

# Annual Report

## The Edward de Bono Institute for Creative Thinking & Innovation

**01 October 2021 to 30 September 2022**



**Creativity**



**Innovation**



**Entrepreneurship**



**Futures Studies**

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## 1. INTRODUCTION

The Edward de Bono Institute for Creative Thinking and Innovation (formerly for the Design and Development of Thinking) was established at the University of Malta in 1992 in collaboration with Professor Edward de Bono.

At its inception, the core focus of the Institute was to teach Professor de Bono's thinking tools at the University of Malta. However, as the Institute progressed, it expanded and diversified its lecturing, research and outreach portfolio to cover four interrelated subject areas, namely creativity, innovation, entrepreneurship and futures studies.

**Creativity** refers to the generation of novel and useful ideas which, in today's increasingly competitive and turbulent environment, are necessary for survival and prosperity. In this respect, creativity and creative capabilities have come to represent indispensable resources and capacities, enabling individuals to identify opportunities and solve problems. Contrary to popular belief, creativity is a skill and, just like any other skill, it may be developed and deployed through consistent practice and use of multiple creativity tools, techniques and frameworks.

**Innovation** refers to the successful implementation of creative ideas to produce something of value or to reap commercial gains and competitive advantage. Innovation relates not only to science and technology, but to the introduction of new or improved products, services and processes in any context or industry. Innovation is a necessary step in the creative process, as the benefits of creativity may only emerge if there is a system in place to manage the implementation of ideas.

**Entrepreneurship** is generally associated with starting up and running one's own business, which leads to job creation, innovation and economic growth. Beyond that, however, the European Commission has stressed the importance of cultivating an entrepreneurial culture or mindset and has listed "a sense of initiative and entrepreneurship" as a key competence for life. The entrepreneurship key competence involves the knowledge, skills and attitudes that enable individuals to generate and implement creative ideas, to be self-confident, autonomous and proactive, to plan and execute projects, and to act in socially responsible ways. This entrepreneurship key competence is important not only for those wishing to start up and run their own business, but also for those seeking employment or a professional career.

**Futures Studies** – or **Foresight** – involves taking a leap into the distant future to develop scenarios and visions of how the world might turn out to be, with the intention of catalysing present actions to either arrive at a desirable future or to mitigate unfavourable circumstances. A number of foresight methodologies are applied in the areas of policy (ICT, science and technology, environment, health, education and energy) and private organisations (corporate foresight). Complementing foresight is creativity, where creative capabilities are generally utilised in order to develop future scenarios, generate novel ideas and alternate realities or possibilities. In addition, the implementation of policies to arrive at a desirable future generally depends on innovation management and entrepreneurship skills, which are applied to implement desired policies.

## **2. CONTACT DETAILS**

### **Address:**

The Edward de Bono Institute for Creative Thinking and Innovation  
University of Malta  
63, Esperanto Street  
Msida MSD 2011  
Malta

### **Website, Social Media:**

[www.um.edu.mt/create](http://www.um.edu.mt/create)  
[www.facebook.com/loTM.um](https://www.facebook.com/loTM.um)  
<https://www.linkedin.com/in/edward-de-bono-institute-36b6bb34/>

### **Email Address:**

[instituteofthinking@um.edu.mt](mailto:instituteofthinking@um.edu.mt)

### **Telephone Numbers:**

+356 2340 2434 / +356 2340 3912

### **3. INSTITUTE BOARD**

The Edward de Bono Institute is governed by an Institute Board, which was composed as follows during the academic year 2021-2022:

#### **Chairperson**

Professor Noellie Brockdorff  
Head, Department of Cognitive Science  
Dean, Faculty of Media and Knowledge Science, University of Malta

#### **Vice Chairperson**

Dr Leonie Baldacchino  
Director, The Edward de Bono Institute, University of Malta

#### **Members**

Professor Ted Fuller  
Professor of Entrepreneurship and Strategic Foresight, Lincoln International Business School, UK

Professor Russell Smith  
Director, Centre for Entrepreneurship and Business Incubation, University of Malta

Professor Vincent Cassar  
Deputy Dean, Faculty of Economics, Management and Accountancy, University of Malta

Dr Isabelle Calleja Ragonesi  
Associate Professor, Faculty of Arts, University of Malta

Dr Petra Caruana Dingli  
Senior Lecturer, The Edward de Bono Institute, University of Malta

Dr Margaret Mangion  
Senior Lecturer, The Edward de Bono Institute, University of Malta

#### **Student Representatives**

Mr Andrew Portelli  
Master in Creativity and Innovation

Ms Olga Attard  
Diploma in Creativity, Innovation and Entrepreneurship

#### **Secretary to the Board**

Ms Josianne Sciberras  
Administration Specialist, The Edward de Bono Institute, University of Malta

## 4. INSTITUTE STAFF

During the academic year 2021-2022, the Edward de Bono Institute was composed of five full-time resident academic staff, one part-time visiting academic staff, one part-time research support officer, and two administrative staff. A number of casual part-time lecturers also contributed to the Institute's teaching activities throughout the academic year.

### Full-Time Resident Academic Staff



Dr Leonie Baldacchino  
B.Psy.(Hons), M.A.,  
Ph.D.(Warw.)  
Director, Senior Lecturer



Dr Petra Caruana Dingli  
B.A., B.A.(Hons), M.A.,  
D.Phil.(Oxon), M.B.A.(Maas.)  
Senior Lecturer



Professor Sandra M. Dingli  
B.A., B.A.(Hons), M.A.,  
Ph.D.(Dunelm)  
Professor



Dr Margaret Mangion  
B.Psy., P.G.C.E., M.B.A.,  
D.Soc.Sci.(Leic.)  
Senior Lecturer



Dr Lisa Pace  
B.Sc., M.Sc.,  
Ph.D.(Manc.)  
Senior Lecturer

The full profiles of resident academic members of staff are available on the University website and may be found through the 'Search' facility: [www.um.edu.mt/search](http://www.um.edu.mt/search)

## **Part-time Visiting Academic and Research Support Staff**



**Ms Natalie Swaine Nwoko**  
B.A.(Hons), M.A., PG Cert. in  
Therapeutic Play Skills (Cant.)  
Visiting Assistant Lecturer



**Ms Kristina Buhagiar**  
B.A. (Hons), M.Cl(Melit.)  
Research Support Officer II

## **Administrative Staff**



**Ms Josianne Sciberras**  
Administration Specialist



**Mr Matthew Tonna Gilford**  
Administrator II

## 5. COURSES

During the academic year 2021-2022, the Edward de Bono Institute offered its three core courses, namely, the Master in Creativity and Innovation (full-time and part-time), the Diploma in Creativity, Innovation and Entrepreneurship (part-time evening), and the Ph.D. degree, where researchers have the opportunity to explore Creativity, Innovation, Entrepreneurship or Foresight at a Doctoral level. Applicants who enrolled for any of the Institute's courses were eligible for financial subsidies through the 'Get Qualified' Scheme offered by the Ministry for Education and Employment. In addition to the Institute's courses, the Institute offered several undergraduate study units that formed part of a variety of courses at the University of Malta.

Moreover, students and staff at the Edward de Bono Institute were offered intra-EU mobility opportunities through Erasmus+ agreements between The Edward de Bono Institute and the following Universities:

- BSP Business School Berlin (Germany)
- Brandenburg University of Applied Sciences (Germany)
- University of Applied Sciences Upper Austria, Campus Wels (Austria)
- University of Potsdam (Germany)
- University of Turku (Finland)
- Wroclaw University of Economics and Business (Poland)

### **Master in Creativity and Innovation**

The Master in Creativity and Innovation is an interdisciplinary programme designed to enable participants to expand their perception, identify opportunities, employ creative skills, develop ideas individually and in teams, sustain a creative climate, manage innovation, and apply foresight methodologies to create future scenarios. The Master programme promotes imaginative, flexible and practical thought and action, and improves the ability to respond practically and creatively to problems and opportunities. This programme attracts international and national professionals from a broad range of disciplines. In October 2021, students joined this Master programme from Malta, Croatia, Denmark, Italy, Germany, Poland and India.

The Master in Creativity and Innovation is available both on a full-time and a part-time basis, with all lectures held during the daytime. The duration for full-time students is three semesters while that for part-time students is six semesters. The programme comprises a total of 90 ECTS, of which 60 ECTS are assigned to the taught component, while 30 ECTS are assigned to the dissertation.

Further information about the Master programme, including entry requirements and the full programme of studies, may be accessed through the University of Malta's online 'Course Finder' ([www.um.edu.mt/courses](http://www.um.edu.mt/courses)).



## **Diploma in Creativity, Innovation and Entrepreneurship**

The Part-Time Diploma in Creativity, Innovation and Entrepreneurship caters for individuals who are interested in furthering their education in a flexible manner. Through this Diploma, participants are provided with a pragmatic knowledge-based approach towards creativity, idea generation, innovation, innovation management and entrepreneurship. The knowledge and skills taught through the Diploma are vital for establishing and maintaining an organisation and its operations, for enhancing employment prospects and advancing careers. Upon successful completion of this Diploma, participants will be able to recognise the need for organisational change, identify opportunities, systematically solve problems, and implement innovation. The Diploma in Creativity, Innovation and Entrepreneurship is composed of a total of 60 ECTS, and spans a period of four semesters (two academic years) on a part-time basis. Lectures are generally held on Tuesdays and Thursdays from 17.00 to 20.00 to enable students to balance their commitments and education.

Further information about the Diploma programme, including entry requirements and the full programme of studies, may be accessed through the University of Malta's online 'Course Finder' ([www.um.edu.mt/courses](http://www.um.edu.mt/courses)).

## **Ph.D. in Creativity, Innovation, Entrepreneurship or Foresight**

The Edward de Bono Institute offers a Doctor of Philosophy (Ph.D.) Degree in the areas of Creativity, Innovation, Entrepreneurship or Foresight, which is available to candidates who are appropriately qualified in at least one of the Institute's domains of specialisation listed above. The Ph.D. programme is available to candidates on both a full-time and a part-time basis, with the programme's duration ranging from 3 to 4 years full-time, or 6 to 8 years part-time. While prospective candidates may submit an application to enrol in the Institute's Ph.D. programme at any point throughout the academic year, they are advised to contact the Institute ([instituteofthinking@um.edu.mt](mailto:instituteofthinking@um.edu.mt)) to discuss their research proposal and to identify a suitable supervisor prior to submitting their formal application.

The Institute currently has five Ph.D. candidates, namely, Mr Oliver Saliba, who commenced in April 2017, Ms Kristina Buhagiar, who commenced in February 2018, Ms Izumi Nonaka, who joined the Institute from Japan in October 2018, Ing. Joseph Bartolo who enrolled in April 2020, and Mr Sandro Sant'Anna, who joined the Institute from Brazil in April 2021. Following acceptance into the Ph.D. programme, candidates are granted access to the Doctoral School, which offers support and guidance through various initiatives, such as Doctoral workshops for personal and professional development, support and advice, and an opportunity to present their work at a yearly symposium. The Doctoral workshops are designed by the Doctoral School in collaboration with various academics with the aim of providing Ph.D. candidates with the professional skills needed to promote wellbeing and professional growth, while also acting as a point of reference for Doctoral procedures and milestones.

Further information concerning the University of Malta's Doctoral Programme may be accessed through the Doctoral School's website ([www.um.edu.mt/doctorschool](http://www.um.edu.mt/doctorschool)).

## **Undergraduate Study-Units**

During the academic year 2021-2022, The Edward de Bono Institute offered the following study-units to a variety of Faculties, Institutes and Centres at the University of Malta:

### ***Semester I***

IOT 1006: Critical Thinking (2 ECTS)

IOT 1008: An Introduction to Creativity (4 ECTS)

IOT 2002: Communication and Innovation (4 ECTS)

IOT 2003: Foresight – A Tool for Scenarios and Visions (4 ECTS)

IOT 2005: Leadership and Organisational Innovation (2 ECTS)

IOT 2301: Ideas and Intrapreneurship (4 ECTS)

### ***Semester II***

IOT 1002: Psychology of Creativity (4 ECTS)

IOT 1009: A Toolkit for Thinking out of the Box (4 ECTS)

IOT 2008: Innovation and Entrepreneurship: Practical Approaches (4 ECTS)

IOT 3110: Creative and Critical Thinking for Public Officers (4 ECTS)

These study-units enable students from different Faculties, Institutes and Centres to benefit from transferable skills and knowledge concerning creativity, innovation, entrepreneurship and foresight. The aim of these study-units is to provide students with key competencies intended to stimulate entrepreneurship, catalyse forward-thinking mind-frames, provoke creativity, and inform students on the methods used to transform creative ideas to innovative outputs, thereby improving their future career prospects.

Further information about the study-units offered by the Edward de Bono Institute may be accessed through the Institute website ([www.um.edu.mt/create/aboutus](http://www.um.edu.mt/create/aboutus)).

Moreover, the Institute's academic staff delivered all or part of the following study-units offered by different Faculties, Institutes and Centres at the University of Malta:

CIS 3186: Mobile Device Programming

DOC 6010: An Introduction to Critical and Creative Thinking

ENG 2092: Travel Writing

ENG 2096: The Pre-Raphaelites and their Circle

ENG 2042: The English Novel in the Later Nineteenth Century: Henry James

ENG 2176: Victorian Poetry

ENG 3035: Shakespeare in Context

HSC 2001: Critical Thinking in Ethical Applications for Bioscientists

HSC 5123: Critical/Creative Thinking in Ethical Applications to Health Care

HSC 2001: Critical Thinking in Ethical Applications for Bioscientists

MNH5012: Interdisciplinary Understanding and Approaches in Mental Health Care, Rehabilitation, Community Care and Recovery

PHI 2002: The Philosophy of Mind

The Institute's academic staff also supervise or co-supervise and examine dissertations of students enrolled in different Faculties at the University of Malta.

## 6. DEGREES AND DIPLOMAS AWARDED

After a long wait due to the pandemic, students who successfully completed the Institute's Diploma in Creativity, Innovation and Entrepreneurship, Postgraduate Diploma in Creativity and Innovation, and Master in Creativity and Innovation in 2020 and 2021 graduated in ceremonies held in November 2021, December 2021 and March 2022. One of the Institute's Master graduands, Ms Samantha Pace Gasan, delivered the students' address (oration) on 18<sup>th</sup> March 2022.

The Degrees and Diplomas that were awarded during these graduation ceremonies are listed in Tables 1 and 2, while some of the recipients are pictured in the photographs below.

**Table 1: Degrees and Diplomas Awarded in 2020**

<b>Master in Creativity and Innovation</b>	<b>PG Diploma in Creativity and Innovation</b>	<b>Diploma in Creativity, Innovation and Entrepreneurship</b>
Mildred Atanasio Gabriel Camilleri Michael Elias Rita Falzon Kevin Mifsud Samantha Pace Gasan Minou Schillings Hannah Scicluna Oleksandr Sheleyo	Joao Henrique Mesquita Kostantinos Tasoulis Reuben Zammit	Lorraine Attard Audrey Azzopardi Julian Bartolo Parnis Kevin Camilleri Samantha Catania Andrew Crosby Carmen Farrugia Matthew Mallia Roberta Micallef



**Table 2: Degrees and Diplomas Awarded in 2021**

Master in Creativity and Innovation	PG Diploma in Creativity and Innovation
Keith Coleiro Desiree Marie Cassar Jasmin Riebel Shari Alina Fisher Jean Karl Micallef Grimaud	Luca Arrigo Nicole Chan Rose Marie Ellul Phillips Maria Pappova Monique Sammut John Vella



## 7. DISSERTATIONS

Table 3 below lists the dissertations submitted by students who were awarded the Master in Creativity and Innovation in 2021.

**Table 3: Dissertations Submitted by Students Awarded the Master Degree in 2021**

Name of Student	Dissertation Title	Supervisor and Examiners
Keith Coleiro	<i>Developing entrepreneurial intuition through a new training programme</i>	Supervisor: Dr Leonie Baldacchino Chair: Dr Margaret Mangion External: Prof Massimiliano Pellegrini Local: Dr Petra Caruana Dingli Local: Dr Lisa Pace
Desiree Cassar	<i>Exploring Creativity in Co-Working Spaces</i>	Supervisor: Professor Sandra M. Dingli Chair: Dr Margaret Mangion External: Professor Donatella De Paoli Local: Dr Petra Caruana Dingli Local: Dr Lisa Pace
Jasmin Riebel	<i>MIndfulness, Flow and Creativity - An exploratory study on how mindfulness training can affect creativity through the experience of flow.</i>	Supervisor: Dr Leonie Baldacchino Chair: Dr Petra Caruana Dingli External: Dr Sergio Agnoli Local: Dr Margaret Mangion Local: Professor Sandra M. Dingli
Shari Alina Fisher	<i>Innovation in tradition-based firms: A case study on the paradox between tradition and innovation in a handcrafting bakery.</i>	Supervisor: Dr Leonie Baldacchino Chair: Dr Lisa Pace External: Professor Andreas Braun Local: Dr Margaret Mangion Local: Dr Petra Caruana Dingli
Jean Karl Micallef Grimaud	<i>A study on how technology has shaped creativity in photography.</i>	Supervisor: Dr Petra Caruana Dingli Chair: Dr Leonie Baldacchino External: Professor Marion Botella Local: Professor Sandra M. Dingli Local: Dr Margaret Mangion

## 8. EXTERNALLY FUNDED PROJECTS

During the academic year 2021-2022, the Edward de Bono Institute participated in three externally funded EU projects in collaboration with other institutions.

### **DIFME Erasmus+ Knowledge Alliances Project (January 2019 – December 2021)**

From January 2019 to December 2021, Dr Leonie Baldacchino and Ms Kristina Buhagiar were involved in project DIFME (Digital Internationalisation and Financial Literacy Skills for Micro Entrepreneurs) in collaboration with the Malta Business Bureau (coordinators) and nine other partners from Ireland, Greece, Germany, Italy, Bulgaria and the Netherlands. The aims of this project are to develop online modules for micro-entrepreneurs to expand their businesses locally and internationally. During the academic year 2021-2022, several events were held as part of this project, including the final conference in Malta. Additional information concerning this project may be accessed through the following link: [www.difme.eu](http://www.difme.eu).

### **ProBM2 Erasmus+ Project (September 2019 – March 2022)**

From September 2019 to March 2022, Professor Sandra M. Dingli, Dr Leonie Baldacchino, Dr Margaret Mangion and Ms Kristina Buhagiar were involved in project ProBM2 (Understanding and Developing Business Models in the Globalisation Era) in collaboration with ŁUKASIEWICZ Research Network - Institute for Sustainable Technologies, Poland (coordinator), and partners from Italy, Romania, Portugal, Greece and Switzerland. ProBM2 was built on the results of a previous project, ProBM, which sought to promote understanding and development of business models. Extending the results of ProBM, ProBM2 aimed to increase the awareness of aspiring and current entrepreneurs on the importance of business model design through the creation of 11 e-learning modules on business models. Several events were held as part of this project during the academic year 2021-2022, including two multiplier events in Malta. Additional information concerning this project may be accessed through the following link: [www.businessmodels.eu/02](http://www.businessmodels.eu/02).

### **SEA-EU Erasmus+ Project (October 2019 – September 2022)**

SEA-EU (European University of the Seas) is an alliance between six European universities which are working towards a 'European University' for the 21<sup>st</sup> century. The University of Malta is a member of this alliance, along with the University of Cadiz, Spain (lead partner), the University of Western Brittany (Brest, France), the University of Kiel (Germany), the University of Gdansk (Poland) and the University of Split (Croatia). Dr Leonie Baldacchino is involved in this project as one of the three University of Malta staff members leading the internal Quality and Ethics Subcommittee, while Dr Lisa Pace is a member of the Research Development and Innovation Subcommittee and is the UM lead on the SEA-EU Blue Economy Observatory together with Professor Luciano Mule' Stagno from the Institute for Sustainable Energy. Additional information concerning this project may be accessed through the following link: <https://sea-eu.org/>.

### **InnoGreen Erasmus+ Project (November 2022 – October 2024)**

The proposal for the project InnoGreen (Erasmus+) was accepted for funding. The coordinator is from the Department of Computer Science and Technology, Faculty of Automatic Control, Computing, Electrical Engineering and Electronics, University "Dunarea de Jos" of Galati, Romania. The other partners are from Poland, Italy, Austria, Portugal and Switzerland. The first partners

meeting is planned for December 2022 in Vienna, Austria. Professor Sandra M Dingli and Dr Petra Caruana Dingli are involved in this project.



## 9. PARTICIPATION IN LOCAL, INTERNATIONAL AND HYBRID EVENTS

During the academic year 2021-2022, The Edward de Bono Institute's academic and research staff participated in several local, international and hybrid events and meetings, as summarised below.

### 05-06 October 2021: Business Model Conference – Copenhagen, Denmark

Dr Leonie Baldacchino, Professor Sandra M. Dingli and Ms Kristina Buhagiar presented a paper at the Business Model Conference in Copenhagen, on the use of the SCAMPER idea generation tool to instigate revenue stream innovation. Additionally, Dr Baldacchino and Professor Dingli both chaired presentation sessions during the conference. Ing Joseph Bartolo, PhD candidate at the Institute, participated in the Doctoral Colloquium and also attended the conference.



### 18-20 October 2021: MUZE-X: Shaping Museum Futures Conference – Malta

Professor Sandra M. Dingli, Dr Petra Caruana Dingli and Dr Lisa Pace presented a paper at the MUZE-X: Shaping Museum Futures conference organised by the Department of Arts, Open Communities and Adult Education at the University of Malta.



### **25-27 October 2021: International Conference on Knowledge Management and Information Systems – Malta (Online)**

Ms Kristina Buhagiar, Professor Sandra M. Dingli and Dr Lisa Pace presented a paper at the 13<sup>th</sup> International Conference on Knowledge Management and Information Systems. Their paper proposed a knowledge-based model of service innovation.

### **27-29 October 2021: Rupture: A Historical Perspective Conference – Malta**

Dr Petra Caruana Dingli presented a paper at the Conference 'Rupture: A Historical Perspective' organised by the Malta Historical Society.

### **01 November 2021: CIQ MIND Conference – India (Online)**

Dr Leonie Baldacchino delivered a closing keynote presentation at the CIQ MIND conference, which was held online by GEAR Foundation for around 200 educators in India. The focus of the conference was on Howard Gardner's Multiple Intelligences, and Dr Baldacchino spoke about how they are related to creativity.



### **08-12 November 2021: Global Entrepreneurship Week (GEW)**



For the fourteenth consecutive year, The Edward de Bono Institute was the National Host for the Global Entrepreneurship Week activities in Malta. The Institute collaborated with various partners to organise the following events:

### ***08 November 2021: MBA Business Concept Pitching Event***

This event offered Executive MBA final year students, who are enrolled in an entrepreneurship elective study unit at the University of Malta with an opportunity for peer-learning, discussion and expert insights at an early stage of their business concept, by pitching to a select panel of experts and practitioners involved in the field of entrepreneurship.

### ***09 November 2021: Valletta Design Cluster Tour and DeuS Presentation***

Students enrolled in the Master in Creativity and Innovation visited the Valletta Design Cluster, which is a community space for cultural and creative practices aimed at promoting learning and entrepreneurship, sharing resources while supporting the growth of the local cultural and creative industries. Students also received an informative presentation on the Erasmus+ Project DeuS, which aims to support creative practitioners across Europe by providing a platform where a number of useful resources are available for free, including training and networking facilities, a repository of best practices, a selection of opportunities suitable for creative practitioners, and more.

### ***09 November 2021: Venturing Sustainability: Doing Well While Doing Good (Online)***

This webinar brought together entrepreneurs from Malta and overseas who advocate for sustainable entrepreneurship by integrating social and environmental concerns into their business activities. It kicked off with an introduction to the topic of sustainable entrepreneurship by Dr Leonie Baldacchino, and a presentation on Malta's sustainable entrepreneurship ecosystem by Dr Roberta Lepre, Founder and Managing Director of Weave Consulting, an organization aimed at assisting businesses adapt to the new normal by way of aligning to principles such as good governance, social responsibility, sustainability, etc. The webinar was followed by a panel discussion moderated by Dr Leone Baldacchino. Panellists included Dr Nico De Klerk, Founder and CEO at StreetBiz Foundation and Director of the School of Social Innovation at Hugenote College (South Africa), Dr Roberta Lepre, Founder and Managing Consultant at Weave consulting and Project Director at SEAM, Ms Patrizia Patti, Founder at Eco Marine Malta and Assistant Treasurer at SEAM, Dr Viviana Premazzi, Founder of Global Mindset Development and Treasurer at SEAM, Ms Annalisa Schembri who is a freelance artistic director, creative producer and event manager, and Mr Michael Vogt, Founder and Managing Director at The Clean Beauty (Spain).

### ***11 November 2021: Guest Lecture by International Lateral Thinking Guru Paul Sloane (Online)***

The Institute hosted an online guest lecture with international lateral thinking guru Paul Sloane, who has authored 30 books on lateral puzzles and creative leadership, of which over 2 million copies have been sold worldwide. Paul Sloane's thought-provoking lecture focused on lateral thinking. This event was reserved for students and staff at the University of Malta.

### ***12 November 2021: Postgraduate Research Seminar***

The GEW events came to an end with the Institute's annual Postgraduate Research Seminar, designed to inform students about research opportunities and provide a space for scholarly debate with peers and academic staff. The first part of the seminar included an overview of the Master in Creativity and Innovation dissertation requirements, presentations by the Institute's academic staff on their research interests, and a presentation on the funded mobility opportunities available to students through the Erasmus+ programme. The rest of the seminar featured presentations by postgraduate students on their recently completed dissertations or ongoing research.

### **11 – 13 November 2021: Start-Up Festival – Malta**

Dr Leonie Baldacchino, Professor Russell Smith and Ing. Joseph Bartolo participated in the Malta Enterprise Start-Up Festival as members of different panel discussions.



### **23 November 2021: SEA-EU Stakeholder Meeting**

Dr. Lisa Pace attended an industry stakeholder consultation session organised at the University of Malta's Valletta campus as part of the SEA-EU alliance project. The event discussed industry-needs for skills and training in areas related to digitalisation, green and blue economy.

### **26 November 2021: DIFME Final Conference – Malta (Hybrid)**

The final conference of the DIFME Erasmus+ project was held in hybrid mode, with the in-person venue being the Malta Chamber of Commerce, Enterprise and Industry in Valletta. During this conference, which was addressed by Dr Roberta Metsola, first vice-president of the European Parliament and Dr Josianne Cutajar, member of the European Parliament, the new online SME Hub was officially launched to help strengthen the financial and digital skills of microentrepreneurs and enable them to widen their networks and internationalise. At the end of the conference, the DIFME project partners endorsed a Memorandum of Cooperation (which was previously signed on behalf of UM by the Rector), thus confirming their intention to develop further activities and maximise the outputs achieved throughout the last three years of project implementation. The Institute was represented at this conference by Dr Leonie Baldacchino, who moderated a panel discussion on digital internationalisation, and Ms Kristina Buhagiar.



## **02 December 2021: Entrepreneurial Competences within the Educational Curriculum – Malta (Online)**

Dr Leonie Baldacchino delivered a presentation titled ‘Entrepreneurship Education: Why, Who, How?’, and participated in a panel discussion, during a webinar on ‘Entrepreneurial Competences within the Educational Curriculum’. This was organised by the Foundation for the Promotion of Entrepreneurial Initiatives (FPEI) as part of the CORAL Erasmus+ project.

## **04 December 2021: ASCS Conference – Malta**

Dr Leonie Baldacchino delivered a presentation on ‘Innovation in Business’ at the ASCS (Association of Students of Commercial Studies) Conference at the University of Malta Valletta Campus.

## **15<sup>th</sup> December 2021: Smart Specialisation**

Dr. Lisa Pace invited Ms Ramona Saliba Scerri, Deputy Director of Strategy & Policy at the Malta Council for Science & Technology, as a guest speaker for IOT5037 Innovation Adoption & Diffusion. Ms Saliba Scerri spoke about the smart specialisation strategy in Malta and the stakeholder consultation process.

## **14 – 16 December 2021: Teaching Entrepreneurship Summit – USA (Online)**

Dr Leonie Baldacchino participated in the online ‘Teaching Entrepreneurship Summit’, which served as an opportunity to discover new ideas, tools and workshops that may be used with the Institute’s students.

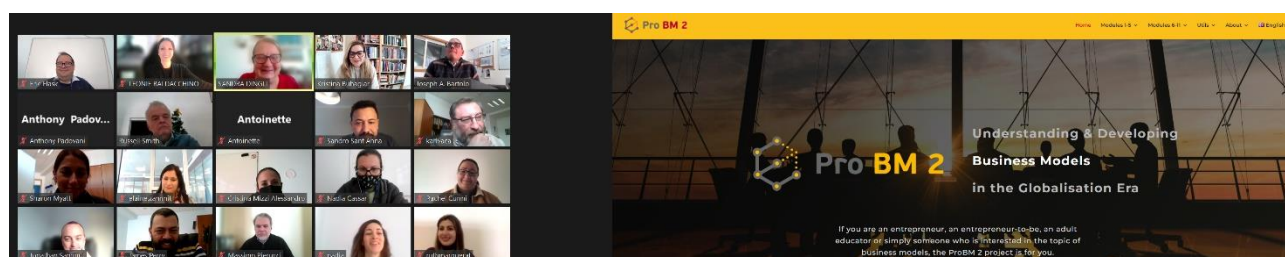
## **25 January 2021: Consultation on Sustainable Blue Jobs**

Dr. Lisa Pace organised a stakeholder consultation for researchers and scientific representatives of research institutes to discuss sustainable blue jobs in Malta, as part of the SEA-EU Blue Economy Observatory initiative. The consultation included participation of academics from the University of

Malta, Malta College for Arts, Science & Technology and the Malta Aquaculture Research Centre (MAREC).

### 03 February & 30 March 2022: ProBM2 Multiplier Events – Malta (Online)

On 03 February 2022, Professor Sandra M. Dingli and Ms Kristina Buhagiar organised an online multiplier event for Erasmus+ Project ProBM2. This was held in collaboration with MCAST and was attended by 35 participants from MCAST and UM. A keynote address was delivered by Ing. Joseph Bartolo, PhD candidate at the Institute and Manager of UM's TAKEOFF Business Incubator, after which Professor Sandra M. Dingli and Ms Kristina Buhagiar presented the E-Modules that were developed as part of the project. Participants were then given the opportunity to ask questions and provide feedback, which was very positive. On 30 March 2022, a second online multiplier event with 5 pax, mainly trainers from private organisations or NGOs. Originally 11 pax registered for the event but not all turned up. We were asked to organise a second multiplier event since dissemination should be with as many institutions / organisations as possible. This is not easy in spite of extensive marketing and also due to Malta's small size and due to UM and MCAST being the main educational institutions. Participants from one's own institution do not count for multiplier events.





### **01 March 2022: Visit by Students from St Michael's School – Malta**

Dr Ing. Anton Bartolo (Director of UM's Knowledge Transfer Office) received a request from Ms Josianne Debono Tanti (Economics teacher at St Michael's School) to bring over a group of Form 4 students to discuss matters related to innovation and entrepreneurship, in preparation for a competition they were participating in. Dr Bartolo suggested that they meet with Mr Andras Havasi (Manager KTO) and Dr Leonie Baldacchino, and an interactive meeting was held on 1<sup>st</sup> March in the events room at CEBI. After that, Mr Havasi led the group on a tour of the Built Environment laboratory.

### **15 & 18 March 2022: Visit by Master in Imagineering Students – Malta**

A group of Master in Imagineering students from Breda University of Applied Sciences (Netherlands), led by their Programme Coordinator Dr Liliya Terzieva, attended an interactive session with the Institute's students at the University of Malta on 15 March 2022. Dr Leonie Baldacchino began with an introduction to the Institute (including courses) and a SCAMPER workshop for the Breda students. This was followed by an 'Introduction to Imagineering' workshop conducted by the Breda group for the Institute's students and staff. Dr Baldacchino was then invited to attend the Breda students' final presentations on 18 March 2022.

### **27-30 March 2022: Global Entrepreneurship Congress – Riyadh, Saudi Arabia**

Dr Leonie Baldacchino participated in the 12<sup>th</sup> Global Entrepreneurship Congress (GEC) 2022 in Riyadh, Saudi Arabia together with Dr Nathaniel Massa from the Department of Management, entrepreneur and MBA student Mr Julian Dingli, and thousands of participants from over 180 countries. Among the highlights of the Congress were inspiring fireside chats conducted by Booking.com co-founder and GEN Chairman Jeff Hoffman with Apple co-founder Steve Wozniak and Netflix co-founder Marc Randolph, as well as various interactive sessions on topics related to entrepreneurship and innovation. Also included in the GEC programme were meetings for regional divisions of the Network, including GEN Europe and GEN Commonwealth, and for Global Entrepreneurship Week (GEW) country hosts, represented locally by The Edward de Bono Institute. The GEC was featured in various local media outlets including The Sunday Times, Malta CEOs and UM's Newspoint.



## 15-23 April 2022: World Creativity and Innovation Week (WCIW)



Every year during the month of April, Dr Margaret Mangion coordinates the World Creativity and Innovation (WCIW) events in Malta in collaboration with various entities.

### ***30 March 2022: Critical and Creative Thinking Workshop for Doctoral Students***

Dr Margaret Mangion conducted a workshop on critical and creative thinking for doctoral students, which she organised in collaboration with the Doctoral School at the University of Malta. Students enrolled on various doctoral programmes were in attendance and contributed to an interactive discussion dealing with the importance of being critical and creative when approaching resources and writing at doctoral level.

### ***07 April 2022: Becoming a Better Thinker***

This was an online lecture for students enrolled on IOT1002 – Psychology of Creativity. The lecture was delivered by Dr Ali Sumner, a senior consultant at BRAINPOWA, Australia.



### ***07 April 2022: Applying Divergent Thinking Tools to Develop Creative Artefacts***

This event, which was held for students enrolled on IOT1009 – Thinking Out of the Box, showcased creative efforts achieved by students from the MCAST Institute for the Creative Arts following training in creative thinking methods delivered by Dr Margaret Mangion. Eleven students enrolled on the Bachelor of Arts in Fashion Design displayed a fashion collection resulting from the application of creative thinking methods to produce innovative fashion designs. They were supported throughout the process by their lecturer Ms Maria Cutajar, who is a Master in Creativity and Innovation student.





### ***11 April 2022: Innovation Challenge for Students at St Benedict College***

This Innovation Challenge was a competition for students in Year 8 at St Benedict College Kirkop Middle School, to identify pain points in society and generate possible solutions. It was proposed by Mr Ivan Ebejer, a student on the Master in Creativity and Innovation, who was inspired by topics covered during the course of his studies. Dr Margaret Mangion delivered a workshop whereby the students learned methods to help them transform ideas into new, creative opportunities. The outcomes were manifested through drawings and paintings, essays, poetry, or modelling. A certificate of attendance was awarded to each participating student.

### ***11 April 2022: Creativity and Wellbeing Workshop for Educators at St Benedict College***

Dr Margaret Mangion conducted a workshop on creativity and wellbeing for educators at St Benedict College, Kirkop. This was organised in collaboration with Mr Benny Calleja, Principal Education Support Practitioner and Counsellor.

### ***21 April 2022: Creative Opportunities in Organisations***

To commemorate World Creativity and Innovation Day on 21<sup>st</sup> April, Dr Margaret Mangion conducted a workshop entitled 'Creative Opportunities in Organisations', which was organised in collaboration with The Malta Chamber of Commerce Youth Network.



### **26 April 2022: The Customer Experience at Lamb Brand**

The Institute's Master in Creativity and Innovation students were invited to a meeting with Mr Silvio Galea, Creative Manager responsible for Lamb Brand, who shared his knowledge about customer experience and how it is addressed at C.Cini Products Ltd.



### **02 May 2022: New Standard Model Enterprise Research Seminar**

The Centre for Entrepreneurship and Business Incubation (CEBI) at the University of Malta hosted students and staff from the Edward de Bono Institute and the Faculty of Management, Economics and Accountancy for a research seminar on the 'New Standard Model', a project aimed at supporting new ventures developed by Professor Russell Smith, Director at CEBI.

### **04-05 May 2022: Charism and Creativity: Catalogues, Management and Innovation – Rome, Italy**

Dr Petra Caruana Dingli participated in the international conference 'Charism and Creativity: Catalogues, Management and Innovation regarding the Cultural Heritage of Institutes', which was held at the Antonianum University in Rome, Italy.

### **12 May 2022: Addressing the Skills Gaps through Training and Education' – Malta**

Dr Lisa Pace was invited to speak on a panel in the event 'Skills in Malta: Bridging the Skills Gap through Education and Ocean Literacy' in the session 'Addressing the Skills Gaps through Training and Education'. The event was organised by the WestMed National Hub for Malta and the Malta Maritime Forum.

### **16-19 May 2022: The Networks of Possibility Conference – Geneva, Switzerland (Online)**

Dr Margaret Mangion, Professor Sandra M. Dingli, Dr Lisa Pace and Dr Leonie Baldacchino participated in the 'Networks of Possibility' online conference, which was organised by the Possibility Studies Network. Professor Dingli and Dr Pace delivered a presentation titled 'Future Studies at the Edward de Bono Institute: Avoiding the 'Reeds in the Wind' Syndrome'; Dr Baldacchino delivered a presentation titled 'Cognitive Versatility, Possibility and Probability'; and Dr Mangion delivered a presentation titled 'Social creativity: Shifting Perspectives'.

### **Friday 20 May 2022: The First Edward de Bono Memorial Lecture – Malta (Online)**

The Edward de Bono Institute organised the first memorial lecture to commemorate the life and legacy of Professor Edward de Bono. This and featured a keynote address by Professor Tim Schweizer, Birkestrand Chair in Economics and Management at Luther College (USA).



### **02-04 June 2022: Lives and Life Stories Conference – Dublin, Ireland**

Dr Petra Caruana Dingli presented a paper 'Writing a Life Story: Creation and Dissemination', at the international conference 'Lives and Life Stories', held at University College Dublin, Dublin, Ireland.

### **03 June 2022: European Conference on Research Methodology – Alveiro, Portugal (Online)**

Dr Margaret Mangion delivered a presentation at the 21<sup>st</sup> European Conference on Research Methodology for Business and Management Studies (ECRM 2022) titled 'Collecting data online from young students during a pandemic: Reflections'.

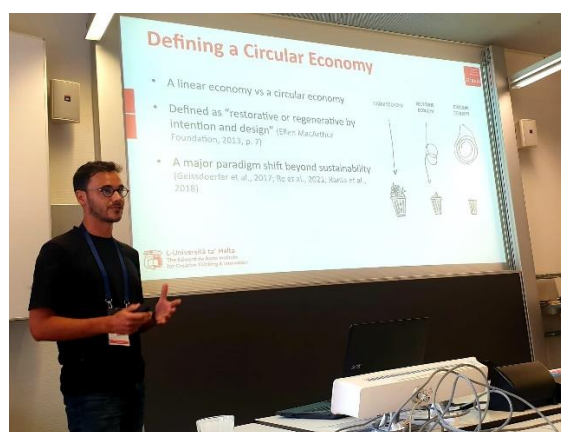
### **07 June 2022: Creativity Week – Geneva, Switzerland**

Dr Margaret Mangion participated in Creativity Week organised by Professor Vlad Glaveanu and Dr Wendy Ross at Webster University in Geneva. Dr Mangion shared her work about how creative cognition may facilitate thinking about the 'possible'.



### 15-17 June 2022: EURAM Conference (Winterthur, Switzerland)

Dr Leonie Baldacchino and former student Mr Steven Diacono attended the European Academy of Management (EURAM) Conference in Winterthur, Switzerland. Dr Baldacchino presented a paper titled 'Coping with COVID-19: The Effects of Entrepreneurs' Coping Strategies on their Psychological Well-Being' and was a discussant for a session in the entrepreneurial cognition track. Mr Diacono presented a paper co-authored with Dr Baldacchino titled 'Identifying Entrepreneurial Opportunities in the Circular Economy' and chaired a session in the sustainable entrepreneurship track. Moreover, Dr Baldacchino attended the EURAM General Assembly and Entrepreneurship Division meetings, after which she was involved as a proponent for a new track related to inclusive entrepreneurship. This submission was successful and a call for papers was subsequently issued on 22<sup>nd</sup> September, 2022.



### 15-17 June 2022: HEAd'22 Conference – Valencia, Spain (Hybrid)

Between 15-17 June, Dr Margaret Mangion participated in HEAd'22 Conference which was hosted by the Faculty of Business Administration and Management of the Universitat Politècnica de València (UPV) and which took place in a hybrid mode. Dr Mangion delivered a paper co-authored with Dr Franco Curmi titled 'Immersive Learning as a Pedagogical Method in Higher Education'.

### 22-23 June 2022: Business Model Conference 2022 – Lille, France

Professor Sandra M. Dingli and Dr Leonie Baldacchino participated in the Business Model Conference in Lille, France. They presented a co-authored paper on foresight in business modelling and chaired separate sessions.





### 23 June 2022: International European Academy of Religion Conference – Bologna, Italy

Dr Petra Caruana Dingli presented a paper titled 'Re-Creating a Life Story' at the International European Academy of Religion Conference held in Bologna, Italy.

### 09-13 July 2022: R&D Management Conference – Trento, Italy (Hybrid)

Dr Leonie Baldacchino, Dr Margaret Mangion and former student Ms Samantha Pace Gasan participated in the R&D Management Conference which was hosted at the University of Trento, Italy and held in hybrid mode. On the 11<sup>th</sup> July, Dr Mangion presented a paper titled 'Inclusive Entrepreneurship. New opportunities' while Dr Baldacchino and Ms Pace Gasan presented a co-authored paper on 'Social innovation adoption in Maltese SMEs'.



### 14-15 July 2022: SOU Creativity Conference – Southern Oregon, USA (Hybrid)

UM academics and former students participated in the Creativity Conference organised by the Southern Oregon University (USA), which was organised in hybrid mode. Dr Leonie Baldacchino, Dr Margaret Mangion, Dr Jirka Konietzny, Ms Christabel Borg Preca and Ms Jasmin Riebel delivered presentations virtually. Dr Baldacchino and Ms Borg Preca presented a paper co-authored with Dr Marie Brigulio and Dr Margaret Mangion titled 'Fostering Creativity as a 21<sup>st</sup> Century skill through STEM'. Dr Baldacchino also presented a co-authored paper with Ms Jasmin Riebel on mindfulness, flow and creativity. Dr Mangion and Dr Konietzny delivered a co-authored paper titled 'Self-Perceptions of Primary School Students About their Creativity and Wellbeing'. All presentations were recorded and are available on the conference online portal.



### 02 & 09 August 2022: SeedGreen Programme – Malta

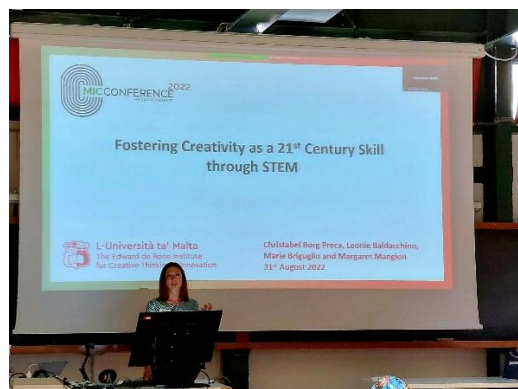
The Ministry for the Environment, Climate Change and Planning (MECP) launched the #ClimateOn campaign and SeedGreen programme. On 02 August 2022, Dr Margaret Mangion delivered a workshop on idea generation while on 09 August 2022 Dr Lisa Pace delivered a session on green business and sustainability.

#### **04-09 August 2022: Academy of Management Conference – Seattle, USA (Hybrid)**

Dr Leonie Baldacchino and former student Mr Keith Coleiro participated in the Academy of Management Conference, which was held in hybrid mode. Mr Coleiro pre-recorded a co-authored symposium presentation on the 'Entrepreneurial Intuition Training Programme' that he developed and pilot tested under the supervision of Dr Baldacchino. This formed part of the 'Intuition in Organizations: Developing Intuition in the Digital Age' symposium, and is available on the Academy's online portal.

#### **31 August – 02 September 2022: MIC Conference – Bologna, Italy (Hybrid)**

Dr Leonie Baldacchino, Dr Margaret Mangion and Ms Jasmin Riebel participated in the conference organised by the Marconi Institute for Creativity (MIC) at the University of Bologna. Dr Baldacchino and Dr Mangion presented a co-authored paper on the perceptions of the general public on stress, reflective thinking, creative self-concept and hope during the COVID-19 pandemic; Dr Baldacchino presented a paper on creativity and STEM in the Maltese Context, which was co-authored with Dr Marie Birgوليو, Dr Mangion and former student Ms Christabel Borg Preca. A third paper was presented by Dr Mangion and co-author Ms Riebel explored primary school children's self-perceived creativity.



#### **31 August 2022: ISSCI General Assembly – Bologna, Italy**

Dr Leonie Baldacchino and Dr Margaret Mangion attended the first General Assembly of the International Society for the Study of Creativity and Innovation (ISSCI), which was held during the MIC conference.

#### **01 September 2022: European Conference on Knowledge Management – Naples, Italy (Hybrid)**

Dr Margaret Mangion participated remotely in the 23<sup>rd</sup> European Conference on Knowledge Management, which was held in hybrid mode. She presented two papers - one titled 'Factors Influencing Transfer of Learning in the ICT Sector: A Conceptual Framework', and the other 'Workplace Learning: A Proposed Typology to Facilitate Transfer from Situated Learning'.

#### **15 September 2022: Girls4STEM Project**

Dr Leonie Baldacchino delivered two successive workshops on entrepreneurship as part of the Girls4STEM project, hosted by the Faculty of Education.

### **22 September 2022: Entrepreneurship for Creatives**

Dr Leonie Baldacchino delivered a workshop on 'Ideation and Opportunity Identification', followed by another on 'The Business Model Canvas' as part of the 'Entrepreneurship for Creatives' programme organised by the 'Foundation for the Promotion of Entrepreneurial Initiatives' (FPEI). This was the third time Dr Baldacchino was involved in this programme, but the first time that the sessions were held in person, at Valletta Design Cluster. Prior to this, they were held online due to the pandemic.



## **10. GUEST SPEAKERS AND INDUSTRY-ACADEMIA LINKS**

The Edward de Bono Institute is committed to establishing Industry-Academia links and to expose its students to the applied side of theory. During the academic year 2021-2022, the Institute's academic staff organised various talks by guest speakers for students. These are outlined below.

### **26 October 2021: Guest Lecture on 'Creativity in Science and Start Ups'**

The Institute, in collaboration with the Faculty of Media and Knowledge Sciences, hosted Professor Paul J. Zak from Claremont Graduate University, USA, for a guest lecture on 'Creativity in Science and Startups'.



### **17 March 2022: Online Lecture by Professor Kevin Warwick**

Professor M. Dingli invited Professor Kevin Warwick (known as Captain Cyborg) to deliver an online lecture to students enrolled for IOT5028: Innovation and New Digital Technology.

### **09-13 May 2022: Dr Andrea Caputo for IOT 5034**

Dr Andrea Caputo from the Universities of Lincoln and Trento delivered the study unit 'IOT5034 – Strategic and Entrepreneurial Decision-Making' in person at the University of Malta.





### **26 May 2022: Guest Lecturer for IOT 5024**

Professor Noellie Brockdorf, Chair of the Institute and Dean of the Faculty of Media and Knowledge Sciences delivered a lecture on the Neuroscience of Creativity as part of IOT 5024, Psychological Perspectives.

### **15 July 2022: Guest Lecturer on Fundraising and Financial Planning**

Mr Sandro Sant'Anna, one of the Institute's PhD candidates, delivered a guest lecture (online) on Fundraising and Financial Planning as part of Switch Female Entrepreneurship Game.

## 11. STAFF PUBLICATIONS AND ACADEMIC REVIEWING

### Peer-Reviewed Publications (2021/2022)

- Anand, A., Buhagiar, K., Kozachenko, E. and Parameswar, N. (2022). Exploring the role of knowledge management in contexts of crisis: A synthesis and way forward. *International Journal of Organizational Analysis*, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/IJOA-02-2022-3156>
- Baldacchino, L. (2022). Cognitive versatility. In V. Glaveanu (Ed.), *The Palgrave Encyclopaedia of the Possible*. Palgrave Macmillan Cham [https://doi.org/10.1007/978-3-319-98390-5\\_260-1](https://doi.org/10.1007/978-3-319-98390-5_260-1)
- Baldacchino, L. & Boffa, N. (forthcoming). The effects of intuition and analysis on high-tech opportunity exploitation decisions. *International Review of Entrepreneurship*.
- Baldacchino, L. & Buhagiar, K. (2022). Domžale Entrepreneurship Festival (Slovenia) Case Study. *Better Entrepreneurship Policy Tool*. European Commission, OECD Publishing.
- Baldacchino, L. & Buhagiar, K. (2022). Innotech Student (Romania) Case Study. *Better Entrepreneurship Policy Tool*. European Commission, OECD Publishing.
- Baldacchino, L. & Buhagiar, K. (2022). Leap2Enterprise (Malta) Case Study. *Better Entrepreneurship Policy Tool*. European Commission, OECD Publishing.
- Baldacchino, L. & Buhagiar, K. (2022). Scheme for the Creation and Operation of Small Units for Self-Employment of Persons with Disabilities (Cyprus) Case Study. *Better Entrepreneurship Policy Tool*. European Commission, OECD Publishing.
- Baldacchino, L. & Buhagiar, K. (2022). Smart&Start (Italy) Case Study. *Better Entrepreneurship Policy Tool*. European Commission, OECD Publishing.
- Baldacchino, L., Ucbasaran, D., & Cabantous, L. (2022). Linking Experience to Intuition and Cognitive Versatility in New Venture Ideation: A Dual-Process Perspective. *Journal of Management Studies*.
- Briguglio, M., Baldacchino, L., & Mangion, M. (2022). Assessing Creativity in Secondary Schools: A Focus on the Impact of an Arts-based Intervention. *The Journal of Creative Behavior*, 56(4), 501-520.
- Buhagiar, K. (2022). *Tiger King: A Retrospective Analysis of Organizational Innovation*. SAGE Business Cases, Sage Publications, Ltd.
- Buhagiar, K.; Pace, L. and Dingli, S. (2021). Service Innovation: A Knowledge-based Approach. In *Proceedings of the 13th International Joint Conference on Knowledge Discovery, Knowledge Engineering and Knowledge Management - KMIS*, ISBN 978-989-758-533-3; ISSN 2184-3228, pages 119-125. DOI: 10.5220/0010652900003064.

- Caruana Dingli, P. (2022). The Past and the Future: William Morris, Henry James and the Cultural Heritage of Italy. In I. Callus, J. Corby & M. Frendo (Eds.), *Refractions: Romanticism, Modernism, Comparatism — Essays in Honour of Peter Vassallo*. Midsea Books.
- Caruana Dingli, P. (forthcoming). William Morris: Art, Politics and the Context of Creativity. In A. Debattista & M. T. Vassallo (Eds.), *The Different Faces of Politics: Handbook of Political Thought and Artistic Expressions*.
- Dingli, S.M. (2021) Edward de Bono: A Tribute, in *Malta Review of Educational Research* (MRER, UM Faculty of Education), Volume 15, No. 2, pp. 321-32, November 2021.
- Dingli, S.M. (2021) John McDowell on Reason and Nature, in *Share*, pp.24-25.
- Mangion, M. (2022). Creative cognition. In V. Glaveanu (Ed.), *The Palgrave Encyclopaedia of the Possible*. Palgrave Macmillan Cham. [https://doi.org/10.1007/978-3-319-98390-5\\_266-1](https://doi.org/10.1007/978-3-319-98390-5_266-1)
- Mangion, M. & Dingli, S. M. (2022). Edward de Bono's outstanding original contribution. In F. K. Reisman (Ed.), *Celebrating Giants and Trailblazers: A-Z of Who's Who in Creativity Research and Related Fields*, KIE 2021 Creativity Book Project.

#### **Peer-Reviewed Conference Papers and Presentations (2021/2022):**

- Baldacchino, L. (2022). Coping with COVID-19: The effects of entrepreneurs' coping strategies on their psychological well-being. Paper presented at *EURAM Conference 2022: Leading Digital Transformation* (Winterthur, Switzerland).
- Borg Preca, C., Baldacchino, L. Brigulio, M. & Mangion, M. (2022). Fostering creativity as a 21<sup>st</sup> century skill through STEM. Paper presented at *Southern Oregon University, Creativity Conference* (USA / online).
- Caruana Dingli, P., Pace, L.A., Dingli, S.M. (2021) Co-Creating cultural heritage value in museums: A participatory futures-oriented approach. Paper presented at *Shaping Museum Futures MUZE.X* (Valletta, Malta).
- Coleiro, K. & Baldacchino, L. (2022). A training programme for entrepreneurial intuition. Presentation at *Academy of Management (AoM) Annual Meeting - Symposium on Intuition in Organizations: Developing Intuition in the Digital Age* (USA / online): <https://journals.aom.org/doi/abs/10.5465/AMBPP.2022.11132symposium>
- Diacono, S. & Baldacchino, L. (2022). Identifying entrepreneurial opportunities in the circular economy. Paper presented at *EURAM Conference 2022: Leading Digital Transformation* (Winterthur, Switzerland).
- Dingli, S. M. & Baldacchino, L. (2022). The future is uncertain: Foresight for business model innovation. Paper presented at *Business Model Conference 2022* (Lille, France).

- Mangion, M. (2022). Social creativity: Shifting perspectives. Presentation at *Possibilities Studies Network Conference* (Online).
- Mangion, M. & Curmi, F. (2022). Immersive learning as a pedagogical method in higher education. *Proceedings of the 8<sup>th</sup> International Conference on Higher Education Advances (HEAd'22)*. Universitat Politècnica de València: <http://dx.doi.org/10.4995/HEAd22.2022.14522>
- Mangion, M. (2022). Inclusive entrepreneurship: New opportunities. Paper presented at *R&D Management Conference* (Italy / Online).
- Mangion, M. & Konietzny, J. (2022). 'I am...': Self-perceptions of primary school students about creativity and wellbeing. Paper presented at *Southern Oregon University, Creativity Conference* (USA / online).
- Mangion, M. & Baldacchino, L. (2022). The relationship between stress, reflective thinking, creative self-concept and hope during the COVID-19 pandemic. Paper presented at *Marconi Institute for Creativity Conference* (Italy).
- Mangion M. & Riebel, J.A. (2022). Young creators: Creativity as seen by primary school children in Malta. Paper presented at *Marconi Institute for Creativity Conference* (Italy / online).
- Mangion, M. (2022). Collecting data online from young students during a pandemic: Reflections. *Proceedings of the 21st European Conference on Research Methodology for Business and Management Studies 2022*, 21(1). ISSN: 2049-0968
- Mangion, M. (2022). Factors influencing transfer of learning in the ICT sector. A conceptual framework. *Proceedings of the 23rd European Conference on Knowledge Management. Italy*. DOI: <https://doi.org/10.34190/eckm.23.2.674>;
- Mangion, M. (2022). Workplace learning: A proposed typology to facilitate transfer from situated learning. *Proceedings of the 23<sup>rd</sup> European Conference on Knowledge Management. Italy*. ISSN: 2048-8963.
- Pace Gasan, S. & Baldacchino, L. (2022). Social innovation adoption in Maltese SMEs. Paper presented at *R&D Management Conference* (Italy / Online).
- Riebel, J. & Baldacchino, L. (2022). The relationship between mindfulness, flow and creativity in the field of design. Paper presented at *Southern Oregon University, Creativity Conference* (USA / online).

### ***Editorial Board Membership and Academic Peer Reviewing***

During the academic year 2021-2022, Dr Leonie Baldacchino carried out academic reviews for Entrepreneurship Theory and Practice (Wiley) and the EURAM (European Academy of Management) Annual Conference.

Dr Petra Caruana Dingli is the editor of Vigilo, a regular publication by the heritage organisation Din l-Art Helwa. She carried out academic reviews for the journal Melita Theologica.

Professor Sandra M. Dingli is on the Editorial Board for the Journal of Business Models and the journal Philosophical Writings (University of Durham, England). Additionally, she regularly reviews

papers for the Journal of Innovation Management and the Open Journal of Philosophy. She is a member of the Editorial Board for the World Open Innovation Conference, which involves reviewing abstracts and papers (remotely) for the Annual World Open Innovation Conference.

Dr Margaret Mangion carried out academic reviews for Management Decision (Emerald), Sustainability (MDPI) and Education Sciences (MDPI).

Dr Lisa Pace carried out academic reviews for the Journal of Hospitality and Tourism Research (SAGE), Sustainability (MDPI) and Energies (MDPI).

Kristina Buhagiar carried out academic reviews for The Learning Organization (Emerald).

## **12. OTHER ACTIVITIES**

### **Membership on Boards and Committees**

Dr Leonie Baldacchino is a Board Member of the Centre for Entrepreneurship and Business Incubation and of the Institute of Earth Systems, both at the University of Malta. She forms part of the Quality and Ethics Subcommittee of the SEA-EU (European University of the Seas) project and is a member of EURAM (European Academy of Management). During the academic year 2021-2022, Dr Baldacchino was the Chairperson of The Edward de Bono Institute's Doctoral Committee, and a member of the University Research Ethics Committee (UREC) where she served as the Chairman's Delegate for Data Protection (UREC-DP).

Dr Petra Caruana Dingli is a member of The Edward de Bono Institute's Doctoral Committee, a member of the University of Malta Health and Safety Committee, and a Council Member of the University of Malta Academic Staff Association (UMASA) where she formed part of the Collective Agreement negotiating team. In June 2021, she was re-elected as part of the UMASA Council 2021-2023, and was subsequently appointed as Secretary General by the UMASA Council. Dr Caruana Dingli is also a Council Member of the non-governmental organisation Din l-Art Ħelwa where she forms part of the organisation's Heritage and Environment Protection committee. Moreover, she is the Chairperson of the Board of the Mdina Metropolitan Cathedral Archives.

Professor Sandra M. Dingli is a member of The Edward de Bono Institute's Doctoral Committee and the Institute's PhD Programme coordinator. She is also a Member of the University of Malta Library Committee, of the European People's Forum (Bent group), and of EURAM (European Academy of Management).

Dr Margaret Mangion is a member of The Edward de Bono Institute's Doctoral Committee. She is also a member of the Faculty of Social Wellbeing's Research Ethics Committee and forms part of the World Creativity and Innovation Day (WCID) Advisory Board. She also served on the scientific committee for the 17th European Conference on Innovation and Entrepreneurship hosted by the Neapolis University, Pafos, Cyprus.

Dr Lisa Pace is a member of the Faculty of Education, Management and Accountancy's Research Ethics Committee. She is the University of Malta Lead on the SEA-EU Blue Economy Observatory initiative and a member of the Research, Development and Innovation Sub-committee of the SEA-EU (European University of the Seas) project.

### **Membership on Judging and Evaluation Panels**

Dr Leonie Baldacchino was invited to form part of the panel of judges for the JAYE Malta Startup Programme, and for Creative Business Cup Moldova (hybrid event), both of which took place in May 2022.

In July 2022, Dr Caruana Dingli was appointed by the Order of Malta on the independent Vetting Committee of the 'Order of Malta National Art Exhibition' to be held in April 2023. The Vetting Committee will select the artworks to be included in the exhibition, and is made up of a group of

‘scholars and academics who have contributed to our country’s artistic heritage and visual arts locally and abroad’.

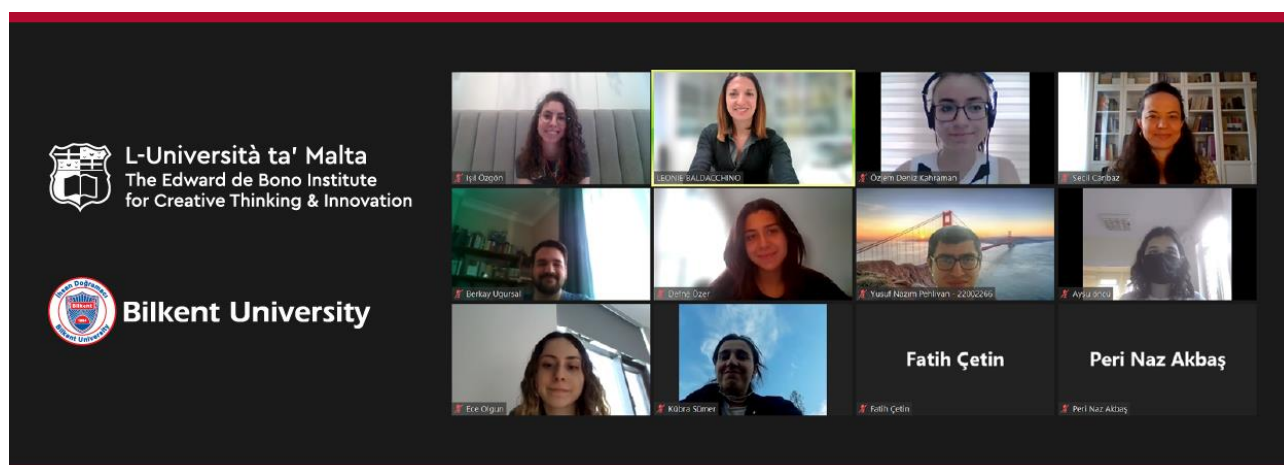
Professor Sandra M. Dingli is an expert evaluator for European Commission proposals under various platforms, mainly related to social sciences and humanities. She is also a judge for the annual Innovation in Politics awards.

### **IOT5029: Innovation in Organisations for Master in Blockchain and DLT Students**

IOT5029: Innovation in Organisation, which is delivered in Semester 1 by Professor Sandra M. Dingli as part of the Master in Creativity and Innovation, was also offered for the first time to students enrolled in the Master in Blockchain and DLT (Distributed Ledger Technology) at UM’s Centre for DLT. This resulted in another cohort of students from around the world joining the Institute’s students for this study unit, which was made possible by this year’s online mode of delivery.

### **IOT1100: Ideas and Innovation for University of Bilkent (Turkey) Students**

A study unit on ‘Ideas and Innovation’ was delivered online in April for a group of students at the University of Bilkent (Turkey). This took place upon request from Ambassador Theresa Cutajar via Dr Mario Cassar, as part of efforts at promoting UM in Turkey. The lectures were delivered by Professor Sandra M. Dingli, Dr Leonie Baldacchino and Dr Margaret Mangion. A meeting was later held with the Ambassador and Professor Ayse Collins, Associate Dean of the Faculty of Applied Sciences at Bilkent University, who coordinated the initiative from the Turkish side, to explore further collaboration.



### **Erasmus+ Trainee**

The Institute hosted Ms Juana Kliefken from FU Berlin University on a full-time Erasmus+ traineeship as part of her studies in futurology. During her traineeship, Ms Kliefken supported Dr Petra Caruana Dingli, Professor Sandra M. Dingli and Dr Lisa Pace on two of their projects, namely the Blue Economy Observatory for more sustainability, and the creation of cultural heritage value in museums.

### **Recognition**

Ms Kristina Buhagiar (PhD student) was awarded Reviewer of the year - Emerald Literati Awards (2022) - The Learning Organization.



### 13. SOCIAL MEDIA AND PROMOTION

The Edward de Bono Institute has a very strong social media presence, with a Facebook page called 'Edward de Bono Institute – University of Malta' that has nearly 7,000 followers. This Facebook page is regularly updated with news and photographs related to the Institute's courses, research, and events, as well as other newsworthy articles related to creativity, innovation, entrepreneurship, and foresight. This page may be accessed at: [www.facebook.com/IoTM.um](https://www.facebook.com/IoTM.um)

During the summer months, the following image, which was prepared by colleagues at the University of Malta's Communications, Marketing and Alumni Office was shared on the Institute's Facebook page and on various other relevant social media pages and groups to promote the October 2022 intakes for the Diploma in Creativity, Innovation and Entrepreneurship and the Master in Creativity and Innovation.

**L-Università ta' Malta**  
The Edward de Bono Institute  
for Creative Thinking & Innovation

**Create, inspire, innovate**

JOIN THE EDWARD DE BONO INSTITUTE IN OCTOBER 2022:  
**Diploma in Creativity, Innovation and Entrepreneurship** (Part-time hybrid evening)  
**Master in Creativity and Innovation** (Full Time/Part time)

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**Get QUALIFIED**

Applications are open until  
📅 21 July 2022 ⌚ 14:00

Late Applications are accepted  
until 30 September 2022 against  
a late application fee

Eligible students benefit from  
a tax credit on course fees  
under the Malta Enterprise  
Get Qualified Scheme

## 14. MEDIA APPEARANCES, INTERVIEWS AND PRESS COVERAGE

During the academic year 2021-2022, the Institute and its members of staff received the following media coverage:

### **April: *Kikkra Te* on Net TV**

Dr Margaret Mangion was invited to discuss World Creativity and Innovation Week on NET TV programme *Kikkra Te*.

### **April: Women in Entrepreneurship on Newspoint**

Dr Leonie Baldacchino was interviewed by Suzanna Nikolic for an article on 'Women in Entrepreneurship', featured on Newspoint: [www.um.edu.mt/newspoint/news/2022/04/women-in-entrepreneurship-meet-dr-leonie-baldacchino](http://www.um.edu.mt/newspoint/news/2022/04/women-in-entrepreneurship-meet-dr-leonie-baldacchino)

### **May 2022: A Degree of Interest on Campus FM**

Dr Leonie Baldacchino was interviewed by Ms Monique Chambers on the programme A Degree of Interest broadcast on Campus FM. This feature was aired on the 17<sup>th</sup> and 19<sup>th</sup> May and is available on demand.

### **September 2022: Business Models Insights**

Dr Leonie Baldacchino was invited by the Business Model Society to record a brief video clip on creativity and business model innovation, which is available on their 'Business Models Insights' YouTube Channel.

### **September 2022: Blog Post on JMS Management Insights**

Dr Leonie Baldacchino was invited to post an article on the Journal of Management Studies 'Management Insights' blog, summarising her research on intuition and cognitive versatility in new venture ideation: <https://managementstudiesinsights.com/hunting-for-new-business-ideas-use-your-head-as-well-as-your-gut/>

## Malta Business Bureau and European partners launch SME knowledge hub to empower entrepreneurs

By The Malta Business Weekly - Tuesday, 30 November, 2021 at 1:03 pm



*DIFME project partners with MEP Josianne Cutajar*

Last Updated on Tuesday, 30 November, 2021 at 1:04 pm by **Andre Camilleri**

At a recent conference, the Malta Business Bureau (MBB) officially launched an online SME Hub to help strengthen the financial and digital skills of microentrepreneurs and enable them to widen their networks and internationalise. The event was organised as part of DIFME – an Erasmus+ Knowledge Alliances Project led by MBB with the participation of the University of Malta's Edward de Bono Institute and other European partners.

In her opening address, MBB President Alison Mizzi said, "We have seen the digital transformation of the workplace outpacing educational institutions as well as the labour market itself, leading to skills shortages in several sectors. For this reason, the EU must continue facilitating cooperation among Member States' authorities and educational institutions and the private sector to address key challenges by microenterprises."

## The Malta Business Weekly 30 November 2021 (Cont.)



MBB CEO, Joe Tanti signing a Memorandum of Cooperation

The SME Hub serves as an open repository of solutions for entrepreneurs. Through collaborations between the DIFME project partners, practical information was collated and made accessible to entrepreneurs operating across different industries, including information on doing business in Malta, Bulgaria, Germany, Greece, Ireland, Italy, and the Netherlands, relating to government agencies, banking sphere and assistance programmes, among others.

Commenting on this, MBB Project Manager Marika Huber stated, “Whether you are kicking off your enterprise or scaling up, the SME Hub will provide you with the tools and resources you need to make informed decisions regarding your financial and internationalisation well-being now and in the future.”

The hybrid conference was also addressed by Roberta Metsola, First Vice-President of the European Parliament and Josianne Cutajar, Member of the European Parliament. Dr Metsola explained the European Parliament’s work on boosting entrepreneurship and facilitating investment and trade by pushing the development of better SME financing tools and generating greater business opportunities. On her part, Dr Cutajar put emphasis on the challenges faced by microenterprises in island states like Malta, whilst also highlighting the critical role of funding and access to finance in helping microentrepreneurs get equipped with the skills they need to cope with the twin transition and the structural challenges they face.

At the end of the conference, the DIFME project partners signed a Memorandum of Cooperation, thus confirming their intention to develop further activities and maximise on the outputs achieved throughout the last three years of project implementation.

For more information about DIFME, kindly visit [www.difme.eu](http://www.difme.eu) or contact MBB on [info@mbb.org.mt](mailto:info@mbb.org.mt).



## Malta Business Bureau and European partners launch SME knowledge hub

Business Finance Europe

3 December 2021 | Press Release | 

 2 min read



MBB CEO Joe Tanti signing a memorandum of cooperation.

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## Times of Malta on 03 December 2021 (Cont.)

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*DIFME (Digital Internationalisation and Financial Literacy Skills for Micro-Entrepreneurs) Erasmus+ Knowledge Alliances Project, was led by the Malta Business Bureau with the participation of the University of Malta's Edward de Bono Institute and partners in Bulgaria, Germany, Greece, Ireland, Italy and the Netherlands. For more information about DIFME, visit [www.difme.eu](http://www.difme.eu) or contact MBB on [info@mbb.org.mt](mailto:info@mbb.org.mt).*

### UoM delegation attends Global Entrepreneurship Congress in Saudi Arabia

Event included inspiring talks and various interactive sessions

Business Education Saudi Arabia

10 April 2022 | Press Release | 0

2 min read



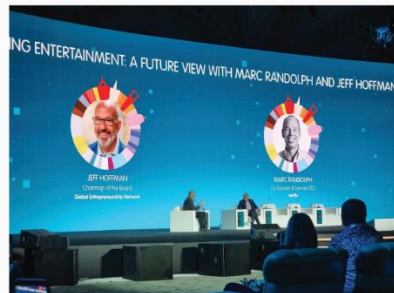
Leonie Baldacchino, Nathaniel Massa (centre) and Julian Dingli at the entrance to the GEC 2022 in Riyadh, Saudi Arabia.

University of Malta academics Leonie Baldacchino, director of The Edward de Bono Institute, and Nathaniel Massa from the Department of Management, together with entrepreneur and MBA student Julian Dingli, participated in the 12th Global Entrepreneurship Congress (GEC) 2022 in Riyadh, Saudi Arabia, between March 27 and 30.

After a gap of nearly three years due to the pandemic, the return of the GEC was enthusiastically welcomed by entrepreneurs, investors, researchers and policymakers from over 180 countries around the world.

The GEC 2022 was organised by the Global Entrepreneurship Network (GEN) along with Saudi Arabia's Small and Medium Enterprises General Authority, Monsha'at.

Among the highlights of the congress were inspiring fireside chats conducted by Booking.com co-founder and GEN chairman Jeff Hoffman with Apple co-founder Steve Wozniak and Netflix co-founder Marc Randolph, as well as various interactive sessions on topics related to entrepreneurship and innovation.



GEN chair and Booking.com co-founder Jeff Hoffman with Netflix co-founder Marc Randolph during one of the congress sessions.

Also included in the GEC programme were meetings for regional divisions of the GEN, including GEN Europe and GEN Commonwealth, and for Global Entrepreneurship Week (GEW) country hosts, represented locally by The Edward de Bono Institute.

Those involved in entrepreneurial activities and who would like to join the GEN community may create a profile at the following link: <https://genglobal.org/malta>. This online platform has been created to support local and international collaborations between various stakeholders, and provides access to an extended network of like-minded professionals, events and initiatives.

Ultimately, GEN Malta aims to strengthen and streamline the growing entrepreneurship ecosystem by minimising overlaps and maximising the impact of the numerous initiatives that are now available for start-ups in Malta.

For more information about GEW Malta, GEN Malta or the courses on entrepreneurship, creativity and innovation that are offered by The Edward de Bono Institute at the University of Malta, visit [www.um.edu.mt/create](http://www.um.edu.mt/create) and [www.facebook.com/foTM.um](https://www.facebook.com/foTM.um), or e-mail [instituteofthinking@um.edu.mt](mailto:instituteofthinking@um.edu.mt).

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## Women in Entrepreneurship - Meet Dr Leonie Baldacchino

[News \(https://www.um.edu.mt/newpoint/news/2022/04/women-in-entrepreneurship-meet-dr-leonie-baldacchino\)](https://www.um.edu.mt/newpoint/news/2022/04/women-in-entrepreneurship-meet-dr-leonie-baldacchino) > 2022 (https://www.um.edu.mt/newpoint/news/2022) > April (https://www.um.edu.mt/newpoint/news/2022/04) > Women in Entrepreneurship - Meet Dr Leonie Baldacchino (https://www.um.edu.mt/newpoint/news/2022/04/women-in-entrepreneurship-meet-dr-leonie-baldacchino)



Meet [Dr Leonie Baldacchino](https://www.um.edu.mt/profile/leoniebaldacchino) (https://www.um.edu.mt/profile/leoniebaldacchino), the Director and Senior Lecturer at the Edward de Bono Institute for Creative Thinking and Innovation. She coordinates various entrepreneurship-related incentives at the University of Malta, including the Global Entrepreneurship Week events hosted locally by The Edward de Bono Institute. Dr Baldacchino is a great animal lover and a passionate motorcyclist. Two recent research publications by Dr Baldacchino are: [Linking Experience to Intuition and Cognitive Versatility in New Venture Ideation: A Dual-Process Perspective](https://onlinelibrary.wiley.com/doi/full/10.1111/joms.12794) (https://onlinelibrary.wiley.com/doi/full/10.1111/joms.12794) and [Assessing Creativity in Secondary Schools: A Focus on the Impact of an Arts-based Intervention](https://onlinelibrary.wiley.com/doi/10.1002/jocb.543?fbclid=IwAR3BHvJolK42HxMFSX1E-dVpxCCMjS-zdsP2mOug3V5G2jyPzw12pi5XsM) (https://onlinelibrary.wiley.com/doi/10.1002/jocb.543?fbclid=IwAR3BHvJolK42HxMFSX1E-dVpxCCMjS-zdsP2mOug3V5G2jyPzw12pi5XsM).

Q: When were you first interested in Entrepreneurship?

A: My interest in entrepreneurship came about from two main sources: First, I used to work in our family business when I was a teenager during the summer holidays, and on a part-time basis while I read for my undergraduate degree in Psychology - this gave me first hand experience in managing a small business and I wanted to learn more about it. I therefore started a Masters degree in Creativity and Innovation at The Edward de Bono Institute (I was one of the Institute's first students) and focused my dissertation on the role of creativity and innovation in start-up success - this really piqued my interest in entrepreneurship from an academic perspective, and motivated me to pursue a PhD in entrepreneurship at Warwick Business School, UK.

Q: Who inspires you from the Entrepreneurial scene and why?

A: I have a great deal of admiration for many people in the local entrepreneurship ecosystem, including those who work to develop young people's entrepreneurial mindset and skills through education, mentoring and other initiatives, and of course the many start-up success stories that were born in Malta in recent years. However, I am particularly inspired by the [Social Entrepreneurs Association Malta \(SEAM\)](https://www.facebook.com/socialentrepreneursassociationmalta/) (https://www.facebook.com/socialentrepreneursassociationmalta/), who are not only out to make a profit but are also on a mission to bring about positive change in the world by addressing social and/or environmental issues.

Q: Do you think there are more females than males in the entrepreneurial sector?

A: Local and EU statistics clearly show that men by far outnumber women in entrepreneurship, and that the gender gap is even wider in Malta than in the EU. According to the [Labour Force Survey \(Eurostat, 2020\)](https://ec.europa.eu/eurostat/web/lfs) (https://ec.europa.eu/eurostat/web/lfs), 74.7% of the self-employed in Malta are men, which exceeds the (already high) 67.4% EU average.

As a result, the OECD considers women to be 'missing entrepreneurs (<https://www.oecd.org/industry/the-missing-entrepreneurs-43c2f41c-en.htm>)', i.e., an under-represented group in entrepreneurship.

Q: What are some of the challenges for women to become entrepreneurs? How do you think women cope when having a family to take care of?

A: Starting up a business is challenging for everyone, but women often face additional barriers due to socio-cultural factors that influence how people (including many women themselves) view the female's role in society, such as the expectation that they should be the main caregivers in the family. Many female entrepreneurs say that autonomy and flexibility are important motivators for them to be self-employed, but research has shown that global crises such as the COVID-19 pandemic can be disproportionately difficult for women, particularly if they had to juggle their children's home-schooling (during lockdowns) and business-related duties. Moreover, men tend to have better access to funding and larger networks than women, both of which are important to successfully start and run a business.

Q: What would you say to a young woman thinking about starting an entrepreneurial career?

A: Besides the general tips that I would give anyone regardless of their age and gender, I would add that many women can be their own worst enemies, doubting themselves even when they are qualified and competent. Even though women are no longer lagging behind men in formal education, research has shown that they are still less confident in their knowledge and skills in work-related settings, including entrepreneurship. As a result, they tend to have lower expectations, strive for less and generally hold themselves back. I am not advocating for an overinflated ego of course, as this would be harmful in its own way, but it is important to believe in one's abilities. A trusted mentor could help aspiring entrepreneurs to carry out a realistic assessment of their strengths and weaknesses, and to ensure that they capitalise on the former while finding ways to compensate for the latter.

Q: Did you ever have the opportunity to meet a famous entrepreneur?

A: I recently participated in the 12th Global Entrepreneurship Congress in Riyadh, Saudi Arabia. Among the highlights were inspiring fireside chats conducted by Booking.com co-founder and GEN Chairman [Jeff Hoffman](https://www.jeffhoffman.com/about) (<https://www.jeffhoffman.com/about>) with Apple co-founder [Steve Wozniak](http://www.woz.org/) (<http://www.woz.org/>) and Netflix co-founder [Marc Randolph](https://marcrandolph.com/) (<https://marcrandolph.com/>). Marc was quickly ushered away after his session, but Jeff and Woz stuck around for a chat and some photos - it was great!

Q: How do you think creativity and innovation play a role in entrepreneurship?

A: Creativity refers to the generation of new and useful ideas which, when implemented in a business context, lead to innovative products, services, business models, etc. Entrepreneurs require creativity to solve problems and pursue new opportunities, while innovation enables them to build and maintain competitive advantage. Creativity and innovation are therefore the lifeblood of entrepreneurship, as I found in my research on [the success factors of start-ups in Malta](https://islandstudiesjournal.org/files/ISJ-3-1-2008-Baldacchino-Cassar-Caruana-FINAL.pdf) (<https://islandstudiesjournal.org/files/ISJ-3-1-2008-Baldacchino-Cassar-Caruana-FINAL.pdf>).

Q: Today the UN celebrates World Creativity and Innovation Day. What is this about, and how is Malta involved in this?

A: [World Creativity and Innovation Day \(WCID\)](https://wciw.org/wcid/) (<https://wciw.org/wcid/>) is an annual 'Day of Observance' to encourage people to use creativity in problem-solving for all issues related to achieving the 2015 Sustainable Development Goals. This is held on 21st April, which is the last day of [World Creativity and Innovation Week \(WCiW\)](https://wciw.org/about-wciw/) (<https://wciw.org/about-wciw/>). The University of Malta's [Edward de Bono Institute for Creative Thinking and Innovation](https://www.um.edu.mt/create/) (<https://www.um.edu.mt/create/>) is the national coordinator for these initiatives in Malta, and each year my colleague Dr Margaret Mangion organises a programme of events in collaboration with various partners. This year, one of the events was an online seminar organised for students enrolled on Psychology of Creativity (IOT1002). It was organised by the Edward de Bono Institute in collaboration with Dr Ali Summer, a senior consultant at BRAINPOWA, Australia. An upcoming event will be held on Monday 2 May which is an inter-faculty collaboration with the Centre for Entrepreneurship and Business Incubation (CEBI) at the University of Malta. This will be a research seminar on the 'New Standard Model', a project aimed at supporting new ventures developed by Professor Russell Smith, Director at CEBI.

## Hunting for New Business Ideas? Use Your Head, As Well As Your Gut!

by Leonie Baldocchino, Deniz Ucbasaran, Laure Cabantous | Oct 3, 2022 | Management Insights

84 views

Many high-profile business leaders claim to rely on their gut feelings, also referred to as intuition. Intuition has three qualities: it is quick, emotionally charged (e.g., we have a good or bad feeling about someone or something) and it is non-conscious (i.e., it's hard to explain why we think and feel the way we do when we rely on our intuition). Partly because of these qualities, some scholars have argued that intuition may lead to pitfalls as an inferior alternative to being more analytical when forming judgments and making decisions. We sought to make sense of these conflicting views in our [article](#), published in the *Journal of Management Studies* where we report findings from our study of how entrepreneurs generated ideas for new ventures.

### Why New Venture Ideation?

New venture ideation involves the generation of ideas for new products, services or business models, and is considered to be the lifeblood of entrepreneurship. In rapidly changing business environments where competitive advantage is often short-lived, new venture ideation enables start-up founders as well as managers of existing organizations to stay ahead of the curve by driving innovation.

### Please Think Aloud

For our study, we recruited 74 entrepreneurs from the ICT industry in Malta. We asked them to imagine they were at an ICT fair searching for new business opportunities, presented them with descriptions of various innovative technologies, and instructed them to think aloud as they generated new venture ideas. This enabled us to capture these entrepreneurs' actual use of intuition and analysis during new venture ideation, rather than relying on retrospective self-report measures or solely on their natural preference for intuition or analysis (something we controlled for in our analysis).

### Intuition with a Twist

We find that the actual use of intuition (as opposed to a natural self-reported preference for intuition) helps new venture ideation, but there is a twist. We find it is even better to be cognitively versatile – the ability to use both intuition and analysis in abundance, and to switch between them as needed. Greater use of intuition enabled our entrepreneurs to generate more new venture ideas and ideas that were of moderate innovativeness (as rated by experts), but it was those who were cognitively versatile that generated highly innovative venture ideas.

### Where Do Intuition and Cognitive Versatility Come From?

While many scholars consider domain-specific experience to be a prerequisite for intuition, which suggests that only experienced individuals would be capable of using intuition effectively, others argue that novices could employ other forms of intuition that rely on creative capacity rather than experience. Our analysis revealed that entrepreneurs who had started up multiple businesses in their current industry were able to be both more intuitive and more cognitively versatile, and this in turn enabled them to generate more and better quality (i.e., innovative) new venture ideas than novices.

### So What?

When it comes to identifying novel entrepreneurial opportunities, entrepreneurs should not be afraid to rely on their intuition. To identify the most innovative opportunities though, it pays to combine intuition with analysis by being cognitively versatile. The ability to effectively draw on intuition and cognitive versatility to generate new venture ideas, however, is based on domain-specific experience; in our case, having created multiple businesses in the industry in which the ideas were generated. This suggested that if novice entrepreneurs want to have the benefit of intuition and cognitive versatility in the future, they should look to gain experience by creating multiple businesses in the same industry. Having many years of experience as an entrepreneur, or indeed having experience of created businesses in other industries, did not have the same positive effect on new venture ideation. Therefore, entrepreneurs require in-depth knowledge of the industry to understand unmet needs, but experience of having been through the entrepreneurial process more than once (i.e., the process of generating new venture ideas and seeing them through to fruition multiple times) is also necessary to develop the capacity to rely on intuition and cognitive versatility.

For experienced entrepreneurs wishing to establish new businesses, it is best to generate new venture ideas within the industry they already operate in. Due to the fact that entrepreneurs commonly work in teams or are held accountable to stakeholders, it is important for entrepreneurs to learn how to communicate the value of their reliance on intuition to others. The fact that intuitive decisions are often emotion-laden might put some stakeholders off, but entrepreneurs might usefully reassure them that their intuition is based on their extensive experience in the domain. Finally, while intuition can aid new venture creation, entrepreneurs should still engage in the deliberate assessment of an idea to determine its viability; therefore, decisions for new ventures should be based on a careful balance and application of both intuition and analysis.

In short, if you are hunting for new business ideas, use your head as well as your gut!

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