taking a back seat behind sickness. Moreover, Lautrec depicted beauty as he saw in people; his approach seemed to be nothing but loving and genuine. This opened my eyes to the beauty in my life too; it was not a typical life but beauty still existed. I just was not sure if I was allowed to recognize it as beauty, but it sure held a lot of it just like anybody else's and Lautrec gave me the push to see it and experience life positively.

I was intrigued by this mechanism. There was nothing tangible involved in the process but one painting instantly inspired fantastic results in my life. I started to get the gist of it in art school: the study of art is multi-disciplinary and anti-disciplinary at the same time, and takes an inclusive and comprehensive approach to human and society. Art casts lights to where there was no light and challenges the convention in passionate ways, and artists go to any distance to achieve their ideals. However, it did not take long to discover that a career in art is not considered to "pay the bill", but at the same time, the jobs that "pay the bill" did not seem to have the inner wealth bliss and richness as art does.

Based on such circumstances, I developed an interest in mitigating the gap between art and business with an assumption that the combination of art (inner wealth) and business (outer wealth) will achieve a holistic, humanely well-balanced wealth. In my endeavor to do so, I engaged in business after graduation to understand the common ground for such interventions. Then I started a business to apply what I had learned from art and business. The results were incredible that I felt the need to pursue further in an academic environment, and I

came to summarize the mechanism of inner and outer wealth creation through business as my Major Research Project.

## **1.2 Research Goal and Research Question**

This project aims to elucidate art's thinking model - art thinking - focusing on art's process of cultivating inner wealth, and investigates ways to apply it in business management with an assumption that such will make business a comprehensive wealth creation social system that supports both inner and outer wealth. This will produce financial gain to contribute to the society in the form of tax, as well as salary for the workers to maintain a reasonable standard of living while actively supporting the wellbeing of those involved in the business by ensuring an environment that assures job satisfaction. The final delivery of this project is the Artistic Business Management Mindset Model, an initial attempt in establishing a new business management model that addresses the need to create both inner and outer wealth.

Business management mindset is the core of how businesses are run - it directly affects the performance of the business as it comprehends leading, operating, organizing, and managing employees. In current business environment at large, the problem with management revolves around employee management: many people are exhausted by work and they struggle to find a good balance between work and life outside of work (Handy, 2014). Having a job has two main benefits for us: to make living and to feel fulfilled in life. Galen, a physician, surgeon, and philosopher in ancient Greece, wrote that having a job is "nature's physician, essential to human happiness" (Litchfield, Cooper, Hancock, & Watt, 2016).

However, the reality is that the majority of workers today are unable to obtain much of the latter from working and business and workers developed exploitative relationship with each other and both are suffering as consequence. There is a need for a new management style that solves such problems so companies operate without compromising benefits that work gives to people and to the society.

On the other hand, art has established processes and mindset for nurturing inner wealth and human productivity through its long history. It is a unique discipline - completely inclusive of events, emotions, media, characters, purposes, challenges to name a few. Research shows that artists have higher job and life satisfaction than other professions ("The value of arts", p. 22, 2014) and their deliverables enrich the lives of audience. However, such knowledge and processes have not been codified that the thinking model that cultivates the sensitivity to make inspirational experiences possible is not well known.

Given situations in both business and art, I aim to investigate ways to bring these two disciplines together to create the Artistic Business Management model that helps businesses to become a holistic wealth creation system. I will conduct my research based on the questions as below:

- How does art thinking develop in a person?
- What are the factors in art practice and thinking that give artists the feeling of contentment and job satisfaction?
- What are the real challenges workers face with today's work management protocol, and what kind of changes could improve human productivity?
- How might we employ art thinking in business management to improve satisfaction at work so that business becomes a holistic wealth creation system that generates both financial gain as well as human productivity?

Both art thinking and business management comprehend multitude of areas, and investigating both in full is beyond the scope of this project. However, in this paper I will probe art thinking focusing on its high job and life satisfaction mechanism and introduce a new business management mindset model that helps to solve the challenges.

## **ii. Literature Review - art thinking**

### **2.1 Perception of art and reality of art**

The purpose of art is not to produce a product. The purpose of art is to produce thinking. The secret is not the mechanics or technical skill that create art – but the process of introspection and different levels of contemplation that generate it. Once you learn to embrace this process, your creative potential is limitless (Wahl, 2014) .

Many associate art and artistic skills only with paintings, sculptor, and drawing, however, when looking into the history of its development, artistic abilities evolved out of our need of survival. Humans fostered capabilities to observe, comprehend, imagine, foresee, empathize, create, communicate, and innovate by nurturing sensibility and such is the origin of artistic creativity (Morris-Kay, 2010). From then art evolved to become an extremely open-minded discipline in terms of inclusiveness of expressions, therefore the term art comprehends a variety of media from music, theatre, painting, and everything that human can imagine. And artworks, philosophy, and innovation stemmed from art enrich our lives as well as the society.

As Wahl argues, art is about producing a new thinking model. For example, it is similar to cultivating the field to be fertile enough for producing valuable fruits that feed us. And the field of art is inclusive - it accepts, produces, and values

diverse kinds of fruits. Art and artistic abilities comprehend the knowledge, labour, skills, and abilities to realize such - choosing the field, cultivating it, selecting the seeds, and taking care of the land and trees, growing the fruits, and distributing them. Artwork emerges as a part of the process, as in the fruits, but art is this whole process and art thinking is the decision-making processes that are used in the process. Therefore, being artistic means possessing the skills to cultivate, and realize purposes.

## **2.2 Development of artistic creativity - Palaeolithic time**

Creativity, an ingredient in art thinking as Wahl suggests, evolved in the Palaeolithic time about 30,000 years ago. In a study titled *The evolution of human artistic creativity*, Gillian M. Morriss-Kay writes that creativity evolved in our brain system responding to humans' need of survival - preservation of the individual and the species - by hunting better and creating harmonious community (Morriss-Kay, 2010). To hunt more strategically, humans observed games behavioural patterns watchfully and patiently to a point where they were able to foresee where they went after disappearing over the hills. This ability also helped them to imagine what tools they would need and how to make them to hunt more efficiently. This is a unique ability and advantage to humans that helped our survival immensely, and it is embedded in our brain ever since. Such became an advantage in maintaining a healthy community life, too, as understanding others based on behavioural patterns developed as empathy. It facilitated good communication based on kindness and care for each other amongst community members. The relentless effort to survive resulted in the emergence of language as

well; the part of the brain responsible for artistic creativity is also responsible for linguistic skills. That is, the advancement and cultivation of artistic creativity helped humans not only to survive but made the experience of survival better and enriched. It fostered foresight, empathy, communication skills, thinking, and imagination in us that enabled us to create and innovate for a better future. Artistic creativity is an ability that results from focused effort for the purpose of survival. Morris-Kay further argues that it is in our brain system and there are people who are gifted with it, however, it is a capability that needs to be trained the way Palaeolithic humans did for it to function as it can, and to enjoy its full potential (Morris-Kay, 2010).

### **2.3 Defining art thinking - Italian Renaissance**

It was in the 14th century, in Italian Renaissance when many of those exceptionally gifted with artistic creativity made a great impact in the society, and proved that artistic skills stem from a strong sense of purpose and relentless effort to nurture colorful abilities to deliver results. Masters of art such as Leonardo DaVinci and Michelangelo produced masterpieces that are still appreciated globally today, however, before their time, artists were understood only by their doing such as tool-making and not by thinking that they were considered low class manual labourers. Lorenzo Ghiberti, an artist of the time, noted, “a first-rate artist ought to be well versed in grammar, geometry, philosophy, medicine, astrology, history, anatomy, and arithmetic” (“The Status of Artist”, n.d.). And further argued that the best artists are not only well educated but are also pleasant and sensible. The genius of art collectively worked hard to prove through their

works and other initiatives that art practice is not only about making artworks but about the great amount of physical, mental, and intellectual work, that it is a sublime practice and thinking. As a result, artists attained well-deserved high status and respect in the society and left us a number of masterpieces that still inspire us after centuries (Dickerson, 2013).

## **2.4 Obtaining art thinking**

Such practice of art has significant benefits to individuals who find themselves in art. The author of *Think Like an Artist*, Will Gompertz explains it this way:

This of the countless stories of disobedient or disheartened kids at school who were heading for an existence of mediocrity and mayhem, when suddenly their lives were given purpose and meaning after joining a band, or taking up acting, or learning carpentry. Within months, they become experts in their field, reaching a level that would have been considered beyond them. They start making waves instead of trouble, and going from nowhere to somewhere astonishingly quickly, having found an interest that activated their imagination (Gompertz, p. 60 - 61, 2016)

Many artists obtain art thinking by learning his/her own purpose based on their unique experiences. Art to them is a purpose, and a way of better personal survival. Once they meet with their purpose and study full heartedly of extensive areas intellectually, mentally, and physically to achieve their ideal of art they become sensitive enough to comprehend both literal and non-literal information, they start to think for themselves and find their unique ways to digest their experiences that lead to the feeling of self-confidence, fulfilment, and happiness. Moreover, drawing their ideal enables them to understand what is right and what is not in the work during the making process that activates their sense of judgement as well as control. David Hockney, an English artist who played a

significant role in the Pop Art movement in the 1990's, routinely takes a step back from the work he is working on to critically examine against the ideal and make changes even after completion (Gompertz, p.178, 2016).

Through such processes artists understand values; they develop value-finding/beauty-finding capability capturing their own values as well as values in others and things. A great example of value-finding by an artist is of Gustave Courbet, a French artist from the 19th century. He painted scenes from rural countryside working class people, he was originally criticized that he depicted a mundane scene, something that was considered not particularly beautiful then, but he rejected the critic's opinions and brought dignity to the subject. By doing so he succeeded in empowering them and encouraging others to recognize their values (Dickerson, p.173, 2013). Artists work on purpose that they feel strong enough to share; an artwork is a representation of the artist's thinking and purpose. It is the thinking as well as its doing that make something that was impossible possible, and inspire us to see things differently.

## **2.5 Nurturing art thinking**

Such art thinking does not develop in isolation - it needs to be supported. Artists form supportive communities to nurture their potential even further. In the 19th century, many artists formed communities for the sole purpose of practicing art together. Artists chipped in to rent ateliers and grew together supporting each other's art and practice through discussion, learning from each other, and sometimes through friendly rivalry. For example, now a very popular art movement - Impressionism - was originally harshly criticized, but they believed it

was of great value and persevered to work through criticism until it received appreciation internationally. They grew into communities of great human productivity; individuals who are independently and collectively gifted and well self-educated with value finding worked hard until they succeeded in introducing new values to the society, much like how Da Vinci and Michelangelo changed the perception of their profession. And it was not only artists who took a part in such communities; patrons and other admirer of their activities supported their growth that it was an active community of diverse perspectives and expertise (Gompertz, 2016). Pablo Picasso left a comment regarding the community he belonged to at its closing, “I know we'll come back to the Bateau-Lavoir. That's where we were really happy, we were considered painters and not curious beasts” (“Le Bateau Lavoir”, n.d.). How happy and productive such interaction and journey they shared were is vividly captured in his remark.

I can relate to this story, too, from my experience in art school. We were taught diverse kinds of subjects such as humanism, history, and technical skills to begin with but students and professors brought in so many interests and perspectives from business to spirituality that there was always something new to learn. The professors were a group of passionate, committed educators, exceptionally skilled in value-finding and value-making. They were human-centric; accepting, inclusive, and equal that they would guide students but did not deny any purpose, character, and approach. They listened and understood students well and knew how to enhance strengths of students. Their knowledge base was incredible too that they were genuinely interested in their area of expertise that they knew the history, current, and the future, but still humble enough to learn from students.

They were passionate about students, too. They offered helping hands to students with creative solutions even when it meant working more or working around or going into a conflict with policies, they did without hesitation. They were role models and I always felt heard, understood, and encouraged to strive for excellence. I am confident that I went to the best art school in the world; there was the essence of great education, I felt my purpose was fulfilled, and I am a proud student of such great educators.

I had taken art courses in different school, too, in which the professor was also an artist. She had the same approach, inclusive and encouraging of all the differences and passionately worked hard to installing art thinking in students. With such approach, although students were coming from different cultures and walks of life, we became close and formed a supportive community that is still active many years later. Another thing to note about art community in my experience, is that because everyone is working on their purpose we connect beyond any differences in a kind way, and as far as I know such is a unique but commonly seen characteristic in art communities.

In comparison, I took a different degree since with no artist in the faculty and the experience was quite different. Even though human-centric was one of the values to be taught, their management style was ego-centric and totalitarian without a sense of purpose. Classes were poorly designed; students came with purpose but were extremely disappointed and disengaged, however, the program did not do anything about it even with many complaints. I believe the main difference between artists-run management and this failed management was that the instructors were focused only on personal survival and not communal survival

unlike art professors with art thinking ability were capable of achieving both. This may be an extreme case of academic dysfunction and incompetent instructors but I was assured how special the management done by artists was.

When students from art school get together, we still talk about how great the experience was and the professors were; not only the management was a success, but this probably is the most cost-effective, long-term marketing an organization can do. As I explained so far, being artistic does not only mean creating artworks but it also means, having purpose, cultivated empathy, value-finding/making abilities, challenging the convention to make changes, resilience to working through difficulties mentally, physically, and intellectually, diverse knowledge, and being capable of formulating thinking models to realize an ideal, and such needs to be nurtured in a supportive community.

## **2.6 Art thinking benefits**

Addition to benefits comes with obtaining art thinking, positive effect of art is seen in the audience, too. A new field of neuroscience, neuroaesthetics explains the mechanisms; our brains intrinsically try to make sense of what we experience. If we see people dancing, for example, we feel as if we are dancing and if we see people crying in an artwork it stimulates our brain to feel as if we are crying, too. Through such intrinsic process, art cultivates the ability to feel for others and read people's emotions: empathy. People desire to be understood as being understood puts us on ease; this process connects us in a profound way and creates a sense of relief and satisfaction (Kaufman, et al., 2017). Moreover, arts Council England's study showed that people who went to arts and culture events and places were 60

percent more likely to claim good health ("The value of arts", p.25, 2014). In fact, doctors in Montreal are soon going to be prescribing museum visits as a treatment. Dr. Hélène Boyer explains its advantages: "It increases our level of cortisol and our level of serotonin. We secrete hormones when we visit a museum and these hormones are responsible for our well-being." (Livni, 2018). Art thinking happens at an individual level and nurtured in a community, and experiencing art that is created based on art thinking has great health benefits for our wellbeing, too.

Art thinking has evolved out of our need to survive and those gifted with artistic talent find themselves and their purpose in and through art, and relentlessly work hard toward understanding the essence of the matter and people to materialize ideals. Through such artworks, they connect people emotionally, intellectually, and mentally satisfying our intrinsic needs as humans, enriching our lives as result. With such discipline, it is said that artists experience a trance-like concentration that comes with a feeling of euphoria while working (Morriss-Kay, 2010). Art thinking creates a ground for high human productivity, inner wealth both for the practitioner and audience, and solves even strenuous tasks such as changing perceptions in the society, and building communities with profound bonds.

## **2.7 Art thinking leads business success - Mirai Industry (Future Industry)**

The reason to make money through business for us is to pay high salary to those whose paths happened to cross with ours so that they have good lives. We spend most of our lives at work so I want them to have lives in which they are glad being at work, and the time spent at work is fun. Secondly, we make money to contribute to the society by paying

tax – Akio Yamada, Mirai Industry founding CEO  
 (“Making of the happiest”, 2012)

A public company, Mirai Industry, an electronic equipment manufacturer in Japan utilizes art thinking and artistic abilities in their operation. They are successful both financially and in terms of human productivity, too. They produce innovative products and are famously called, “the company with the happiest employees in Japan”. It was founded in 1965 by a theatre group and the founding CEO, Akio Yamada (deceased in 2014) was a trained actor as well as theatre director and he was gifted with art thinking abilities. He said his job is to make employees happy and utilized art thinking and cultivated empathy to really understand his employees rather than assuming ways that make employees happy or forcing empathy on them (“Making of the happiest”, 2012). And resulted in such honourable reputation as well as business success.

They have thousands of employees all are permanent employees, Yamada did not believe in saving money on labour because it does not create any good in people nor in the society. They have been profitable, with no deficit, from the first year with average profit margin of 13%, with their highest being 22%, and consolidated net sales of approximately 35 billion CAD (“MIRAI INDUSTRY”, n.d.; Fukuyama, 2014). They are known for their unique management strategies, such as: no over-hours policy, 140 days annual holiday, and no hierarchical communications between employees. Although each person has responsibilities, everyone is equal and nobody has power over others in the organization. In their word, there is no “God” in Mirai Industry. They have higher than national average salary, and retirement age so that they can support themselves longer.

Their company slogan is “always think” (not in a forced tone in the original language) and they do not set sales quota or other business targets, but are still profitable. Yamada managed the company with full trust in his employees respecting their autonomy and supporting their needs as much as possible. He believed if employees were well-treated, it is human’s intrinsic reaction, or a characteristic of Japanese culture, to want to do well that results in the business success as defined in the above statement, creating a positive feedback loop in the organization. Also, he believed if employees are respected they can improve their unique qualities and values which would make them, and the company, the only one in the industry. He saw no value in employee education to force values on them and said if the management had time to think about such a thing, they should be thinking about how to make employees happy instead as that is ultimately more productive. He points to a theatre technique called ensemble as a key ingredient in his management style. Ensemble is defined by Dictionary.com as “an approach to acting that aims for a unified effect achieved by all members of a cast working together on behalf of the play, rather than emphasizing individual performances”<sup>1</sup>. He noted that to achieve ensemble, each person must do his or her best job, which leads to perfect teamwork. He understood that it is such strong work that makes products that touch people. His business philosophy was influenced by a play, *An Enemy of the People* by Henrik Ibsen, in which the main character says “the strongest man is he who stands most alone” (Miller, 2015). Yamada said in an interview that his management style has been called strange, but his purpose was to stand strong behind his idea of justice regardless of what

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<sup>1</sup> Ensemble acting. (n.d.). Retrieved from <https://www.dictionary.com/browse/ensemble-acting>

others may say.

They have done a number of interesting creative problem-solving but I would like to share two that speak about their character. One year they wanted to take 16 consecutive days off, but their clients opposed to their decision as they would need them. They solved the challenge by giving every client (over 3,000 across Japan) the key to the storage facility telling them feel free to come take what they need and leave a note indicating what they took while the company was on holiday. It turned out only three clients came and nobody stole anything. From this they learned 16 consecutive days off is possible, clients do not need them as much as they think they do, and that there is a strong trust between clients.

Additionally, they had the highest sales in history that year (Fukuyama, 2014).

Secondly, in the customer service department, they designed 23 different work shifts so that the department functions even when a worker or workers have to take a day off all of a sudden (Asadasadasa, 2011).

There are elements of art thinking in their management such as building a supportive community, open-mindedness, and human-centric to name a few.

Looking into online anonymous company reviews, the employees say they are happy and satisfied working at Mirai Industry and how they are portrayed in the media is true to fact (“Mirai Kogyo”, n.d.). Yamada said Mirai Industry is not a paradise and acknowledged that they have many challenges but he had an interesting way of solving such issue as well; every employee is encouraged to make suggestions and each suggestion, regardless of the content, is compensated by six dollars (“Making of the happiest”, 2012).

The uniqueness in Yamada's approach stems from the fact he was a trained actor and theatre director with art thinking that he was able to understand employees based on their behavior rather than based on assumptions. He had art thinking before business thinking and formulated solutions based on careful observation and empathy, hence the success.

Through this literature review, I learned that art thinking has a strong connection to our need of better survival and it helped us throughout in history enriching our lives in many different ways, both as species and individual. Artists work on their purpose that they feel strong enough to share and work relentlessly, mentally, physically, and intellectually to materialize values they see in the world. And through such endeavour they develop special sensitivity and sensibility to genuinely understand others that result in many inspiring forms of works from beautiful painting to business success to successful products to cohesive community. Art builds a human-centric community based on inclusivity, equality, respect, and cultivated empathy for each other to achieve more together. There are many qualities in art that can be utilized in business management to become a holistic wealth creation system.

### **iii. Literature Review - Business**

#### **3.1 Business as a social system to create inner and outer wealth**

Dave Packard once said, "I think many people assume, wrongly, that a company exists simply to make money. While this is an important result of a company's existence, we have to go deeper and find the real reasons for our being. As we investigate this, we inevitably come to the conclusion that a group of people get together and exist as an institution that we call a company so that they are able to accomplish something collectively that they could not accomplish separately—they make a contribution to

society, a phrase which sounds trite but is fundamental.” (Handy, 2014)

As Dave Packard argued, business is a social system capable of building lives for us that are financially as well as humanely wealthy. In terms of financial contribution, 60% of tax in Canada comes from either personal income or corporate income that business profit is a must element in the development of the society, economy, as well as our lives (“Department of Finance”, 2017). As Packard suggested, that is not the only function of business: it creates jobs for people. A job is something for people to do, but it also provides us with purpose that gives us a sense of subjective fulfilment and pride that make lives meaningful.

In terms of how businesses are operated today that contribute to create the two contradicting conditions as Packard suggested – simply to make money and contribute to the society – Douglas McGregor categorized management models by how workers are viewed in two categories, Theory X and Theory Y. Theory X refers to a management style in which management acts as supervisors to micro-manage workers because workers are not to be trusted. The business objective in this case is simply to make money. Whereas in Theory Y, management is inspiration rather than supervision that workers are given autonomy and there is a healthy trust between the management and workers that they are able to contribute to the society together while also making money (McGregor, 2008). Current management culture mostly adheres to Theory X, contributing to the false notion that a business’s goal is to simply make money. However, for the future of business to be a social system, Theory Y type of management such as Mirai Industry’s model, is desired for our society to flourish in more sustainable ways.

### 3.2 Dysfunction in business management

There is a crisis regarding working environment that evidences the dysfunction in business. For example, 47% of Canadians are unhappy in their job (“One-half of working population”, 2016), 84% of them are disengaged from work and quarter of them are actively disengaged (Parkinson, 2018), and 58% of them feel overworked and many quit their jobs due to stress such as dealing with office politics (Dubé, 2017). Moreover, these feelings not only effect their performance at work but economy at large; there is a similar data of work disengagement in the U.S. and it is estimated to cost American businesses \$550 billion annually (Friedman, p.266, 2015). This is a serious situation that reveals dysfunction in the system.

Dan Lyon wrote in a book, *Disrupted: My Misadventure in the Start-Up Bubble* about his experience working in today’s typical office, and shared his opinion on the management style in New York Times noting, “Treating workers as if they are widgets to be used up and discarded is a central part of the revised relationship between employers and employees that techies proclaim is an innovation as important as chips and software.” (Lyon, 2016). In fact, a study by a business management consultancy, Accenture, revealed that the majority of people who leave their jobs leave due the management (Hall, 2013). One question comes to mind: why in a system that is supposed to create great benefits for us create such dysfunctions?

### **3.3 Business management history – Taylorism**

Businesses started to operate current model back in the 19th century, when the first industrial revolution occurred. Manufacturing became the main and lucrative industry and many of the businesses happened in factories. Frederick Winslow Taylor, a mechanical engineer, invented a business management model taking ideas from science called scientific management which was later called Taylorism. Scientific management aimed and succeeded in dramatically improving productivity, the state of making more products to sell efficiently in factories. The method, in essence, was to micro-manage machineries as well as workers to maintain high productivity. It was praised for its ability to generate great financial success and quickly prevailed globally. However, there was a critical weakness in this method: it neglected human's mental, physical, and intellectual needs, and was heavily focused on the results, ignoring the context and implications. For example, the management made workers work as if they were machines that do not break without resting. This interrupted human productivity greatly, causing increased irritability and fatigue causing physiological and neurological damage among workers. People were outraged by this management style, but it was a great success from management's perspective. Workers started to resent the management and management resented workers who were against them, and there appeared a big gap between people who are supposed to be working together (Kranzberg & Hannan, 2017). The most influential thinking mode of scientific management that resulted in as such is as follows:

<b>Management items</b>	<b>Mindset/delivery</b>
Business objective	To make profits, especially management profit
Role of management	Manage workers to work like machines in the way management requires
View of workers	A piece in the business operation that would not function without being closely managed to produce profit
Work model	Standardized
Relationships between workers	Competition
Incentive for workers	Income and bonus (eg. bonus if quota was achieved)

*Figure 1: Taylorism business management model*

Although Taylorism created great financial wealth to the world, it compromised human wealth in the process and spread across the globe that way. Another example that evidences its legacy, in terms of neglecting people, is the popular business model design tool, Business Model Canvas. It is a popular tool in business and entrepreneurship to determine a business model by filling in ideas for items such as customer segment, customer relationship, sales channels, value proposition, key activities, key resources, key partners, cost structure, and revenue stream (“Business Model”, n.d.). It does not include who to work with, how to treat employees, what types of relationship to build with them even though people are the very core of any business and determine the destiny of a business. In fact, failed interpersonal relationships is number one cause of failed businesses (Tredgold, 2018). Being mindful of the impact of interpersonal relationships at

work at the beginning stage of designing a business would positively influence the course of a business.

### **3.4 Legacy of Taylorism and need for change**

The legacy of such relationship history is still seen today as to how people see the management: 90% of Americans feel that corporate managers cannot be trusted to look after their employees, and 43% believe senior executives are only interested in gaining profit for themselves (Handy, 2014). And as seen in Lyon's experience, the style still exists after two centuries. This is partially due to education; it was such a great success that education system adhered to Taylorism philosophy to prepare students for the workforce by installing knowledge useful in such industries. And they went on to work in an environment spreading the not fully productive custom even further, treating each other as resource rather than people (Ireh, 2016).

One of today's business leaders, Jack Ma of Alibaba commented on today's education in this year's World Economic Forum:

Education is a big challenge now. If we don't change the way we teach, we will be in big trouble in 30 years from now. Because the way we teach, the things we teach our kids, are the things from the past 200 years – its knowledge based. We need to be teaching our children values, believing, independent thinking, teamwork, care for others... these are the soft parts. The knowledge will not teach you that. That's why I think we should teach our kids sports, music, painting, art. Everything we teach should be different from machines.” (New China TV, 2018).

Industry shifted from manufacturing to service since the first industrial revolution yet the pernicious part of the management system continues, and as Ma suggests there is a strong need of a new model that cares for people, for us to survive better.

### **3.5 Change in business management**

Many recognize the negative influence of management that does not consider human values such as Ma suggests. In recent years, more companies try to put people in the centre by providing more benefits or offering flexible hours (Friedman, 2015), however, the mindset is still the same as “I give you this so you must perform better to make more profit for us”; the doings may have changed but the mindset stays the same.

Recent studies evidence that Taylorism’s view is not the most productive method for businesses that, “happy employees mean bigger profits.” (Friedman, introduction xiii, 2015). In a book titled *The Best Place to Work: The Art and Science of Creating an Extraordinary Workplace*, Dr. Ron Friedman suggests that an environment that considers and optimizes our mental, physical, and intellectual needs creates a profitable and high human productivity business. This includes taking sufficient breaks for better brain function, giving workers autonomy, and having management that acts as role models.

### **3.6 Future of business management**

Through this literature review both on art thinking and business management, it is assured that a business that considers human values are more successful. And such management has a potential to solve the problems happening in the business world today. As Ma suggested, the importance is fostering the sensibility in business management. Knowing how Yamada managed his business based on art practice and the comment from Ma, it could be that businesses today operate based on the assumption that people intrinsically understand each other, but

according to studies I have discussed thus far, such ability need to be found in an individual and nurtured in a community. Lack of such can be the reason behind the gap in their intention as in benefit packages, and the negative statistics as results.

Handy states that in the future, businesses need to extend sustainability to humans (Handy, 2014) and the key ingredient to realize such is already established in the discipline of art. It is a matter of codifying it for practical use in business. If this can be created then businesses will start to function in this way and produce a more holistic wealth to the society.

In the next section, I will explain methodologies and process to formulate artistic business management mindset model.

#### **iv. Methodology**

##### **4.1 Methodology and process**

Given literature review, I conducted expert interview and documentary analysis to seek answers to my research questions employing ethnographical lens to analyse the data. To elucidate the process and mindset, I used Causal Layered Analysis (CLA) tool to study the results qualitatively.

- How does art thinking develop?
- What are the factors in art practice and thinking that give artists the feeling of contentment and job satisfaction?

To approach the first two questions, I needed to understand how artists develop art thinking in the first place, and how the feeling of satisfaction is generated. In order to fully assimilate what is entailed in the cultivation of art thinking, it was important that I hear from real practicing artists about their experience in depth,

therefore, I conducted one on one expert interviews. Also, to understand the essence of art thinking, it was critical not to collect insights only from a particular culture. To comprehend the benefits of art thinking, insights from people in the art community was needed, too, especially knowing art thinking happens at an individual level as well as community level.

With these criteria I recruited practicing artists from my personal network, people I personally know so that I get to hear their insights in details. I chose candidates who are genuine in their practice, who practice it in the way Ghiberti described. I was able to interview four artists, three painters and one sculptor, from three different countries. And five people in art communities - art admirers, gallerist, and art collector - also from my personal network, from three different countries. I interviewed my professors from my undergraduate program as well to learn about the mindset they had for providing such constructive and positive education to the students.

As the participants were international, the interviews were conducted via phone or e-mail with semi-structured style. I had nine questions in total that included basic questions such as name, nationality, occupation and more open-ended questions regarding their art practice for artists, and regarding their experience with art to art community persons. Then we moved on to conversational questions to discuss points that were raised in the previous section in more detail. They kindly made themselves available for follow-ups after the interview, too. I structured my questions with generic language to minimize biases to give participants the freedom to answer in the way they desire as the purpose was to understand their point of view. I transcribed the interviews and analyzed by finding commonalities.

I tried to employ art thinking in the analysis, too, not to take comments at the face value but to collect insights in both literal and non-literal ways.

I conducted documentary analysis to learn the background of their job/life satisfaction. Data was collected internationally to minimize cultural influence. Documents that I reviewed included reports from art organizations, publications, videos, blogs, and media articles. I highlighted the key elements related to the research questions and analyzed qualitatively. I was able to collect quantitative data that I was not able to obtain from interviews which helped to contextualize what I learned. Books with art thinking in the title focused more on art doings, or image of art practice rather than actual thinking that they were not insightful, but, a book titled *Think Like an Artist* by Will Gompertz about his ethnographical insights working and interviewing artists were informative of my topic area covering how artists think as well as how businesses could take ideas from art and artists.

- What are the real challenges workers face with today's work management protocol, and what changes improve people's human productivity?

Quantitative data was collected through literature review already, but I needed to understand the reality behind those numbers through expert interviews so that the final deliverable will reflect and approach real problems. The purpose of this research is to establish a mindset model therefore it was more beneficial to assemble insights from variety of cultures rather than from just one culture for the outcome to be informed by ideas that may not exist in Canada today. As the data collected through literature review was not specific to an industry, and it is an international phenomenon, I recruited interviewees across culture and industry.

With these criteria, I recruited candidates through my personal network, for the same reason I recruited artists, and five people from four countries kindly participated. They are from media, finance, education, information technology and retail, all full-time workers with different roles in their organizations as director, employee, and employer. The interview and analysis method are the same as artist interviews.

I collected quantitative and historical data from documentary analysis to feed the final deliverable. I looked to publications on business management from classics such as of Peter Drucker and more recent books on business management tools.

After this, I consolidated the data to formulate the final deliverable of Artistic Business Management Mindset Model that corresponds to what I had learned thus far.

- How might we employ art thinking in business management to improve satisfaction at work so that business becomes a system that creates a holistic wealth including financial gain as well as human productivity?

I analyzed the data obtained through this research by utilizing CLA which investigates the underlying worldview of a litany to figure out alternative thinking that creates another litany (Inayatullah, 1998). Then I formulated a management mindset tool that creates an environment for businesses to become a social system that creates both inner wealth and outer wealth.

## **4.2 Limitations**

I tried to collect information internationally for the goal of drawing a comprehensive view of the topics, but due to language limitation of the researcher it is only from sources published in either English or Japanese. With given page

limitation of the project, some ideas are summarized rather than stated in full.

Also, interviews were conducted with a small group of people for the same reason therefore it is not analyzed quantitatively; it would be beneficial to have larger number of participants to study the topics further.

## **v. Outcome**

### **5.1 Research question 1 - How does art thinking develop in a person?**

Interview and research results showed the following commonalities in the development of art thinking in an individual. These steps can be taken by any individual to develop art thinking as it is a found and learned ability constructed on our existing neurological system.

#### **Development of art thinking**

- 1) Vivid experience that stimulated strong emotions
- 2) Feeling significant values in the experience
  - In one's self
  - In the artwork
  - In the area
  - In others
- 3) Express one's self based on the experience
- 4) Study extensive area using both literal and non-literal sources to realize the values
- 5) Share the feelings stemming from this activity with others or with works made by others
- 6) Strong sense of purpose

- 7) Artwork is made
- 8) Evaluation from others, positive or negative
- 9) Introspect
- 10) Keep going

All participants mentioned a vivid experience as the beginning of their artistic career that brought strong emotions in which they found their authentic self. The experience differed in nature, from someone's comment, an encounter with artwork, to a tragic life event. They all felt significant values and meaning in the experience as a whole. One participant mentioned finding herself in the experience when she felt like nobody otherwise, and another said he found a way to freedom in it. They felt strong enough to express the meanings they saw in the experience through different media such as painting, drawing, and performance. They started to study extensive area to improve the craft for the works delivered to be true to the original value. They study by reading, seeing other works, traveling, connecting with others, and so forth utilizing all sensory systems to fully understand the problem and humans. The vivid yet ambiguous experience started to form a purpose through this process, and they created artworks continuously. With something to show, they started to receive various feedback from others which led to an introspective to take place - examine if the feedback is true to what is expressed and so forth. This steps made them see things from different perspectives and develop bird's eye view of their product. After taking time for introspection, they still felt strong enough to continue to refine their practice and make more artworks.

Steps 1) - 6) were done in personal space and 7) led to connect with outside world and 8) to 10) involved other people. The last steps helped to deepened their art thinking and artistic abilities. This process was repeated throughout their career enhancing their artistic sensitivity.

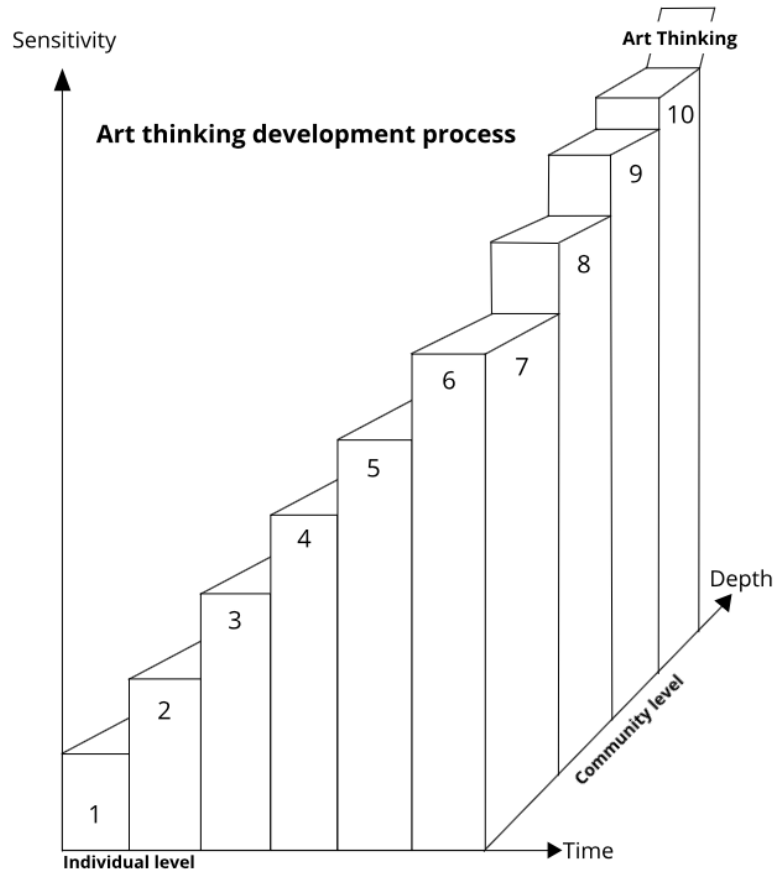


Figure 2: Art thinking development process

As seen in above figure, the community has a significant role in the nurturing as well. All the artists that I interviewed belong to art communities with diverse members of artists, professors, gallerists, students, people from different cultures, and fans to name a few. It was similar to the ones I discussed in the literature review. From the interview with both the practitioner and members, the characteristics of the community were as below.

- Inclusive
- Independent from each other as each has different practice and purpose
- Open to different ideas and expressions (leave for other groups if not, or members introduce other groups to one another)
- Support system
- Work toward the same goal of better survival with different ideals
- Connected through art thinking

## **5.2 Research question 2 - What are the factors in art practice and thinking that give artists the feeling of contentment and job satisfaction?**

Regarding artists' subjective high job satisfaction rate, all the participants responded with very high number between 80% - 100%. One participant said it is at 100% without hesitation with reasons being the freedom from any competition as she is working on her unique values. As artists know their values and what they find meaningful at the core, they are less likely to be bothered by values forced on them from others which makes them resilient and focused. Another artist scored 80% with 20% deducted as she is unable to secure time for art as much as she would like sometimes. However, she noted the more she works on art the more confident she feels. The third artist scored 100% with a hesitation; he said art is about ambiguity that there is no clear answer. Yet, as to do art is to live to him and he has met wonderful people through his practice therefore he said it is 100% from that perspective. Factors in their high job satisfaction rate were as below.

- Assurance of autonomy

- Able to work on their own purpose
- Freedom of expressions and work styles
- Close tie with personal better survival
- Profound connections with people

Through this combined with literature review, I learned that art thinking fosters artistic empathy, purpose, critical thinking/ the ability to think for one's self knowing the threshold, value-finding/making, and profound connection with others that lead to inner wealth. I started to look into its application in business. How those qualities could benefit business operation to become a holistic wealth creation system as below.

- Artistic empathy

It is a type of empathy that emerged in the Palaeolithic time as Morris-Kay introduced - an ability to share feelings and see others through kindness based on lengthy careful observation of the subject based on their behavioural patterns utilizing cultivated sensitivity and sensibility for the purpose of survival. Artistic empathy enables a person not only to feel for others but to be kind to others because the endeavour to build it goes beyond the surface and artists study from multiple angles. Empathy has been a buzzword for a few years now as being the key ingredient in design. And some assume it is intrinsic to humans but it is something that needs to be nurtured (Morris-Kay, 2010). If businesses had artistic empathetic capability, they will be able to resonate with stakeholders better to provide better services to customers, workers, shareholders, and the society. In

terms of business management, empathy makes workers understand each other in the way Yamada made his employees happy and led the business for success.

- Purpose

The sense of purpose that stems from art thinking is authentic, powerful, and strongly related to one's experience, identity, and emotions. Dr. Shelley Prevost discusses one reason people struggle to find their life purpose is because people are taught to choose a life purpose rather than finding it within. And working with an authentic purpose results in more fulfilled life than working on a purpose that you borrow from social norm or company statement (Prevost, 2013). Most companies today hire people who comply to the company making people work on borrowed purposes rather than their own which Margaret Heffernan, the author of *A Bigger Prize: How We Can Do Better Than the Competition*, suggests is counterproductive if a company tries to remain competitive. Obedient ones may be easier to manage yet it is the ones who question the operation that are actually engaged and work toward success of the company (Heffernan, 2012).

- Critical thinking/ the ability to think for one's self knowing the threshold

From literature review and interviews with artists, I learned that artists learn the world from multiple angles and dimensions and formulate decisions to improve the quality of artworks. They do not only examine thoroughly but they have bird's eye view of their work to know when to stop - threshold - as well ("Does Art Boost", 2018; Gompertz, p. 178, 2016). Every year, corporates large and small are accused of unethical doing that lead into lawsuits, and in an article titled *Who Is*

*Responsible for Corporate Misconduct*, Professor N. Craig Smith argues that corporate that do not have “capacity for emotion or responsiveness to moral reasoning are therefore unable to experience guilt” (Smith, 2017). If artistic empathy as well as critical thinking nurtured by it was installed in business management, they may be able to make more human-centric decisions.

- Value-finding/ making

With sensitive and sensible capacity, artists do not only find values but feel the value and shed lights to uncharted territories and materialize their ideas. And each artist finds meaning in different things differently. Businesses need to be updating themselves by innovating for a better survival, and such ability can result in better products and services to stay competitive.

- Open community with high human productivity

Due to the connection through diverse purposes, artists build strong bonds with each other that are accepting of differences, characters, and purposes. It becomes a support system to enhance each other’s strengths to achieve individual and collective goals. One artist that I interviewed who has his own museum and has his works in permanent collection of museums internationally said, “my art is made through connections with others, and kind help from them” (Y. Nakajima, personal communication, September 27, 2018). As Picasso noted, in artistic community, people are productive, able to work freely, and feel happy. It may sound idealistic but such is possible in business environment too if the criteria was met.

Going further into studying how such could be applied in the mindset of business management, I conducted interviews with professors from my undergraduate. One of them mentioned that he believes the goal of education is to guide students to think for themselves rather than pressing values on them, that “emotional intelligence and adaptability seem more critical than ever” (W. Giles, personal communication, November 7, 2018) in a world with increased uncertainty. He is a founding member of the program that combines art and technology together and said the concept in which was to create a space “more centred on respect for the intelligence of every participant” (W. Giles, personal communication, November 7, 2018) and noted the wealth of knowledge the students brought into the program challenged the pre-existing canon of art to become more flexible to be something more suitable to the current and the future.

His responses coined with what Yamada had in his philosophy, to think for one’s self and respect of each individual in the community. These two elements are at the core of nurturing art thinking.

### **5.3 Research question 3 - What are the real challenges workers face with today’s work management protocol, and what kind of changes could improve human productivity?**

Upon investigating qualities in art thinking, I moved on to find answers to my third research question. Interviews with workers revealed two common themes regarding difficulties at work:

- Work style and lifestyle do not match

- Difficulties in communication with the management leads to demotivation

On the other hand, below were commonalities found in interview answers that improve the metrics:

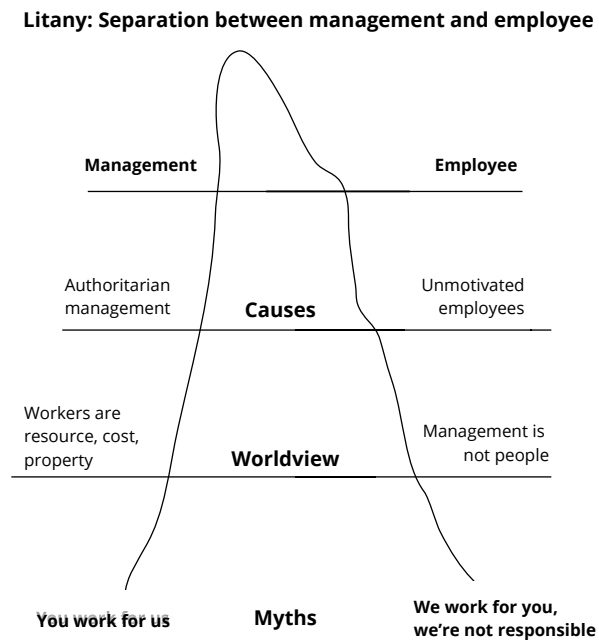
- Autonomy improves job satisfaction
- Having a purpose improves life satisfaction and productivity
- Correlation between work life and home life on job satisfaction

Majority of workers pointed to having autonomy in their work style improved job satisfaction. Most of them have experienced different work styles; working for different companies, working as a single to married to as a parent, and in different industries. One of them compared the experiences and the subjective satisfaction level went up to 120% when there was more freedom to make his own decisions whereas it was 5% without autonomy. Another worker noted subjective satisfaction before autonomy was 65% whereas it improved to 75% afterward. Moreover, being able to pursue their own purpose through their job increased the engagement and productivity. The workers with their own purpose, rather than agreeing or conforming to the company purpose displayed better engagement and satisfaction that they are willing to challenge themselves and become better at the job. The correlation between home and work life was observed as well that metrics improved when workers are fulfilled in his/her personal life. As I went on with the interview, it became clear that all workers have multiple identities in the society, for example, a worker, employee/employer, wife, mother, family, sister, daughter, friend, and so forth. Each identity comes with different needs and

responsibilities and on top of that, life happens to anybody, however, the current general work model demands workers to live only for one identity as a worker which naturally creates dysfunction in one's life, and this corresponds to their need for autonomy. The majority of the interviewees spoke about the effect of ineffective management that it negatively effects motivation, engagement, job and life satisfaction. One worker shared his experience being micro-managed by managers who had a habit of talking down on him and forcing their views on him. He was unable to perform as much as he could in the environment. Another person mentioned that when the management tries to manage too much it creates adverse effect and kills creativity and motivation in the employees. However, when management is done well the company flourishes; an employer that I interviewed shared that he tries to motivate the employees in the way that works for different personalities and although it comes with challenges, his business has been successful for decades.

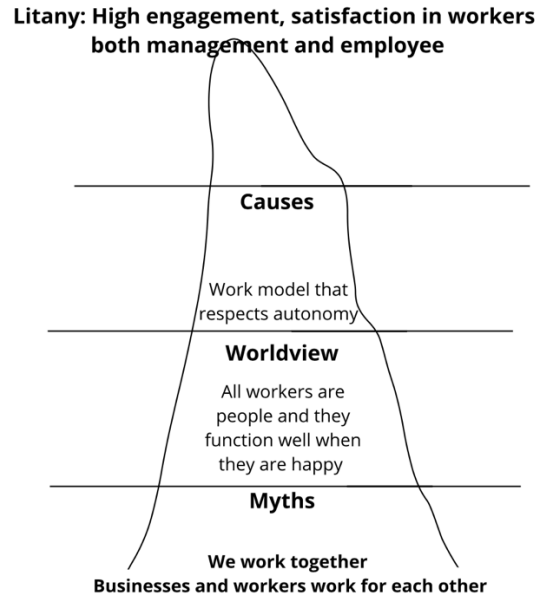
Through further documentary analysis, I learned that it is not only the management that fails the employees but employees fail the management too. For example, a worker applies for a permanent position knowing she will only work for a year. She is intentionally taking advantage of the company and causing them great inconveniences both financially and operationally. In fact, many managers report being stressed over employee misbehavior as such (Andersen, 2013). That is, it is not only the management who started to think workers are properties, but it is also employees who do not treat the management as people even though they should be cared for as much as others. This may be rooted in the separation between the management and workers that started in the first industrial revolution

that created resentment toward each other. I would like to use CLA to dissect the mindset that underpins such separation. I am modifying the traditional use of CLA here as the two views are involved in making one litany in this case.



*Figure 3: Causal Layered Analysis – Separation between management and employee*

From above CLA, if the metaphor changed to “we work together”, then the litany may change as below.



*Figure 4: Causal Layered Analysis – High engagement, satisfaction in workers both management and employee*

Upon investigation thus far, I would like to discuss how to merge business and art thinking together to solve the challenges found in today's work styles in the next section.

#### **5.4 Research question 4 - How might we employ art thinking in business management to improve satisfaction at work so that business becomes a holistic wealth creation system that generates both financial gain as well as human productivity?**

Below chart shows artistic business management's mindset in comparison to scientific management mindset.

	Scientific Management	Artistic Business Management
Business objective	Make profits, especially management profit	A social system to create holistic wealth - financial as well as humane wealth
Role of the management	Manage workers to work like machines in the way management requires	Leverage human productivity of the workers
View of workers	A piece in the business operation that would not function without being closely managed to produce profit	Peer, and people with different purposes and identities who can think for themselves to achieve the best
Work model	Standardized	Flexible
Relationships between workers	Competition	Peer and support system
Incentive for workers	Income and bonus (eg. bonus if quota was achieved)	Income, contributing to the society

*Figure 5: Scientific Management vs Artistic Business Management*

In comparison to scientific management, artistic business management's philosophy centres around people and protecting human productivity to provide more humanly fulfilling wealth to the society which involves financial gain and working toward one's purpose. For example, the role of management shifts away from actually managing people to supporting people, such as encouraging workers to think for themselves, understanding and meeting their needs, and protecting and leveraging their human productivity. Both management and workers see each other as people with different goals, identities, and purposes in life and hierarchy is not equal to power and they simply work together and for each other. Regarding incentive to work, people work to make living but one comment that was heard throughout the interviews both from artists and workers was that they feel fulfilled when they see the impact of their work. And artists mentioned how it motivates them to refine their craft. Taking ideas from such as well as responding to the increasing demand from the society for businesses to be socially responsible, a company could operate a sub-business to support a social cause, for

example. According to what I have learned so far, protecting and leveraging human needs with such improves the outer wealth part of the business, too.

In order for this model to be of a practical use, I would like to suggest Artistic Business Management Mindset Model Tool as below. This tool aims to consider human sustainability in business management mindset so neither of human values nor financial values is compromised in achieving business success. It is divided into three layers, inner wealth, outer wealth, and societal wealth. I have taken ideas from the development of art thinking for the inner wealth part, and from aforementioned business model making tool, business model canvas designed by Strategizer, for the outer wealth creation, and two layers together will lead to figure out what social causes the business could or would be fitting to support. At the very core of the business is the concept to become and stay a social system to create a holistic wealth - financial as well as humane wealth - each cell in the tool has a question to think about ways to achieve such. Before starting to fill in each cell, I would like to suggest to take time for unlearning - “step outside the mental model in order to choose a different one” (Bonchek, Vermeulen, Reeves, & Wittenburg 2017), as this tool suggests a new model hence consciously removing ideas of what one knows about business management mindset will make it easier to build a new one. Below are the questions in the tool for the inner wealth cultivation, each question starts with “how do we?” to encourage the user to think for one’s self to formulate answers.

### **Inner wealth creation in business questions**

- How do we see workers? What kind of relationship do we build with them?

- How do we leverage human productivity?
- How do we build a supportive community?
- How do we encourage people to think for themselves, and respect each opinion?
- How do we ensure flexible work styles that respect autonomy?
- How do we determine each person's salary so that they are fulfilled?
- How do we communicate with each other?
- How do people see the contribution of their work?

### **Artistic Business Management Mindset Tool Steps**

- 1) Unlearning
- 2) Think for one's self to answer eight questions in the inner wealth section
  - Questions can be answered in any order.
- 3) Think for one's self to fill in outer wealth questions
  - Questions to be answered in clockwise order.
- 4) Think for one's self to formulate what societal causes the business is fitting to support.

## Artistic Business Management Mindset Tool

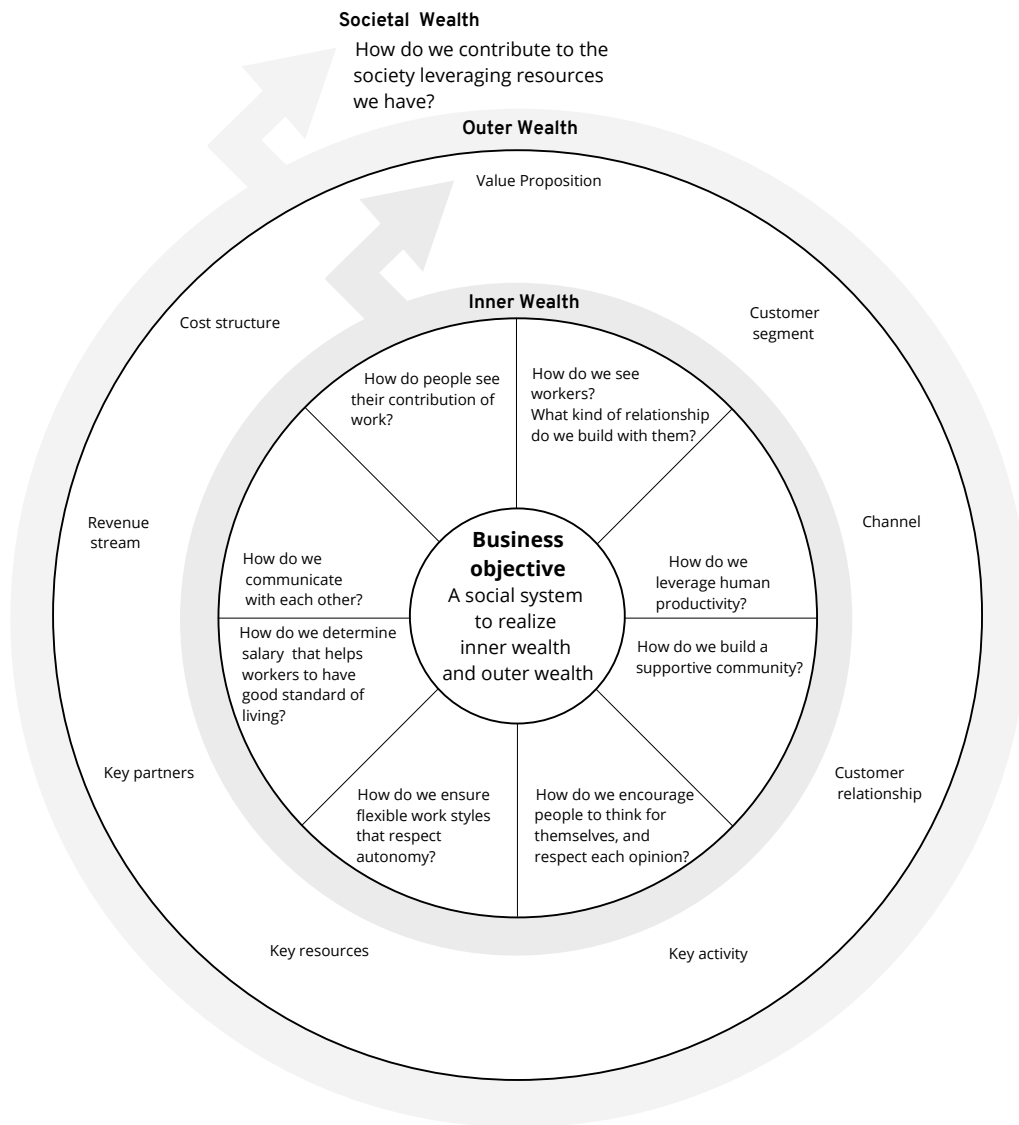


Figure 6: Artistic Business Management Mindset Tool

By thinking about those questions, this tool encourages the user to think about what kind of community and impact the business creates so that it will not be compromised by failed interpersonal relationships in the future, but succeed because of the humane community it is built on.

Moreover, another thing I would like to suggest is to take the ten steps to develop art thinking I suggested in 5.1 so that the model is built on cultivated art thinking and empathy which makes the use of this tool and results more effective. By doing so, each worker knows the purpose and values of their own so that working experience for all affected would be improved which will lead to inner wealth as well as financial success.

Lastly, being true to art thinking, I recommend customizing this tool to fit to the business needs. The beauty of art is that it permits freedom of purposes, values, products, and produce a thinking model that works for unique situations; by utilizing cultivated art thinking and this tool a business is built on its unique values and more likely to flourish in its best way possible.

## **vi. Conclusion**

Art is not only about the final products: it is the inclusive, generous, human-centric nature, and the versatile thinking modes it produces that helped us to survive and enrich the experience throughout our history at an individual level as well as community and societal level. I have elucidated its inner wealth creation mechanism relating to job and life satisfaction in this project and it was discovered that putting cultivated art thinking before business thinking helps businesses to become a holistic wealth creation system that considers human

values, financial values, and social values that contribute to improving and maintaining wellbeing.

With such thinking in place in the world of business, each person is able to work as a full person to fulfill their unique purposes with optimized human productivity which leads to forming a supportive community extending sustainability to humans for the health of workers, business, and ultimately of the society.

Moreover, with value-finding/making ability as well as sensitivity and artistic empathy art thinking cultivates, businesses are able to face challenges in more human-centric manner in the time of increased uncertainty for us to survive better for the future.

Art certainly helped my own survival as I stated in the introduction, and I believe businesses can function like art as well: the system of business already has all elements required in making a state of well-being for us and after conducting this research I know people want to thrive rather than just letting time go by at work and when we are given an environment that respects human productivity like art does, the impact is expected to be quite powerful.

Art thinking is not fully unpacked in this paper due to the scope of the project, yet it is a fascinating area with great benefits to tap into that I hope it to be studied further from different angles. As next step, I will employ the Artistic Business Management in my business to create holistic wealth.

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## Appendix

### Appendix A: Interview recruitment letter

Communication method: Email, facebook messenger, phone texting, in-person, facebook and linkedIn post

Email/ facebook messenger/ phone texting:

For Art experts

Dear (name),

Hope this email finds you well.

As I spoke to you before I'm studying innovation in a graduate program now, and I'm currently working on my final research project. My research topic is "*How might we utilize Art thinking and art talents for more human-centric approach in business world for more comprehensive wealth creation?*" - to unpack the potential of "Art thinking" in business operation in the hope of creating more human-centric work environment.

I would love to hear your insights for this topic. I was wondering if we could set up a video call at your convenience to go over questions such as below. I would also like to just have a conversation with you to expand on your answers to the questions. I assume this will take about an hour, but please advise your convenience.

Questions:

- Name
- Nationality
- Art type
- Occupation (full-time and part-time)
- Length of involvement with art
- When and why did you start art? What inspired you?
- Why do you continue to do art?
- How do you make art, please explain the process from concept to implementation (books to read, etc)
- What does art mean to you? What is your relationship to art?
- What sensory system do you use while creating art and how?  
(eg. How do you capture feelings)

Please see attached consent form that explains what your involvement with this interview entails. Please feel free to ask questions if you have any at any time.

Let me know what you think. Thank you.

Best wishes,  
Kyoko

## For Art fans

Dear (name),

Hope this email finds you well.

As I spoke to you before I'm studying innovation in a graduate program now, and I'm currently working on my final research project. My research topic is "*How might we utilize Art thinking and art talents for more human-centric approach in business world for more comprehensive wealth creation?*" - to unpack the potential of "Art thinking" in business operation in the hope of creating more human-centric work environment.

I would love to hear your insights for this topic. I was wondering if we could set up a video call at your convenience to go over questions such as below. I would also like to just have a conversation with you to expand on your answers to the questions. I assume this will take about an hour, but please advise your convenience.

Questions:

- Name
- Nationality
- Art type
- Occupation (full-time and part-time)
- Length of involvement with art
- How did you start liking art?
- Why do you like art?
- What does art mean to you?
- Why is art important to you?  
(eg. emotions, inspiration, does it help you to be more productive or any impact on your life or behaviour)
- What is your impression of art industry?

Please see attached consent form that explains what your involvement with this interview entails. Please feel free to ask questions if you have any at any time.

Let me know what you think.

Thank you.

Best wishes,  
Kyoko

## For Business experts

Dear (name),

Hope this email finds you well.

As I spoke to you before I'm studying innovation in a graduate program now, and I'm currently working on my final research project. My research topic is "*How might we utilize Art thinking and art talents for more human-centric approach in business world for more comprehensive wealth creation?*" - to unpack the potential of "Art thinking" in business operation in the hope of creating more human-centric work environment.

I would love to hear your insights for this topic, from the business side. I was wondering if we could set up a video call at your convenience to go over questions such as below. I would also like to just have a conversation with you to expand on your answers too. I assume this will take about an hour, but please advise your convenience.

Questions:

- Name
- Nationality
- Industry
- Title
- Marital status, family situation
- Please describe your day-to-day life  
(eg. Daily schedule, work style (remote or office), responsibilities)
- What are the challenges you face at work or regarding work as an individual
- What are the challenges you face professionally at work as an employer managing employees
- How do you manage employees going through special life events such as marriage, taking care of family members, illness etc.
- Is there any loss because of those life events? (eg. cost of hiring, social capital, human capital etc)
- If yes, what measures do you have for prevention.
- Given current challenges, what do you think would be an ideal situation?
- Has any life events that you experienced so far interfered with your professional life? If so, how?
- What would be your ideal working style?

Please see attached consent form that explains what your involvement with this interview entails. Please feel free to ask questions if you have any at any time.

Let me know what you think.

Thank you.

Best wishes,  
Kyoko

## In-person verbal script

I'm working on my final research at school. My research topic is *How might we utilize Art thinking and art talents for more human-centric approach in business world for more comprehensive wealth creation?* I'm interested in art's unique human-centric qualities and I would love to hear your insights on this topic from art/business/non-art perspective. I would like to ask questions such as

- Name
- Nationality
- Art type
- Occupation (full-time and part-time)

And other questions specific to your expertise, I'd also like to expand on your answers. I can send you the details, questionnaires and consent form via email later on if you're interested. Please ask any questions or concerns you may have.

## Facebook/ LinkedIn Post, in Japanese and English

【研究にご協力いただける方を探しています。】

現在カナダの大学院で美術思考を活用した人に優しいビジネスデザインの研究をしています。大学で美術を勉強し、その後はビジネスに従事してきましたが、内的豊かさを育てる美術的思考と、外的豊かさを作り出すビジネスを掛け合わせることによって、テクノロジーが発達していく未来の中で、私たちの生活により自然で効率がよく、そして利益を守る環境を作り出す解決法を見つけるのが研究の目的です。

- 1) アーティストの皆様、アート好きな方、美術についてお話を伺いたいです。
- 2) お仕事されている方、こういう難しさがある、というお話を伺いたいです。
- 3) 美術にあまり興味がない方、お話伺わせてください。

メール、お電話、ビデオ電話で少しお話をお伺いできれば大変有り難いです。もしご協力頂ける方いらっしゃいましたらコメント、メッセージでご連絡頂ければ大変幸いです。

[Looking for interview candidate for research : Artists and business people]

I'm trying to establish a business model that creates both inner wealth and outer wealth combining Art thinking and business thinking together in a graduate program in Canada. Art offers excellent human-centric qualities that are not utilized outside of art world but I believe it has a great potential to extend its benefits especially in businesses to become more human-centric in the future. Especially, many people seem to suffer in how businesses are run today. I'm

working toward solving challenges as such to employ the results in my small business after graduation.

I'm looking for people who can kindly help me with this research.

- Artists, art fans, I'd love to hear your insights
- Business people, I'd love to hear your insights
- People with no interest in art, I'd love to hear your insights

Please let me know if you're interested with a comment or message. We can setup a call, video call, or talk over email at your convenience.

Thank you so much for your attention.

## **Appendix B: Interview Consent Form**

### **Invitation / Consent Form**

Date: **July 14th, 2018**  
Project Title: **Practicalizing Art thinking in Business**

Principal Investigator:  
**Kyoko Ariyoshi**  
OCAD University

Faculty Supervisor:  
**Adam Tindale, OCAD University Professor**  
Faculty of Design  
**OCAD University**

#### *INVITATION*

You are invited to participate in a study that involves research. The purpose of this study is to practicalize Art thinking in business.

#### *WHAT'S INVOLVED*

As a participant, you will be asked to participate in an interview with the researcher regarding your art practise/ business operation and/or experiences. The interview will be audio or video recorded and will be transcribed by the researcher to be analysed for the final research paper. Your comments made during the interview may be directly quoted with your consent, you have an option to be anonymous or identified by your names. Participation will take approximately an hour to a couple of hours of your time.

#### *POTENTIAL BENEFITS AND RISKS*

Possible benefits of participation include contributing to expand the use of Art thinking outside of art world. There are no known or anticipated risks associated with participation in this study.

#### *CONFIDENTIALITY*

Data collected during this study will be stored in researcher's computer only in a local folder. Data will be kept for as long as notified otherwise by participants. Access to this data will be restricted to the researcher, and adviser as needed during the project term which ends in December 2018.

#### *VOLUNTARY PARTICIPATION*

Participation in this study is voluntary. If you wish, you may decline to answer any questions or participate in any component of the study. Further, you may decide to withdraw from this study at any time, or to request withdrawal of your data (prior to data analysis scheduled in August 2018), and you may do so without any penalty or loss of benefits to which you are entitled.

#### *PUBLICATION OF RESULTS*

Results of this study will be published in Major Research Project as a part of program completion requirement. In any publication, data will be presented in aggregate forms. Quotations from interviews or surveys will not be attributed to you without your permission.

Feedback about this study will be available through the researcher.

*CONTACT INFORMATION AND ETHICS CLEARANCE*

If you have any questions about this study or require further information, please contact the Principal Investigator, Kyoko Ariyoshi or the Faculty Supervisor Adam Tindale using the contact information provided above. This study has been reviewed and received ethics clearance through the Research Ethics Board at OCAD University. If you have any comments or concerns, please contact the Research Ethics Office through [cpineda@ocadu.ca](mailto:cpineda@ocadu.ca).

*CONSENT FORM*

I agree to participate in this study described above. I have made this decision based on the information I have read in the Information-Consent Letter. I have had the opportunity to receive any additional details I wanted about the study and understand that I may ask questions in the future. I understand that I may withdraw this consent at any time.

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Thank you for your assistance in this project. Please keep a copy of this form for your records.