

## **Providing a Model of Personal Energy Management to Improve Creativity with Using Metaphoric Model**

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### **Abstract**

Due to fast Information and Communication Technology improvements, today's human faces an overload in information, relations and opportunities. This situation results in a desired or undesired energy loss and subsequently it results in a decrease in creativity and personal or organizational performance. Creativity is a competitive advantage for almost all organizations. As we can't change the circumstances and contextual factors of today's environment, we have decided to present a model for personal energy management in order to control this energy loss which may result in an opportunity to spend this valuable energy on the creativity performance of employees. Forasmuch as energy and energy flow is not completely sensible and tangible in everyday life and we usually feel it by its effects on ourselves, in this research we have used "The Money Metaphor" as most similar external symbol of personal energy. This research, using a systemic approach, shows that there is lots of similarities between "Personal Energy Management Cycle" and "Money Management Cycle" and we can use this similarity as a model for personal energy management activities and this framework can result to related solutions. Conceptualizing this metaphor will result to a better investment and savings of employees' personal energy, instead of losing this precious source of energy which can be used in any organizational projects. Our model can be used as a basic toolkit in order to make the personal energy cycle a more tangible issue in an organizational perspective.

**Keywords:** Energy management, personal energy management, money management, creativity

## Introduction

Thanks to rapid developments in science and communications contexts today, men in the twenty-first century have unprecedented access to education, information conveniently without spending much energy. Despite the access to a huge amount of data, men are not able to improve their personal and social life quality completely. Also, having more information and knowledge does not lead to creativity and innovation.

On the other hand, due to the physical negative effects of information overload like sleep problems, digestive and heart disease (Casanova, 2001) as well as the psychological negative effects such as stress, distraction and boredom (Marulanda-Carter & Jackson, 2012), it has led to confusion and eventually lowering level of energy, creativity, and efficiency.

Because further information requires more processing and, at the same time, the brain has its limits and must spend energy for every little thing that is processed so that energy is lost for each change in attention and for each gear change, our brain works harder than before (Akdeniz, 2015).

On the other hand, the creativity is widely known as a powerful and rich element in the lives of people. Creativity is a phenomenon that can hardly be meant and exists in all humans to some degree and is often measured by profit and uniqueness of an invented product (Imperatore Blanche, 2011).

In today's competitive business world, there is no feature more important than creativity. As technology and skills become commodities, the only thing that makes a distinction between organizations in the future is creativity (Zoltay, 2006). On the other hand, an organization is creative when its human resources i.e. staff and managers, are creative and innovative. People's creativity and creative thinking requires that they acquire a high level of energy and can spend this energy on creative ideas and bring them into practice. So the research question is whether energy management can be led to employees' innovation of an organization.

So it has been tried in this research to answer the main questions in this study by providing an energy management process model that is designed using the metaphor that money functions as the most objective case of energy. The main hypothesis of this study is that the employees' optimized energy management of a company or set of employees can increase their level of creativity. Hence, in this study, the role of energy management to overcome these problems and as a result increased creativity and productivity of employees is considered very important and with the help of the function of money (as a metaphor), the functions of the energy are explained and finally the practical toolkit is provided in this regard.

## Literature Review

### Energy management

Although it seems that energy is a common issue that people face on a daily basis, there is little research on the subject. Many theories have implied a sense of energy, without which is explicitly related to their energy (Schippers & Hogenes, 2011). Unfortunately, experience shows that sometimes all managers and companies are not ready to accept the fact that renewing the energy of human resources will lead to better and more stable performance. To achieve success, the efforts to renew energy requires support from managers (Schwartz & McCarthy, 2007). Energy management enables full participation and is considered the way for power, productivity, success and creativity.

Protection Motivation Theory has the closest application to energy management. This theory shows how to increase energy if it proves insufficient. These ideas lead to help increase a

sense of urgency of energy management in organizational culture. Research on the use of employees' energy as a key lever to improve performance began in 1996. The focus is on staffs' energy at work (energy efficiency, management, and measure to stimulate creativity, innovation, and higher performance).

In studies that have been conducted at the level of a company, the viability of a company and its stock price growth can be predicted by measuring its energy so that personnel's power management as an indicator of company performance and employee performance results are used (Welbourne, 2014). To increase the energy of its workforce, organizations need to focus on investment over them instead of using maximum forces, so employees can show more activity every day. This has a stunning effect on the efficiency of organizations. In fact, more ability helps employees do more work in less time, with greater accuracy and longer stability (Schwartz & Loehr, 2003).

People often engage deadlines such as in emails, appointments, daily exercise, and cessations which can be very destructive for workflow. When they are involved in cessations, they often lose most of their energy due to re-focusing their attention. For example, any interruption to check emails takes about 7 minutes of a person's time. Checking emails more than 8 times a day leads to wasting more than one hour per day. Therefore, the development of strengthening skills and maintenance of energy instead of wasting time seems necessary (Schippers & Hogenes, 2011).

Energetic staff are essential for the success of an organization. People who have more energy are more constructive and innovative and have a positive impact on others. When there is a high energy level in an organization, everything happens easily. Employees are more motivated to support each other and this is positive for the organization. Many incentive structures imply energy but it has been little noted (Schippers & Hogenes, 2011).

#### Energy management and its relationship with productivity and creativity

In a company, for example, to create and enhance in the field of creativity obstacles, things like the celebration of small initiatives and understanding of related topics such as trust, confidence, and group procedures were assessed. During the data and conversations that were created as a result, employees slowly start thinking differently about finding solutions to take risks in a project. Energy is increased and improved and after this period, the organization was able to launch several new production lines and their actions generally led to the situation which the estimated profit exceeded projected targets. During the investigation conducted by Fritz and colleagues, the strategies that staffs use to manage their energy at work are as follows:

- (1) Checking emails,
- (2) Change of work activities,
- (3) Making a list of things that must be done,
- (4) Offering help to colleagues, and
- (5) Talking with colleagues or supervisors (Fritz, Lam, & Spretizer, 2010).

In the latest round of the Leadership Pulse, the average energy that has been measured since 2003-2010, shows that the average energy where participants have expressed that they are in the best condition was 8.22. The productivity gap was 7 to 8.22. Only 18 percent of respondents say they are at the best state of their energy. More than 50 percent of leaders who responded were far from one or more points of their optimal energy (Welbourne, 2014).

Explaining the concept of money and its relationship with the concept of energy

Money is a socioeconomic necessity which arises in certain economic and social conditions. Money can be a great source of joy and creativity or bring frustration and misery depending on our relationship to it. Money by itself influences almost all aspects of life: work, leisure, creative activities, home, family and spiritual interests (Nemeth, 2000). Money is like a man full of energy, a boiler full of steam and a full tank of gas, all of which are full of power. It may be when man becomes patient, the boiler explodes, a leak is created in the tank, and all may lose their power (Howard, 1991). The energy of a dollar bill can flow from our hands to the lives of many other people (Nemeth, 2000).

Money is simply not what we obtained and spend for objects (and services). However, it is a form of energy that exists in our lives. For a long time, we have allowed financial institutions such as insurance companies and credit card companies to run our financial lives. We have the idea that someone else will protect our energy. They will help us when we are lack that energy, we are covered when we're in a medical emergency, and they are helping us when we retire (Parnell, 2007).

Money as energy will not disappear in any kind of deformation. It just changes its form or goes from one owner to the other. Energy can exist in a variety of limited and potential forms. Under appropriate conditions, potential energy can be released and welcomed in any form. Money can also take various and immovable forms and when they become such a form, money is stopped as being "real money" and is turned to the "value".

The ability to "waste" is the other special feature of money. Wasting money like a waste of energy spontaneously starts and does not require special efforts. In contrast, specific efforts, at least voluntarily, in order to avoid wasting money are necessary. Wasting money does not mean its disappearance. Money does not disappear, but dispersed and falls into the hands of other owners. Only humans can recognize money as a form of energy that potentially has the ability to transform into other forms (Ksenzhek, 2007).

"Personal financial management" means managing personal or family funds in order to produce the necessary wealth to meet the basic needs, selective lifestyle, and concerned goals of the individual or family. The aim of managing your financial resources is to achieve your goals and those of your families in terms of maintaining what they have earned and what you want to earn (Sander, 2003).

Money is neither good nor bad per se, but the way it is used and spent will determine its rightness or wrongness. It is we who make the final decision on wasting, donating, and/ or spending it. Making the right decisions includes proper money management and the true understanding of money. When we consume or waste money stupidly, we will waste our energy of that of someone else. Are we such an unreasonable person that puts our hardly earned monthly salary in the oven and burn it (Howard, 1991)?

### **Research Design and Methods**

The aim of this study was to "provide a model of personal energy management to improve creativity with the help of a metaphorical model." First, energy management aspects with the help of money metaphors in physical, psychological, and subjective impacts are determined. Then, the relationship between these effects with employees' creativity in three areas of creative personality, creative thinking, and creative environment is surveyed in which the impact of information overload on creativity is finally evaluated. In a general perspective, the method used in this study was a predominantly qualitative approach.

Qualitative methods such as qualitative interviews for the study of meaning, process, and context of thoughts and behaviors of people come to work. Being interactive is another feature of qualitative research which means that this kind of research is a process formed in interaction with those who are in the position of researchers. Thus, in order to collect data to determine the ratio between energy management and creativity, qualitative interviews will be used. The feature of qualitative interviews is to delve into the thoughts and feelings of interviewees with long and detailed conversation.

As varieties of qualitative interviews, "elite interviews" will be used. The sampling method used in this research is a purposive non-random sampling method (preset). This method is applicable when, instead of obtaining information from those that are readily available, we obtain information from individuals or certain groups, i.e. certain types of people who are able to provide information to us. The major variants of this procedure are judgmental and quota sampling.

In judgment sampling method that is basis of sampling in this research, the persons elected for the sample are in the best position to provide the required information. These people are expected to have the expert knowledge and be able to provide information to the researcher because of the experience and passing different processes. According to the methodology, data collection, and sampling methods, the study population consisted of seven senior managers which will test the hypothesis discussed in this study through interviews with them.

#### Dependent variable

Creativity is known as an element of powers and reinforcing people's lives. Creativity is an ambiguous phenomenon that exists in all human beings to some extent (Blanche, 2011). Ripple (1989) summarizes four basic premises that underlie our understanding of creativity: as a concept, creativity is a phenomenon that can be defined, measured, and has distinct features and expandable patterns and can be further extended through education and training programs. The results of another study by Chambers (1972) have shown that personal encouragement is the best indicator of student-teacher relationships to develop student creativity (Edwards, 2010).

Creativity may emerge in some communities in methods such as art, music, and crafts or through entities. While creativity can have many forms, the economic criteria is oriented to the kind of creativity that leads to innovations which would ultimately achieve commercial results and profitability. Creativity creates a relationship or a combination among elements that previously did not have any relationships or were not combined (Yusuf, 2007). In today's competitive business world, there is no feature that is more important than creativity. As technology and skills become commodities, the only thing that makes a distinction between organizations in the future is creativity (Zoltay, 2006).

Organizational creativity emphasizes factors that lead to create ideas, whether it's about processes, products, or other related phenomena or not, which are both new and useful concepts. Edward de Bono (cited in Litchfield, Gilson, & Gilson, 2015) stated ten years ago that companies need to spend 10% of their time to directly research their creativity, but was not taken seriously. In 1995, de Bono conducted a survey on executives in Europe and the United States of America. 90% thought that their organizations should pay "much more" attention to creativity. 9% thought that their organizations should pay "more" attention to creativity. Only one percent believed that their organization pays enough attention to creativity. 85% believed that creativity is an essential part of their job (Litchfield, Gilson, & Gilson, 2015).

Creativity is an action, idea, or product which changes the present domain or transforms it into a new one. It's also the ability to study current matters and their combinations with different methods for new purposes (Zoltay, 2006). Creativity is an accepted concept that can be used to confirm and justify different theories and methods (Bilton, 2010). As the world gets more competitive and inner communication increases, creativity and innovation get more important. Scientists have defined creativity in organizations as producing new and useful ideas and also defined innovation as successful performance of creative ideas. The new ideas are the roots of successful innovations (Berg, 2016). According to Zoltay, there are at least three reasons for the necessity of being creative: new, different, and complicated ideas – connection of ideas – and problem solving (Zoltay, 2006).

As the professions enter into the twenty-first century, they face this complicated problem: how can they have more creativity? Edward poses these questions: what is creativity on the world? How can a concept be valuable for people thinking, for the history of people, and for everyone? Why is this concept ambiguous (Jageiello, 2000)? Creativity at work is the first and the best form of job efficiency. Also, creativity is so important for most organizations. Creativity is usually defined as the ability to create new and useful (or suitable) work in a specific domain. As a result, it needs creating new, original or interesting ideas (at least to create and produce input). However, such an action is also practical. Organizational creativity as creativity in production, ideas, methods, or new processes is useful when presented by people who work together in a complicated social system. It's assumed that organizational creativity can happen at different levels (individual creative behavior, group creativity, organizational creativity, or innovative creativity) (Rietzschel, Zacher & Strobe, 2016).

Independent variable: Energy

#### Definition of energy

In eastern philosophy, energy is called “Ki,” meaning the power of life or the flow of energy that is referred in relation to physical and body health. In the western philosophy, this concept is more implicit (Schippers & Hogenes, 2011). According to physics, energy is the ability to do work. There are two types of energies: (1) potential or saved energy and (2) kinetic or movement energy. Also, energy is neither created nor destroyed. Therefore, the managers can see themselves as senior managers and provide the fields of optimal transformation of potential energy into kinetic energy.

Yet, as physics, it's not possible to discuss the process of transforming and optimization energy without data (Welbourne, 2014). The corporation of employees affects their energy in their work place and it's a necessary but not sufficient condition for optimal and perfect performance. When a corporation leads to the improvement of energy of employees, positive connections are seen for individual results at the organizational level. Therefore, energy can be defined as a vital component between corporation and performance.

#### Energy dimensions and levels

Energy is composed of four dimensions. Composing dimensions are respectively as follows:

Body (body energy): insufficient nutrition, exercise and sleeping causes' decrease in people's basic energy and their ability to manage emotions and mindfulness. The signs of needing body energy include restlessness – yawning – being hungry and – having difficulty in concentration, while most of us ignore these signs and continue working. The result is that, as we get closer to the end of the day, saved body energy decreases (Schwartz & McCarthy, 2007).

Emotions (the quality of energy): when people can control their emotions regardless of outer pressure, they are able to control their energy. For this purpose at the first stage, one should be able to grasp that he will have different emotions in different moments of a day and what are the effects of these affections.

Most people are aware of this point that when they have positive energy, they perform better and vice versa, if they have lower levels of energy they won't have good performance and as a result, can't manage situations well.

Mind (concentration energy): most managers consider the ability to do some works simultaneously – when there is outside pressure – has a necessity, but this ability decreases creativity. Distraction has consequences such as contemporary changes from one work to another work – like the answer of an email or a call – in these situations, the required time to complete the main work increases by 20 percent. This phenomenon is referred to as changing concentration time.

Human spirit (meaning and purpose energy): when daily activities are coincident with whatever they want and give them a sense of meaning and purpose, they create positive energy – better concentration and more resistance in people. To gain the spiritual energy, people need to specify their preferences and create behavioral habits according to their preferences as well as enjoy the work. Devoting conscious time and energy happens for the main domains of life like work, family, health, helping others, and showing values in daily behaviors (Schwartz & McCarthy, 2007).

Identifying long term purposes and thinking about them are an important prerequisites for efficient energy management (Schippers & Hogenes, 2001). A good example is The Sony Company in Europe in which, intermittent break, mid-day short exercise, and answering the emails in a specific time have led to more concentration and productivity. One factory calls the interval between 8 and 9 a.m. as meeting less time to ensure its employees that there is no meeting for one hour a day (Schwartz & McCarthy, 2007).

### Energy Waste

Energy is seen as a valuable source that people try to reserve or gain (Schippers & Hogenes, 2011). One important dimension is energy stability. Like a battery, human energy recharges during the day. Well-being is one of the symptoms of high energy that comes back to energy resources and is represented in eagerness and life. An officer with a sense of well-being feels consciousness and is spiritual, and a tired officer, conversely, feels bored. Therefore, in the work place, human energy is a fuel that allows organizations to move successfully (Fritz, Lam, & Spretizer, 2010).

### To create – reuse – revival of energy

Creating positive habits is creating energy. Negative habits cause energy waste. Spiritual and mental energy is created by self-esteem, self-order, being sociable, and sympathy. Also, a sense of enjoyment creates occupational exploitation. Negative emotions cause performance weakness. The researches indicates that alternate rests in order to renew energy result in a more stable performance. This action can be done by standing behind the table and talking to a coworker about a non-occupational topic, or listening to music, or walking upstairs and downstairs (Schwartz & McCarthy, 2007).

Employees need energy not only to do their daily and work tasks but also to do what is beyond whatever they are asked to do. Human energy can be considered as a resource which

helps people to adjust their emotions and behaviors according to group and organizational expectations and norms. Since this resource is limited and can be recharged by passing time, employers need to find ways to fill their energies orderly and continuously.

### Energy donation

In this equation, the concept of energy givers, who give energy to their surrounding people, is an interesting starting point. How is energy deployed in a network? At the same time, the concept of energy givers may overlap with the concept of mental health, because people who have healthy minds are full of energy. Organizational energy usually starts with some key figures. Transformational leaders are able to inspire others and change the way people work towards a common goal. Research shows that different combinations of characteristics lead to energy giving behavior (Schippers & Hogenses, 2011).

### Energy investment

Most people waste their time instead of doing what they need. For example, research done among managers of a global airline and a big oil company shows that, while 90% of managers defined their goals well, they waste time and energy. Only 10% of managers in the oil company spend their time committed and purposefully. These managers have been able to concentrate with precaution, meaning that they think about their purpose, and although there are distracting matters such as meetings, emails, and unexpected requests, these managers didn't become distracted (Schippers & Hogenes, 2011).

The research shows that positive relief from work in the evenings of the work day results in increasing the level of energy during the next work day. In addition, sleeping is a key factor to fill and renew human energy. If the employees can't fix and stabilize their energy during the intervals of time, organizations can't expect high performance from them (Fritz, Lam, & Spretizer, 2010).

Physical strategies including drinking water, going to the toilet, or any physical involvement are to refine and satisfy physical needs. Moreover, communicative strategies include positive relations with people (e.g., showing appreciation to a person at work or suggesting help to others). Also, psychological strategies refer to concentrated behaviors that are related to the future, such as preparing a list of works that should be done or planning for a purpose or a plan for weekends.

Finally, psychological strategies are thinking about the meaning of a work (Fritz, Lam, & Spretizer, 2010). Most employees who experience high levels of energy do other activities like appreciation or thinking about the meaning of a work. Other research about success in work shows that there is a stronger relation between learning, a stronger spirit and a sense of well-being. Current research shows that positive relations at work are energetic both from a physical and emotional dimension. Also, when people feel that their work is important, they get more creative, satisfied, engaged, and committed to do it.

Also Fortune 100 ranking about the best work places shows that advantages such as restrooms out of place, medical services, and massaging, give energy to employees and talking to a coworker increases emotional energy (Fritz, Lam, & Spretizer, 2010).

The directed creativity cycle: A synthesis of model of the creative process

In this paper, the directed creativity cycle is used to study energy management in four stages of preparation, imagination, progress, and performance. One model of creative thinking is named



the directed creativity cycle, which is composed of concepts used in models more than 80 years ago, believing that creative thinking is initiated by exact observation of the world and creating a set of concepts in our brain. By using these sets, new ideas to be created satisfy special needs via an active search of connections among concepts. There are different unique methods that can be used to create connections, such as comparing, dividing a specific concept, using random concepts, brainstorming, and so on. However, having creative thinking is not sufficient. Ideas don't have worth until they are executed in work places. Any new idea which is practiced will change the world and is the restart of a cycle of observation and analysis. This model includes four levels, preparation, imagination, progress, and performance, and like other traditions, believes in a balance between imagination and analysis (Plesk, 1996).

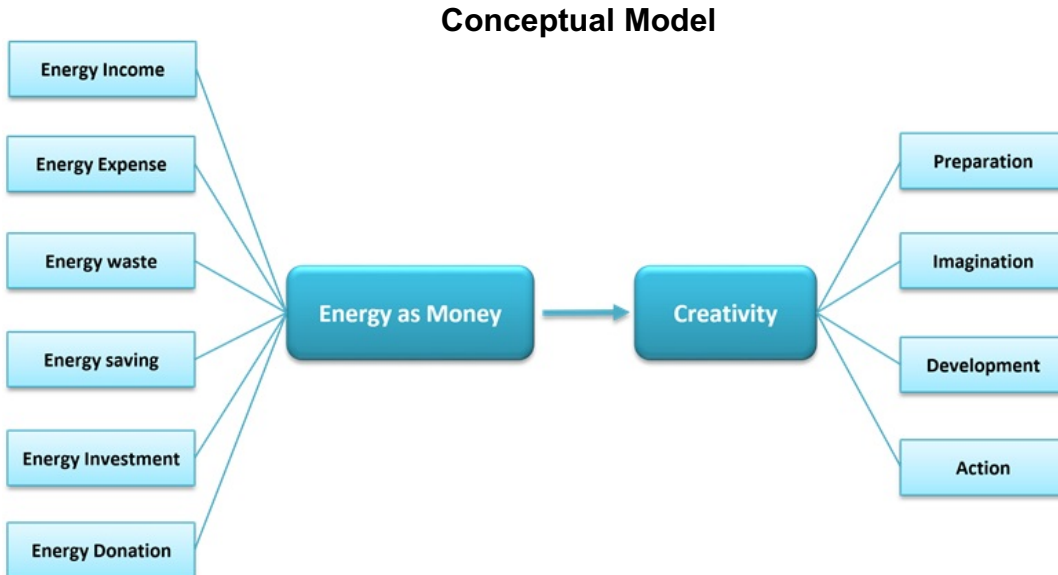


Figure 1 Conceptual Model and It's Dimensions

**Data analysis**

Interview 1	Weight					Interview 2	Weight				
	1	2	3	4	5		1	2	3	4	5
A1						A1					
A2						A2					
A3						A3					
A4						A4					
A5						A5					
A6						A6					
E. as Money						E. as Money					
H1						H1					

Interview 3	Weight					Interview 4	Weight				
	1	2	3	4	5		1	2	3	4	5
A1						A1					
A2						A2					
A3						A3					
A4						A4					
A5						A5					
A6						A6					
E. as Money						E. as Money					
H1						H1					

Interview 5	Weight					Interview 6	Weight				
	1	2	3	4	5		1	2	3	4	5
A1						A1					
A2						A2					
A3						A3					
A4						A4					
A5						A5					
A6						A6					
E. as Money						E. as Money					
H1						H1					

Interview 7	Weight				
	1	2	3	4	5
A1					
A2					
A3					
A4					
A5					
A6					
E. as Money					
H1					

Table 1 Data Analysis of 7 Interviews

**Findings**

According to the analysis of the content of interviews, the level of consistency for each dimension is summarized as follows:

Summary	
	weight
A1	4.4
A2	4.1
A3	4.1
A4	4
A5	4.4
A6	4.4
E. as Money	4.1
H1	4.4

Table 2 Summary of Findings

As the above table shows, all studied dimensions are consistent with the topic of our paper and confirmed by interviewers. It is necessary to mention that some dimensions have had more weight which indicates their higher significance.

### Discussion and conclusion

#### Conclusion

Since the conceptual model used in this research is confirmed by the elites, it can be used as the basis of other researches and tested in different statistical societies. In addition, in this study, we were looking for a general framework which could find it. On the next step, after confirming the considered metaphor, we believe that we can present an executive framework for managers. In this way, we considered creativity as a unique package and we are going to use different functions of money metaphors, meaning income, cost, and savings. Referring to this knowledge that energy with the metaphor of money affects creativity, we presented executive approaches to improve organizational creativity.

Bear in mind that because three folded dimensions of the money metaphor are more important, our suggestions focus on these dimensions. These dimensions are energy as income, energy as investment, and energy as donation. However, it's noteworthy that since energy as income is least important, in the case of considering all dimensions in other research, it's recommended to mention it at the end of the suggestion list and devote less individual and organizational resources for itself.

#### Implications

##### Energy income

To use this approach, the following suggestions are recommended:

- effort to increase employers' mental and physical energy in the organization,
- effort to create rest to provide the fields if producing new energy in the organization,
- effort to improve group work in order to providing energy and synergy in the organization,
- effort to connect systems of performance and wage evaluation to create new individual energy in the organization, and
- effort to introduce production of new individual energy to increase production of individual energy in the organization.

##### Energy investment

To use this approach, the following suggestions are recommended:

- effort to record the results of activities of individuals to be used in the future (by other employees),
- effort to make documents of energetic activities in organization and refer to them in other times (to reproduce current energy in the past), and
- effort to create organizational culture in which people can share their energies and gain motivation from individual energies.

#### Energy Donation

To use this approach, the following suggestions are recommended:

- effort to visualization of employees' energy donation to observe other people in the organization,
- effort to deploy donation culture in the organization and usefulness of managers and leaders,
- considering energy donation in the system of improving employees, and
- Establishing rewards regarding to managing individual energy in organization (with an energy donation approach).

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