

Annual Report

The Edward de Bono Institute for Creative Thinking & Innovation

01 October 2020 to 30 September 2021



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. Sadly, Professor de Bono passed away on 09 June 2021. The Institute's and University's appreciation for his intellectual contributions to the field of creativity are captured in the appendix to this report.

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:

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University of Malta
63, Esperanto Street
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Malta

Website, Social Media:

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

Email Address:

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, composed as follows:

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
Senior Lecturer, 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 2020-2021, 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

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.CI(Melit.)
Research Support Officer II

Administrative Staff



Ms Josianne Sciberras
Administration Specialist



Mr Matthew Tonna Gilford
Administrator II

5. COURSES

During the academic year 2020-2021, 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 2020, 13 students joined the Master in Creativity and Innovation, 11 of whom are locals, one is from Slovenia and one from Switzerland. During Semester one, an Erasmus+ student from Germany also joined this Master programme.

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. Students who successfully complete the 60 ECTS assigned to the taught component with an average mark of at least 50% and do not proceed with the course, or having proceeded do not successfully complete the dissertation, are awarded a Postgraduate Diploma in Creativity and Innovation.

During the academic year 2020-2021, the Master in Creativity and Innovation underwent a Periodic Programme Review (PPR), which built upon an internal audit of the Master programme that had been conducted in 2019. Feedback was gathered from the Institute's Master students, academic staff and external examiners, included in a Self-Evaluation Document (SED) which was prepared in line with PPR requirements, and discussed during a stakeholders' meeting on 5th May 2021 (see Section 10 below for further information about this meeting). The PPR revealed a number of strengths of the Master in Creativity and Innovation. Foremost among these is that (to the best of the Institute's knowledge) this is the only postgraduate programme in the world to bring together the four subject areas of creativity, innovation, entrepreneurship and futures studies. Moreover, the Institute's staff have gained a great deal of experience and expertise over the years, and built a broad network of universities and organisations. As a result, the Institute has earned an international reputation as a centre for excellence in its subject areas, which enables it to attract students from all over the world. Students are offered opportunities for learning from local and international academics in the classroom, as well as from practitioners out in the field. Overall, students were very satisfied with the course content, which they described as diverse, interesting, relevant and relatable, as well as applicable in a variety of contexts and sectors. One student remarked that "this Masters has truly made me more open to things and I have started to think and approach life differently. It helps you see many options that possibly were not present before". Another strength highlighted by the students lies in the academic staff's expertise coupled with their approachable, supportive and understanding attitude. One student went as far as describing the Institute's academics as "the course's biggest strength and unique selling proposition", and added that "the sincere passion and dedication shown by some of the staff in particular was most infectious and provided me with role models to emulate throughout my career path". Also appreciated by students were the various guest speakers that are regularly invited to discuss particular topics, as well as the possibility for students to apply the topics of the course to their different interests in the various methods of assessment.

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).

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).

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) 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/doctoralschool).

Undergraduate Study-Units

During the academic year 2019-2020, 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)

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).

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

6. DEGREES AND DIPLOMAS AWARDED

No Graduation Ceremonies were held in November-December 2020 due to Covid-19 Restrictions. However, nine students were awarded the Master in Creativity and Innovation, three students received their Post-Graduate Diploma in Creativity and Innovation, and another nine students were awarded the Diploma in Creativity, Innovation and Entrepreneurship. These students are listed in Table 1 below:

Table 1: Degrees and Diplomas Awarded in 2020

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

7. DISSERTATIONS

Table 2 below lists the dissertations submitted by students who were awarded the Master in Creativity and Innovation in November-December 2020.

Table 2: Dissertations Submitted by Students Awarded the Master Degree in 2020

Name of Student	Dissertation Title	Supervisor and Examiners
Mildred Atanasio	<i>Teaching for Creativity. Exploring Opportunities to Teach for Creativity in Early Childhood Education in Malta</i>	Supervisor: Dr Margaret Mangion Chair: Dr Leonie Baldacchino External: Professor Robert Fisher Local: Professor Sandra M. Dingli Local: Dr Lisa Pace
Gabriel Camilleri	<i>Innovative Social Media Strategies to Build Brand Equity: Boutique Hotels in Malta</i>	Supervisor: Professor Sandra M. Dingli Chair: Dr Leonie Baldacchino External: Professor Denise Kleinrichert Local: Dr Petra Caruana Dingli Local: Dr Lisa Pace
Michael Elias	<i>Culture and Entrepreneurship: A Case Study of East Asia</i>	Supervisor: Professor Sandra M. Dingli Chair: Dr Leonie Baldacchino External: Professor Dev K. Dutta Local: Dr Margaret Mangion Local: Dr Petra Caruana Dingli
Rita Falzon	<i>Tourist Guide's Use of Creativity: Adapting to Emerging Trends</i>	Supervisor: Professor Sandra M. Dingli Chair: Dr Leonie Baldacchino External: Professor Greg Richards Local: Dr Lisa Pace Local: Dr Petra Caruana Dingli
Kevin Mifsud	<i>Innovation in the Culinary Industry</i>	Supervisor: Dr Lisa Pace Chair: Dr Leonie Baldacchino External: Professor Marc Stierand Local: Dr Petra Caruana Dingli Local: Professor Sandra M. Dingli
Samantha Pace Gasan	<i>Social Innovation in Maltese SMEs</i>	Supervisor: Dr Leonie Baldacchino Chair: Dr Margaret Mangion External: Ms Katherine Barker Local: Dr Lisa Pace Local: Professor Russell Smith
Minou Schillings	<i>Nomadic Entrepreneurship: Heading Out for International Business Opportunities</i>	Supervisor: Dr Petra Caruana Dingli Chair: Dr Leonie Baldacchino External: Dr Jonathan Scott Local: Dr Margaret Mangion Local: Professor Sandra M. Dingli

Table 2: Dissertations Submitted by Students Awarded the Master Degree in 2020 (Cont.)

Name of Student	Dissertation Title	Supervisor and Examiners
Hannah Scicluna	<i>Taking Business Further: An Investigation into the Use of E-Commerce Services by Companies in Malta</i>	Supervisor: Dr Lisa Pace Chair: Dr Leonie Baldacchino External: Professor Ian Fillis Local: Dr Petra Caruana Dingli Local: Professor Sandra M. Dingli
Oleksandr Sheleyo	<i>Innovation in iGaming: A Case Study on Digital Games Development</i>	Supervisor: Dr Lisa Pace Chair: Dr Leonie Baldacchino External: Dr Steve Pattinson Local: Professor Sandra M. Dingli Local: Dr Petra Caruana Dingli

8. EXTERNALLY FUNDED PROJECTS

During the academic year 2020-2021, 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)

Since January 2019, Dr Leonie Baldacchino and Ms Kristina Buhagiar have been 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 2020-2021, several events were held as part of this project, including two thematic events (webinars), workshops with entrepreneurship educators and micro-entrepreneurs to introduce them to the e-learning modules, and 12 online partners' meetings. Additional information concerning this project may be accessed through the following link: www.difme.eu.

ProBM2 Erasmus+ Project (September 2019 – September 2021)

Since September 2019, Professor Sandra M. Dingli, Dr Leonie Baldacchino, Dr Margaret Mangion and Ms Kristina Buhagiar have been 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 builds on the results of a previous project, ProBM, which sought to promote understanding and development of business models. Extending the results of ProBM, ProBM2 aims to increase the awareness of aspiring and current entrepreneurs on the importance of business model design through 11 e-learning modules on business models. Several events were held as part of this project during the academic year 2020-2021, including regular online partners' meetings. Additional information concerning this project may be accessed through the following link: 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 21st 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. Several meetings of the Observatory were held between June 2020 and September 2021 coordinated by the University of Split. Tasks related to setting up the Blue Observatory involved mapping experts and stakeholders in blue economy sectors and undertaking an analysis of Educational Programmes at UM in the field of blue economy. Dr Pace was also responsible for organising 'Futures Bootcamps' in June and September 2021. Additional information concerning this project may be accessed through the following link: <https://sea-eu.org/>.

9. PARTICIPATION IN INTERNATIONAL CONFERENCES AND MEETINGS

During the academic year 2020-2021, The Edward de Bono Institute's academic and research staff participated in several international conferences and meetings, as summarised below. Most of there were held online to curtail the spread of COVID-19.

12 November 2020: ProBM2 Partners' Meeting

Professor Sandra M. Dingli, Dr Leonie Baldacchino and Ms Kristina Buhagiar attended an online meeting with project partners in Poland, Greece, Portugal, Romania, Italy and Switzerland to discuss project progress and plan the way forward.

16 November 2020: Annual Schumpeter 'Innovation in Enterprise' Lecture

Professor Sandra M. Dingli and Dr Leonie Baldacchino attended the European Commission's Annual Schumpeter 'Innovation in Enterprise' lecture, which was delivered online by Joseph E. Stiglitz, Columbia University as part of the SME Assembly.

25 November 2020: The Innovative SME Conference

Professor Sandra M. Dingli attended the online COTEC Portugal – The Innovative SME Conference, 'From Technologies to the Market: Winning the Innovation Death Valley'.

27 November 2020: BSP Berlin Workshop

Dr Margaret Mangion conducted an online workshop on creativity and entrepreneurial mindsets to Master students at BSP Berlin Business School (Germany).

30 November 2020: First DIFME Thematic Event

The first Thematic Event held as part of project DIFME was a webinar on 'Navigating External Influences: Insights for Business'. Dr Leonie Baldacchino and Professor Sandra M. Dingli from The Edward de Bono Institute, and Dr Elaine Dutton, Head of Human Resources and Employment Advisory Services at CSB group, shared their insights on how to recognise, manage, and anticipate external influences. This event was hosted by The Edward de Bono Institute and held as the final event of Global Entrepreneurship Week 2020 (see below). It was open to the general public, attracted participants from various countries including the ones represented in this project, and may be viewed on [YouTube](#).



03 December 2020: CURIO Project Final Partners Meeting

Professor Sandra M. Dingli attended the online CURIO Project Final Partners Meeting where information on the launch of the digital platform in January 2021 was communicated to all partners by Professor Stefano Gualeni from the UM's Institute of Digital Games.

06 December 2020: EURAM General Assembly

Professor Sandra M. Dingli attended the EURAM (European Academy of Management) General Assembly held online as a EURAM member.

10 December 2020: Responsible Futures – UNESCO Futures Literacy Summit

Professor Sandra M. Dingli and Dr Leonie Baldacchino participated in an online workshop on enterprise education during the UNESCO Futures Literacy High-Level Summit. This was organised by Institute Board Member Professor Ted Fuller, who holds the UNESCO Chair on Responsible Foresight for Sustainable Development at Lincoln International Business School (UK).

24 February 2021: Annual ETHU Seminar 2021

Professor Sandra M. Dingli attended the annual ETHU (Centre for Ethics and Humanism) Seminar 2021, titled 'Objects, Technology, Existence, Engaging with Graham Harman's OOO' (online). The ETHU forms part of the Vrije Universiteit Brussel (Belgium).

03 March 2021: Second DIFME Thematic Event

The second DIFME Thematic Event held as part of project DIFME was a webinar on 'Alternative Finance for Entrepreneurs'. Speakers included Mr Joe Tanti – MBB CEO, Mr Matthew Caruana – Manager at Zaar, Dr Ronald Kleverlaan – Director of the European Centre for Alternative Finance, Utrecht University, Mr Daniel Debono – MBB Head of Brussels Operations, Mr Jack Foley – Fab Practice Ireland and Mr Steve Ellul – Advisor, Ministry Secretariat, MESD. Dr Leonie Baldacchino moderated one of the panel discussions. This event was organised by the Malta Business Bureau (project coordinators) and hosted by The Edward de Bono Institute. It was open to the general public, attracted 117 participants from various countries including the ones represented in this project, and may be viewed on [YouTube](#).



28 April 2021: Project iKnow Webinar

Dr Leonie Baldacchino delivered a presentation on 'Reviving Tourism Through Creativity and Innovation' during a webinar titled 'Ritornare al Turismo nel Post Pandemia'. This webinar was held as part of the iKnow project in which the Centre for Entrepreneurship and Business Incubation, University of Malta, is a partner.

14-18 June 2021 – EURAM Conference: Reshaping Capitalism for a Sustainable World

Dr Leonie Baldacchino and former Master in Creativity and Innovation student Ms Nadia Boffa presented a paper titled 'The Role of Intuition in Entrepreneurial Opportunity Exploitation' at the EURAM (European Academy of Management) Annual Conference (online). During a Doctoral Colloquium held as part of this conference, two of the Institute's PhD candidates, Ms Kristina Buhagiar and Mr Oliver Saliba, presented an overview of their research work in progress. Ms Buhagiar is investigating how innovation in boutique hotels in Malta emerges through knowledge resources and capabilities, while Mr Saliba is exploring the sense-making process of employees during innovation adoption.

08-11 June 2021: Babson College Entrepreneurship Research Conference

Ing. Joseph Bartolo, a Ph.D. candidate at the Edward de Bono Institute, attended the Babson College Entrepreneurship conference and participated in the pre-conference workshops (online).

17 June 2021: ISISA Conference

Izumi Nonaka, who is another of the Institute's PhD candidates, delivered a presentation titled 'Small Businesses on Small Islands: A Case Study from Malta' at the ISISA (International Small Islands Studies Association) Conference 2021 (online). The conference was organised by the Memorial University of Newfoundland (Canada).

24 June 2021: SEA-EU Futures Bootcamp

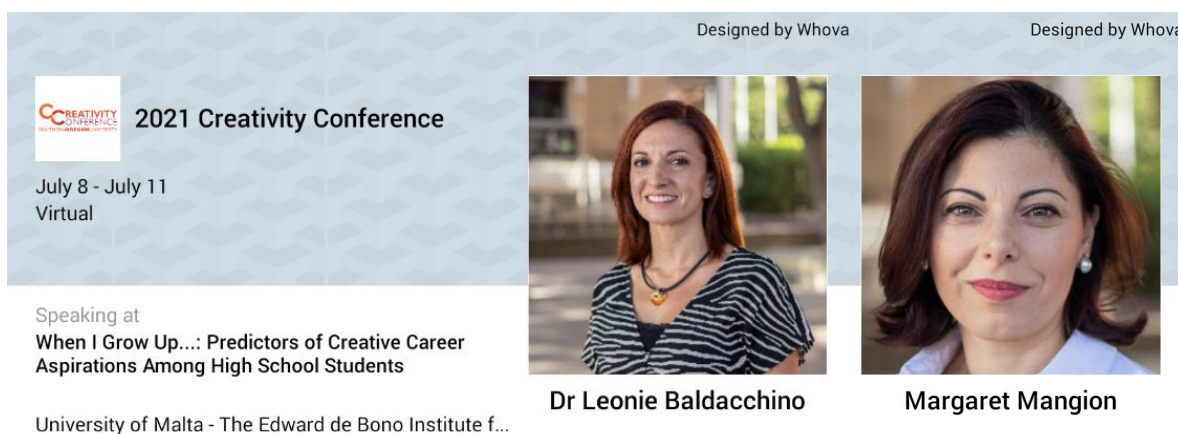
Dr Lisa Pace organised a virtual Futures Bootcamp Workshop as part of the SEA-EU 'European University of the Seas' project. This event was attended by 26 marine scientists from the six SEA-EU alliance universities.

28 June – 02 July 2021: The Power of the Word International Conference VI

Dr Petra Caruana Dingli presented a paper on the concept of creativity in the writings of William Morris during an international conference titled 'The Power of the Word International Conference VI: The Call of Literature' (online). This conference was organised by Trinity College Dublin (Ireland).

08-11 July 2021: Southern Oregon University Creativity Conference

Dr Leonie Baldacchino and Dr Margaret Mangion delivered a presentation titled 'When I Grow Up...: Predictors of Creative Career Aspirations Among High School Students' during the Southern Oregon University Creativity Conference (online). Their presentation, which focused on factors that contribute to creative career aspirations of Maltese secondary school students, forms part of a larger study they conducted together with Dr Marie Briguglio, Senior Lecturer at the Faculty of Economics, Management and Accountancy, University of Malta, on the impact of the Arts Council Malta's KREATTIV funding programme.



08-10 September 2021: Marconi Institute for Creativity Conference

Dr Margaret Mangion and Dr Leonie Baldacchino delivered an online presentation on the measurement of creativity through divergent thinking tests, during the University of Bologna's Marconi Institute for Creativity (Italy) hybrid conference. This research paper also forms part of the study they conducted with Dr Marie Briguglio on the impact of the KREATTIV programme.



11 September 2021: Aalto Creativity Symposium

Dr Margaret Mangion delivered an online presentation titled 'What is Creativity? Perceptions of Primary School Children in Malta' at the Aalto University Creativity Symposium (Finland). Dr Mangion presented the findings which emerged from a survey conducted on a sample of primary school students aged 10-11 years, which explored the students' understanding of the term creativity and assessed their self-perceived levels of creative self-efficacy.

15-17 September 2021: SEA-EU Futures Bootcamp

Dr Lisa Pace organised a three-day international 'Futures Bootcamp' on 'Exploring the Future of the Sustainable Blue Economy' as part of the SEA-EU (European University of the Seas) project. Marine scientists, researchers and PhD students from the SEA-EU alliance met at the University of Malta's Valletta Campus to discuss new perspectives on the sustainable use of the marine environment and the role that science and research can play in achieving future trajectories for sustainable blue growth. This was a collaborative initiative with Mr Nikola Balic, Head of Science and Innovation Office at the University of Split. Dr Leonie Baldacchino moderated a panel discussion, while Ms Kristina Buhagiar (RSO II and PhD candidate), Mr Andrew Portelli (Master in Creativity and Innovation student representative) and Ms Madeleine Gruppetta (Master in Creativity and Innovation student) facilitated breakout sessions during this event.



10. PARTICIPATION IN LOCAL CONFERENCES AND MEETINGS

During the academic year 2020-2021, The Edward de Bono Institute's academic and research staff participated in several local conferences and meetings, as outlined below. Most of these were held online to curtail the spread of COVID-19.

01 October 2020: Meeting the Challenge of Doctoral Supervision

The Doctoral School and the Office for Professional Academic Development, with the support of the Office for Human Resources, Management and Development, held an online seminar for academics who are new to doctoral supervision. This included breakout sessions centred around disciplinary groups. Dr Leonie Baldacchino was invited to act as a co-leader in the session for the social and behavioural sciences group

07 October 2020: DIFME Online Workshop for Entrepreneurship Educators

Dr Leonie Baldacchino and Ms Kristina Buhagiar delivered presentations on the DIFME training modules during an online workshop, which was held for entrepreneurship educators as part of the 'pre-piloting' phase of the project. The aim of this workshop was to acquire feedback from fellow educators on how the course content and layout of the e-learning platform could be improved. Participants hailed from University of Malta, Malta College for Arts, Science and Technology (MCAST), Junior Achievement Young Enterprise (JAYE) and ASCEND Consulting.

18-30 November 2020: Global Entrepreneurship Week (GEW)



Each year in November, Dr Leonie Baldacchino coordinates a programme of events as National Host for Global Entrepreneurship Week (GEW) in Malta. Due to health concerns and restrictions related to COVID-19, all GEW Malta 2020 events were held virtually. These are outlined below:

18 November: Business Modelling Workshop

Dr Leonie Baldacchino conducted a business modelling workshop for students enrolled on the Entrepreneurship module in the 'Degree Plus' programme. The aim of this workshop was to introduce the students to the Business Model Canvas as a tool to evaluate the feasibility of their business ideas. Degree Plus is a University of Malta initiative focusing on the personal growth and development of students through academic and non-academic extracurricular activities.

18 November: Coping with COVID-19: An Entrepreneurial Approach

This was an online panel discussion which brought together Maltese entrepreneurs and researchers to discuss how businesses may adapt to the challenges brought about by the pandemic through entrepreneurial innovation. Dr Leonie Baldacchino moderated this panel discussion. The panellists were Dr Ing. Marc Anthony Azzopardi, Senior Lecturer at the Faculty of Engineering, University of Malta and winner of the 'MDIA Award for Innovative Technologies in Response to COVID-19'; Ing. David Sciberras, founder of Invent 3D and Runner up of the 'MDIA Award for Innovative Technologies in Response to COVID-19'; Mr Simon Buhagiar, Co-Owner and Commercial Director of Te Fit-Tazza and Souvenirs That Don't Suck; Mr Marvin Gauci, Chef, Restaurateur, and founder of Gourmet Malta; and Ms Kristina Buhagiar, PhD candidate and Research Officer II at the Edward de Bono Institute. This event was mainly targeted at entrepreneurship students at the University of Malta, but the general public was also invited to attend. The discussion may be viewed on [YouTube](#).

19 November: Malta's Entrepreneurship Ecosystem: Resources, Incentives and Support (Part I)

The aim of this two-part webinar was to provide students and the general public with information on funding opportunities and support measures for entrepreneurs in Malta. The first session included presentations by the following speakers: Professor Russell Smith and Ing. Joseph Bartolo from the University of Malta's Centre for Entrepreneurship and Business Incubation and TAKEOFF business incubator; Mr Andras Havasi from the University of Malta's Knowledge Transfer Office; Mr Matthew Caruana from the ZAAR crowdfunding platform; Ms Marita Portelli from the Ministry for the Economy, Investment and Small Business' 'Enterprise Incentives' app; Mr Anton Vella from the Malta Employers Association's SME Helpdesk; and Mr Andrew Portelli from the BUSINESSLABS co-working space. This session was targeted primarily at entrepreneurship students at the University of Malta but was open to the general public.

20 November: Project DIFME Piloting Workshop with Micro-Entrepreneurs

Dr Leonie Baldacchino and Ms Kristina Buhagiar delivered presentations on the DIFME training modules during an online workshop, which was held for micro-entrepreneurs as part of the 'pre-piloting' phase of the project. The aim of this workshop was to acquire feedback from the intended users on how the course content and layout of the e-learning platform could be improved.

20 & 27 November, 04 December: Developing Entrepreneurial Intuition Training Programme

This was a three-week training programme that formed part of a study conducted by Keith Coleiro as part of his Master in Creativity and Innovation at The Edward de Bono Institute, under the supervision of Dr Leonie Baldacchino. The sessions took place virtually on the Zoom platform on three consecutive Fridays. The programme aimed to develop entrepreneurial intuition based on the works of leading experts in the field. Participants learned how to recognise, explore, enable and strengthen intuition, as well as how to challenge it and blend it with rational analysis. This programme was aimed at entrepreneurs and entrepreneurship students who were 18 years of age and older.

23 November: Postgraduate Research Seminar

The Edward de Bono Institute hosted its sixth Postgraduate Research Seminar as part of GEW 2020. The aim of this half-day seminar was to inform students about research opportunities and to 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 the following postgraduate students on their recently completed dissertations or ongoing research:

- Ms Christabel Catania: *Fostering Creativity as a 21st Century Skill through STEM: A Policy Perspective*
- Ms Rita Falzon: *Tourist Guides' Use of Creativity: Adapting to Emerging Trends*
- Ms Jasmin Riebel: *Mindfulness, Flow and Creativity: An Exploratory Study on how Mindfulness Training can Affect Creativity through the Experience of Flow*
- Ms Desiree Marie Cassar: *Exploring Creativity in Coworking Spaces*
- Ms Samantha Pace Gasan: *Social Innovation in Maltese SMEs*
- Ms Kristina Buhagiar: *A Capabilities Approach towards Innovation in Boutique Hotels in Malta*
- Ms Izumi Nonaka: *Small Business on Small Islands: Exploring Entrepreneurial Orientation in SMEs in Malta*

23 November: MBA Business Concept Pitching Event

This event offered Executive MBA final year students 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 concepts by pitching to a select panel of experts and practitioners involved in the field of entrepreneurship. Project deliverables of the elective programme required students to engage in an extended feasibility study to assess the potential of their business ideas as a prelude to possibly pursuing the concept and entrepreneurial opportunity further. This event was organised by Dr Nathaniel Massa, Senior Lecturer at the University of Malta' Department of Management, in collaboration with The Edward de Bono Institute, and was reserved for the above-mentioned Executive MBA students.

26 November: Malta's Entrepreneurship Ecosystem: Resources, Incentives and Support (Part II)

The second half of this two-part webinar, which aimed at providing students and the general public with information on funding opportunities and support measures available to entrepreneurs in Malta, included presentations by the following speakers: Mr Karl Herrera from Malta Enterprise; Stephen Borg from the Malta Council for Science and Technology; Mr Steven Diacono from Go Beyond Angel Investing; Ms Deborah Schiavone from the MITA Innovation Hub's 'You StartIT' initiative; Mr Klaus Pedersen from Trade Malta; and Mr Joe Tanti from the Malta Business Bureau. This event was primarily targeted at entrepreneurship students at the University of Malta, however, the general public was able to attend.

30 November: 'Navigating External Influences - Insights for Business'

The final event for GEW 2020 in Malta was the DIFME Thematic Event on 'Navigating External Influences: Insights for Business', as reported above (Section 9).

03, 07 & 15 December, 2020: Education Compass: Think Tank Stakeholders Forum

Dr Leonie Baldacchino, Professor Sandra M. Dingli and Dr Margaret Mangion were invited to participate in the 'Education Compass Think Tank' events organised by the Ministry for Education and Employment's Office of the Permanent Secretary, with the participation of the Minister of Education, the Permanent Secretary, and Professor Edward de Bono among others. The events comprised a stakeholders' forum, a technical forum and a children's forum. These included breakout sessions led by certified 'de Bono Thinking Systems' master trainers, where participants were encouraged to generate ideas to map the future of education. Dr Baldacchino was invited to moderate the fora and Professor Dingli and Dr Mangion participated in the stakeholders' forum.

15-23 April 2021: 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. WCIW Malta 2021 kicked off with an announcement on 15 April that the Institute formally changed its name from 'The Edward de Bono Institute for the Design and Development of Thinking' to 'The Edward de Bono Institute for Creative Thinking and Innovation'. According to the Institute's Director, Dr Leonie Baldacchino, this change came about as "the old name did not adequately reflect the Institute's current core areas of expertise". Dr Baldacchino added that "as the Institute was set up in collaboration with Professor Edward de Bono in 1992, we wanted a new name that is still faithful to our roots while being more meaningful to key stakeholders, including our students and staff, employers, and the general public". This announcement was followed by the events outlined below, all of which were held online for the second consecutive year due to COVID-19 restrictions.

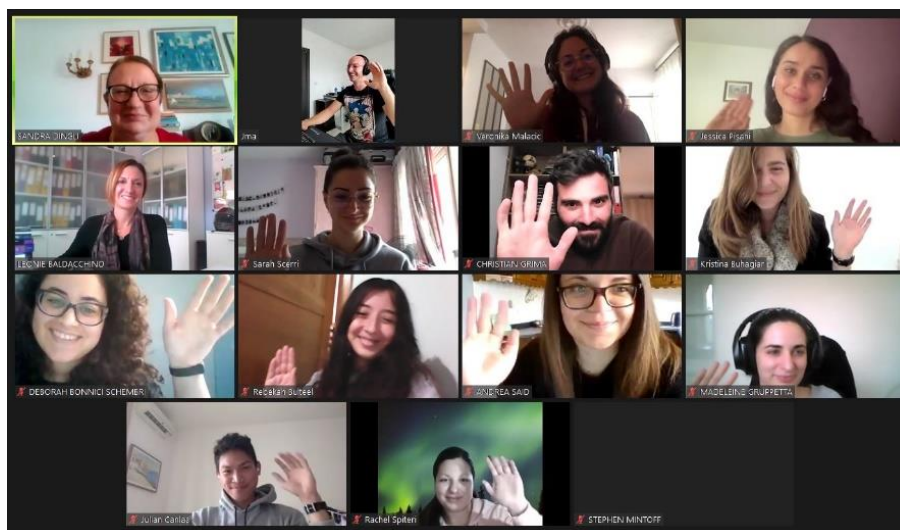
15 April: Living Sustainably

This was an interactive webinar in which three panellists from different creative backgrounds spoke about their activities and how they support sustainability from diverse points of view. Ms Ann Buhagiar from Dear Maggie, Ms Joanne Scicluna from Createhope, and Ms Susan Warner from Gozo Crafty Ladies (Kercem Branch) discussed how making time for creative endeavours may promote sustainability through mindful activities that encourage individuals to repurpose previously used items. Dr Margaret Mangion moderated this event, which was open to the public and attracted close to 100 participants.



15 April: Cybercrime and Blockchain Webinar

Mr Jean-Michel Azzopardi, founder of [Kralanx Cyber Security](#), was interviewed by Professor Sandra M. Dingli during an online lecture held as part of the study unit IOT 5028: Innovation and New Digital Technologies, which is offered to students enrolled in the Master in Creativity and Innovation.



16 April: The Effects of using Creative Thinking Methods to Inspire New Designs

This was an interactive webinar in which students reading for a BA in Fashion at the Malta College of Arts, Science and Technology (MCAST) presented their designs for clothing items made out of recycled material. Inspiration for the students' designs came about through the practical application of Professor Edward de Bono's Six Thinking Hats framework, following an idea generation session conducted by Dr Margaret Mangion on 12 March 2021. This event was held in collaboration with Master in Creativity and Innovation student Ms Maria Cutajar, who is a lecturer at MCAST's Art and Design Institute.



16 April: Bringing Together Persons with Disabilities and Employers

This online workshop served as a platform for young persons with different challenges to discuss their aspirations with employers and representatives from the Commission for the Rights of Persons with Disability' (CRPD) Business Forum. The workshop was organised by Dr Margaret Mangion with the support of the CRPD Commissioner Ms Samantha Pace Gasan, who is a former Master in Creativity and Innovation student. Attendance to this workshop was by invitation.

17 April: Employing Mindfulness to Focus and Increase Emotional Awareness

This was an online mindfulness session held in collaboration with Ms Petra Spiteri, a certified mindfulness trainer and practitioner. The aim of this session, which was open to the general public, was to increase emotional awareness and to give practical tips about how individuals may be more mindful and conscious of their surroundings.

19 April: Critical and Creative Thinking – Workshop for Doctoral Students

Dr Margaret Mangion conducted a workshop on critical and creative thinking for students enrolled in doctoral programmes at the University of Malta. This workshop and interactive discussion addressed the importance of being critical and creative when approaching resources and writing at a doctoral level.

20 April: Meet the Entrepreneur

This was a webinar that addressed some of the core values required in business, including passion, perseverance, and resilience. It was moderated by Dr Margaret Mangion and featured four entrepreneurs, namely Ms Krystle Penza, founder and managing director at MVintage; Mr Mark Farrugia and Mr Stefan Debattista, co-founders of ShowsHapening.com; and Ms Sarah Woods, co-founder and director at SHE: Social Hub Entrepreneurs.

22 April: Riding the Waves of Creativity

This was a webinar in which students and alumni of the Master in Fine Arts in Digital Arts reflected on their work throughout the programme and its link to the creative process. This event was hosted by Dr Margaret Mangion from The Edward de Bono Institute, in collaboration with Professor Vince Briffa and Dr Trevor Borg from the Department of Digital Arts within the Faculty of Media and Knowledge Sciences at the University of Malta.

23 April: Creative Thinking Exhibition of Children's Work

The final activity in the WCIW 2021 programme saw the culmination of a five-week online programme that took place at St Margaret College, Vittoriosa Primary School, where students in Year 5 and Year 6 were introduced to the Six Thinking Hats framework by Dr Margaret Mangion. At the end of the programme, an exhibition was set up showcasing artefacts that the students produced from recyclable materials using the Six Thinking Hats framework. At the end of this initiative, students were awarded with a certificate for their participation.



05 May 2021: PPR Stakeholders' Meeting

A stakeholders' meeting was held as part of the Master in Creativity and Innovation's Periodic Programme Review (PPR), as mentioned above. This was chaired by the Pro-Rector for International Development and Quality Assurance, Professor Godfrey Baldacchino, and attended by the following:

Rector's Appointees:

- Professor Dominic Fenech – Dean, Faculty of Arts, University of Malta
- Professor Emmanuel Sinagra – Dean, Faculty of Science, University of Malta

External Stakeholders:

- Dr Jennifer Casingena Harper – Policy Consultant at Malta Council for Science and Technology (MCST) (expertise in Foresight)
- Mr Peter Grech – Founder and CEO BRNDWGN (expertise in creativity and creative industries, employer of two former students)
- Ms Doris Sammut Bonnici – Founder and Managing Director Green Skip Services, Recent President & Current Vice President of Malta Employers Association (expertise in entrepreneurship / employment)
- Mr Johan Zammit – Founder and CEO of Smart Studios, Founder & Chair of Changemakers / Malta Innovation Summit, Founder and Administrator Business Angels Malta (expertise in innovation and entrepreneurship / start-ups)

Institute Members:

- Dr Leonie Baldacchino – Director
- Dr Petra Caruana Dingli – Senior Lecturer
- Professor Sandra M. Dingli – Professor
- Dr Margaret Mangion – Senior Lecturer
- Dr Lisa Pace – Senior Lecturer
- Ms Josianne Sciberras – Administration Specialist
- Mr Matthew Tonna Gilford – Administrator II

Student Stakeholders:

- Mr Andrew Portelli – Current student
- Ms Kristina Buhagiar – Alumna, now reading for a PhD with us and also employed with us as a PT RSOII)
- Samantha Pace Gasan – Alumna

Quality Support Unit:

- Dr Jonathan Xuereb

During this meeting, Dr Leonie Baldacchino delivered a presentation summarising the Self-Evaluation Document (SED), which was then discussed with the stakeholders. Minutes were taken by Dr Xuereb, and these formed the basis of a Stakeholders' Committee Report which was approved by Senate in September 2021.

13 May 2021: Presentation on Value Propositions and Idea Generation

Dr Leonie Baldacchino delivered a presentation on Value Propositions and Idea Generation as part of a webinar series organised by the Foundation for the Promotion of Entrepreneurial Initiatives (FPEI), in collaboration with the Arts Council Malta (ACM).

04 & 08 June 2021: #ClimateOn Campaign and SeedGreen Programme

The Ministry for the Environment, Climate Change and Planning (MECP) launched the #ClimateOn campaign with the aim of creating a more resilient society that is better prepared and capable of adapting to the irreversible conditions brought about by climate change. The Ministry, in collaboration with the Junior Chamber International (JCI Malta), and supported by Malta Enterprise, launched the 'SeedGreen Programme' for green ventures and start-ups. Dr Margaret Mangion and Dr Lisa Pace were invited to deliver sessions on 04 and 08 June, the former on the relevance of idea generation tools and their applicability in the development of solutions, and the latter on green business and sustainability.

16 June 2021: Innovative Localities Webinar

Dr Leonie Baldacchino delivered a presentation during a webinar titled 'Innovative Localities - A Place to Bring Ideas to Life'. This webinar was organised by the Local Councils Association Malta for Regional Presidents, Mayors, Councillors, and Local Council employees to discuss how localities can become more innovative.

15 July 2021: Think Laterally – Or Not?

Professor Sandra M. Dingli delivered a presentation titled 'Think Laterally – Or Not?' to members of Rotary Club La Valette Malta.

30 September 2021: FOSO POCO Inter-Regional Workshop

Dr Leonie Baldacchino delivered a presentation on 'Social Entrepreneurship: Insights from Maltese Academia' during an online Inter-Regional Workshop that was organised by Malta Enterprise as part of the FOSO POCO (Fostering Social Entrepreneurship Ecosystems Post COVID-19) EU-funded COSME project.

30 September 2021: FPEI Entrepreneurship for Creatives Webinar

Dr Leonie Baldacchino delivered a presentation on 'Ideation and Opportunity Identification' as part of the 'Entrepreneurship for Creatives' webinar series organised by the Foundation for the Promotion of Entrepreneurial Initiatives (FPEI).

ENTREPRENEURSHIP FOR CREATIVES



Ideation

With:
Leonie Baldacchino

Thursday 30th September
3 PM - 4 PM

FPEI ZAR

11. 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 2020-2021, the Institute's academic staff organised various talks by guest speakers for students. These are outlined below.

29 October 2020: MEA Seminar

Professor Sandra M. Dingli, Dr Margaret Mangion and students enrolled in the Institute's Master in Creativity and Innovation attended an online Seminar on Digitisation and Reskilling organised by the Malta Employers Association (MEA). The students' attendance was coordinated by Dr Mangion.

12 November 2020: HR2020 Realigned – FHRD Annual Conference online

Students enrolled in the Master in Creativity and Innovation attended parts of this online conference as part of the study unit IOT5032: Leadership for Managing Change and Innovation, on the initiative of Dr Margaret Mangion.

November – December 2020: Guest Speakers for IOT 5019

Dr Margaret Mangion invited the following guest speakers as part of the study unit IOT5019: Creative and Critical Thinking Skills for students enrolled in the Master in Creativity and Innovation:

- Ms Natalie Muschamp – Step up for Parkinsons
- Ms Ramona Zammit – Healthy Leaf
- Mr Gordon Theobald – BUSINESSLABS
- Mr Alfred Camilleri – Artist
- Ms Charmaine Attard – Motivate the Children

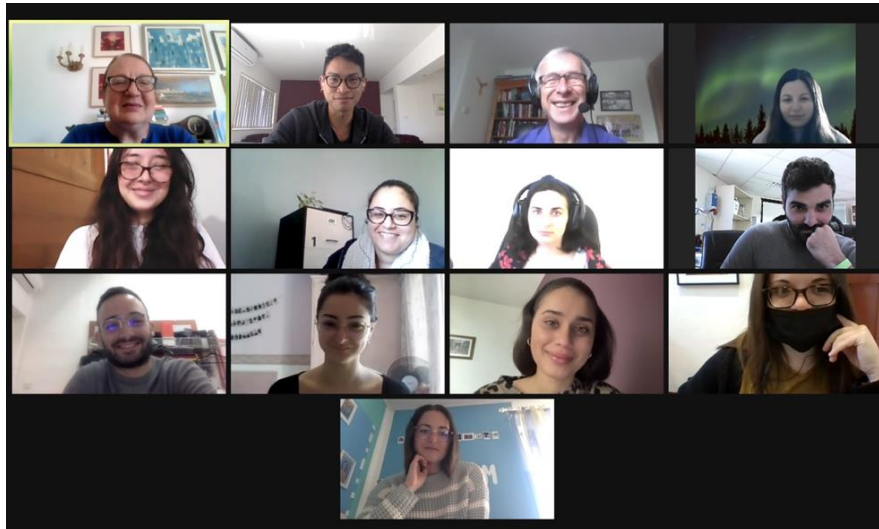
Each speaker discussed how creativity features as part of their daily activities. The students were guided to link these live sessions to theoretical concepts discussed during lectures.

March 2021: Mystery Client for IOT 5039

Dr Margaret Mangion organised an online meeting with Mr Chris Gruppetta, editor in chief of Merlin Publishers, for students enrolled in IOT 5039: Integrating Creativity and Innovation in Marketing Concepts. Mr Gruppetta introduced his organisation as the students' 'Mystery Client' and outlined some of the goals and challenges that he wished his organisation to address. These were later tackled by the students who were required to compile a marketing strategy for this client as part of the formal assessment for the study unit.

24 March 2021 – Professor Kevin Warwick for IOT 5028

Professor Sandra M. Dingli invited Professor Kevin Warwick (nicknamed 'Captain Cyborg') from the University of Reading, as a Guest speaker for IOT 5028: Innovation and New Digital Technology. Professor Warwick mainly spoke about artificial intelligence and digital enhancements, including his self-experimentation.

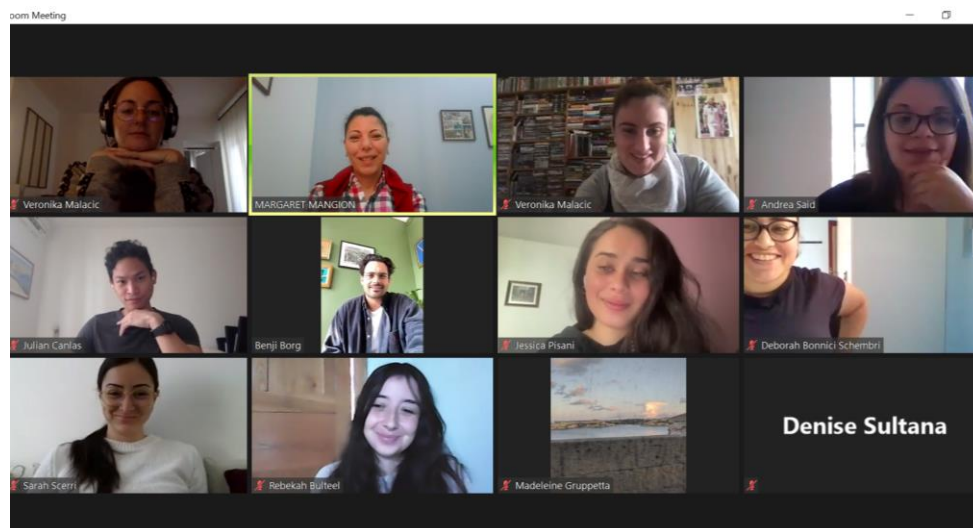


15 April 2021: Mr Jean Michel Azzopardi for IOT 5028

Professor Sandra M. Dingli invited Mr Jean-Michel Azzopardi as a Guest speaker for IOT 5028: Innovation and New Digital Technology. This was held as part of WCIW, as outlined above.

27 April 2021: Mr Benji Borg for IOT 5039

Dr Margaret Mangion invited Mr Benji Borg, Co-Founder of Anchovy Inc., to deliver a presentation on the customer journey to students enrolled in IOT5039: Integrating Creativity and Innovation in Marketing Concepts. The intention of this session was to support students in the preparation of a marketing plan that they were working on.



18 May 2021: Ms Davinia Mallia Pule for IOT 5039

Dr Margaret Mangion invited Ms Davinia Mallia-Pule, Co-Founder of GRO Marketing, to deliver a presentation to students enrolled in IOT5039: Integrating Creativity and Innovation in Marketing Concepts, with the aim of sharing insights and knowledge about marketing strategies. This session was set to support students in the preparation of a marketing plan they were working on.



10-14 May 2021: Dr Andrea Caputo for IOT 5034

Dr Andrea Caputo from the Universities of Lincoln and Trento delivered a series of online lectures to students enrolled in the study-unit IOT5034: Strategic and Entrepreneurial Decision-Making. Due to feedback received from the students as part of the PPR (mentioned above), where most indicated that they would like to have more asynchronous work and shorter, discussion-based live sessions, Dr Caputo pre-recorded a portion of his lectures for the students to watch prior to the live lectures. This was well-received and appreciated by the students.

29 September 2021: Visit by Caspar and Charles de Bono

The Institute was very pleased to host the sons of the late Professor Edward de Bono, Caspar and Charles de Bono, for meetings with staff and postgraduate students. Caspar de Bono has recently taken over as Managing Director of Edward de Bono Ltd., which was established to develop, promote and licence the work of Professor de Bono. Potential collaboration opportunities were first discussed with academic staff. Next, students provided brief overviews of their dissertation research to give a snapshot of the variety of topics that are researched at the Institute. The meetings were concluded with a live demonstration by Caspar de Bono of a new software application that helps people apply Professor de Bono's ideas.



12. STAFF PUBLICATIONS AND ACADEMIC REVIEWING

Peer-Reviewed Publications (forthcoming)

- Baldacchino, L. (forthcoming). Cognitive versatility. In V. Glaveanu & W. Ross (Eds.), *The Palgrave Encyclopaedia of the Possible*.
- Baldacchino, L. & Buhagiar, K. (forthcoming). Domžale Entrepreneurship Festival (Slovenia) Case Study. *Better Entrepreneurship Policy Tool*. European Commission, OECD Publishing.
- Baldacchino, L. & Buhagiar, K. (forthcoming). Innotech Student (Romania) Case Study. *Better Entrepreneurship Policy Tool*. European Commission, OECD Publishing.
- Baldacchino, L. & Buhagiar, K. (forthcoming). Leap2Enterprise (Malta) Case Study. *Better Entrepreneurship Policy Tool*. European Commission, OECD Publishing.
- Baldacchino, L. & Buhagiar, K. (forthcoming). 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. (forthcoming). Smart&Start (Italy) Case Study. *Better Entrepreneurship Policy Tool*. European Commission, OECD Publishing.
- Buhagiar, K. (forthcoming). *Tiger King: A Retrospective Analysis of Organizational Innovation*. SAGE Business Cases, Sage Publications, Ltd.
- Caruana Dingli, P. (forthcoming). 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*.
- Mangion, M. (forthcoming). Creative cognition. In V. Glaveanu & W. Ross (Eds.), *The Palgrave Encyclopaedia of the Possible*.
- Mangion, M. & Dingli, S. M. (forthcoming). 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.
- Pace L. A. (forthcoming). Steering an energy transition: The role of policy in the diffusion of sustainable energy consumption in hospitality in Malta. In P. Laredo and S. Randles (Eds.), *Responsible Innovation Governance at Stake*. Edward Elgar, UK.

Peer-Reviewed Publications (2020/2021)

- Baldacchino, L., & Buhagiar, K. (2020). *Inclusive entrepreneurship policies, country assessment notes. Malta, 2020*. European Commission, OECD Publishing.
<https://www.um.edu.mt/library/oar/handle/123456789/82382>
This *Country Note* was edited by the OECD for publication as a *Country Profile* in *The Missing Entrepreneurs 2020: Policies for Inclusive Entrepreneurship*. OECD and European Commission:
www.oecd-ilibrary.org/industry-and-services/the-missing-entrepreneurs-2019_3ed84801-en
- Baldacchino, L., Ucbasaran, D. & Cabantous, L. (2021). Linking experience to intuition and cognitive versatility in new venture ideation: A dual-process perspective. *Journal of Management Studies, Special Issue: Heuristics and Biases of Top Managers*.
<https://www.um.edu.mt/library/oar/handle/123456789/87048>
- Buhagiar, K. (2020). Interorganizational learning in the tourism industry: Conceptualizing a multi-level typology. *The Learning Organization*.
<https://www.um.edu.mt/library/oar/handle/123456789/86652>
- Buhagiar, K. & Anand, A. (2021). Synergistic triad of crisis management: leadership, knowledge management and organizational learning. *International Journal of Organizational Analysis*.
<https://www.um.edu.mt/library/oar/handle/123456789/86742>
- Caruana Dingli, P. (2020). Letters to a nun: Monastic music in early modern Malta. *The Journal of Ecclesiastical History*, 71(3), 562-578.
<https://doi.org/10.1017/S0022046919002318>
- Caruana Dingli, P. (2020). Written fragments of a dispute: Enclosing monastic spaces in early modern Malta. *The Journal of Baroque Studies*, 4(2), 135-154.
- Caruana Dingli, P. (2020). Drawings and descriptions: Villa Belvedere in Balluta. *Vigilo*, 53, 28-32.
<https://www.um.edu.mt/library/oar/handle/123456789/58690>
- Dingli, S. M. (2021). Edward de Bono: A tribute. *Malta Review of Educational Research*, 15(2), 321-332.
<https://www.um.edu.mt/library/oar/handle/123456789/84417>
- Dingli, S. M. (2021). John McDowell on Reason and Nature. *Share*, Philosophy Sharing Foundation, Malta.
- Hänninen, L. I., Byrge, C., Nunez, P., Tang, C., Brøndum, K., Dingli, S. M., Pulis Xerxen, S. (2020). Testing the effects of digital gamified creativity training. *Journal of Creativity and Business Innovation*, 6.
<http://www.journalcbi.com/testing-effects-of-digital-gamified-creativity-training.html>

Pace, L. (2020). *Eco-innovation in Malta: EIO Country Profile 2018-2019*. European Commission. https://ec.europa.eu/environment/ecoap/sites/ecoap_stayconnected/files/field/field-country-files/eio_country_profile_2018-2019_malta.pdf

Walaszczyk, L. & Dingli, S. M. (2020). Business models for management and entrepreneurs as a tool for survival and success. *Foundations of Management*, 12(1), 249-260.

Peer-Reviewed Conference Papers and Presentations (2020/2021)

Baldacchino, L., & Boffa, N. (2021). The role of intuition in entrepreneurial opportunity exploitation. Paper presented at the *EURAM Annual Conference*.

<https://www.um.edu.mt/library/oar/handle/123456789/82372>

Baldacchino, L., Mangion, M., & Briguglio, M. (2021). When I grow up... Predictors of creative career aspirations among high school students. Paper presented at the *Southern Oregon University Creativity Conference*.

<https://www.um.edu.mt/library/oar/handle/123456789/82377>

Buhagiar, K., Pace, L., & 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 (IC3K 2021)* - Volume 3, pp.119-125. SCITEPRESS—Science and Technology Publications.

<https://www.um.edu.mt/library/oar/handle/123456789/86744>

Caruana Dingli, P. (2021), William Morris, Creativity and the Arts. Paper presented at *Power of the Word International Conference: The Call of Literature* (Dublin, Ireland).

Caruana Dingli, P. (2021), Innovatio and Renovatio: Changing Cultural Practices in Early Modern Malta. Paper presented at *Rupture: A Historical Perspective: Malta History Week 2021 Conference*.

Caruana Dingli, P., Pace, L. & Dingli, S. M. (2021). Co-Creating cultural heritage value in museums: A participatory futures-oriented approach. Paper presented at *MUZE-X: Shaping Museum Futures Conference*.

Dingli, S. M., Buhagiar, K., & Baldacchino, L. (2021). Revenue innovation in the business model canvas. Paper presented at the *Business Model Conference* (Copenhagen, Denmark).

<https://www.um.edu.mt/library/oar/handle/123456789/82376>

Mangion, M., Baldacchino, L., & Briguglio, M. (2021). Measuring creativity through divergent thinking tests: The nuts and bolts of data analysis. Paper presented at the *Marconi Institute for Creativity Conference*.

<https://www.um.edu.mt/library/oar/handle/123456789/82378>

Sammut, A., Grech, P., Galea, M., Mangion, M., & Scerri, J. (2021). Mental Health Perceptions from Artwork. *Humanities and Social Science Research*.

Pace, L. A., & Drago, A. (2020). Designing foresight for smart specialisation in the blue economy. In *ISPIM Conference Proceedings* (pp. 1-12). The International Society for Professional Innovation Management (ISPIM).

Editorial Board Membership and Academic Peer Reviewing

During the academic year 2020-2021, Dr Leonie Baldacchino carried out academic reviews for 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*. She is currently co-editing a collection of academic essays, *Non Omnis Moriar: Il-poeta jintemm u l-ghanja tibqa': Essays in Memory of Dun Gwann Azzopardi*.

Professor Sandra M. Dingli is on the Editorial Board for the *Journal of Business Models* and *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 Lisa Pace carried out academic reviews for the journals *Sustainability* and *Buildings*.

Kristina Buhagiar carried out academic reviews for *VINE: The Journal of Information and Knowledge Management Systems* (Emerald), *The Learning Organization* (Emerald), *Information Systems Frontiers* (Springer) and for *EURAM Annual Conference* (European Academy of Management). She was also appointed as an Editorial Review Board Member of *The Learning Organisation* (Emerald).

13. OTHER ACTIVITIES

Recognition

In September 2021, Dr Leonie Baldacchino was appointed a Fellow and Dr Margaret Mangion was appointed a Member of the International Society for the Study of Creativity and Innovation ([ISSCI](#)). This is a non-profit organisation founded by leading creativity researchers to facilitate research and collaboration on creativity and innovation.

Membership on Boards and Committees

Dr Leonie Baldacchino is the Chairperson of The Edward de Bono Institute's Doctoral Committee, and a member of the University Research Ethics Committee (UREC) where she serves as the Chairman's Delegate for Data Protection (UREC-DP). She is also a Board Member of the Centre for Entrepreneurship and Business Incubation and of the Institute of Earth Systems, both at the University of Malta. In February 2021, she was appointed by the Rector to form part of the Stakeholders' Committee for the Institute of Linguistics and Language Technology's Periodic Programme Review (PPR). Moreover, she forms part of the Quality and Ethics Subcommittee of the SEA-EU (European University of the Seas) project. She is also a member of EURAM (European Academy of Management).

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. Between March and May 2021, Dr Caruana Dingli formed part of the Intelligent Planning Consultative Forum (IPCF) set up by the Ministry for the Environment, Climate Change and Planning.

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, and forms part of the World Creativity and Innovation Day (WCID) Advisory Board.

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

In May 2021, Dr Leonie Baldacchino formed part of the JAYE Startup Programme Judging Panel. The competition was won by Silent Save, a team of University of Malta undergraduate students, who developed a concept for a smart wearable device (bracelet) for use in case of emergencies by alerting emergency services and accurately indicating the user's location.

Professor Sandra M. Dingli is an expert evaluator for various 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 20 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.

Diploma in the German Language

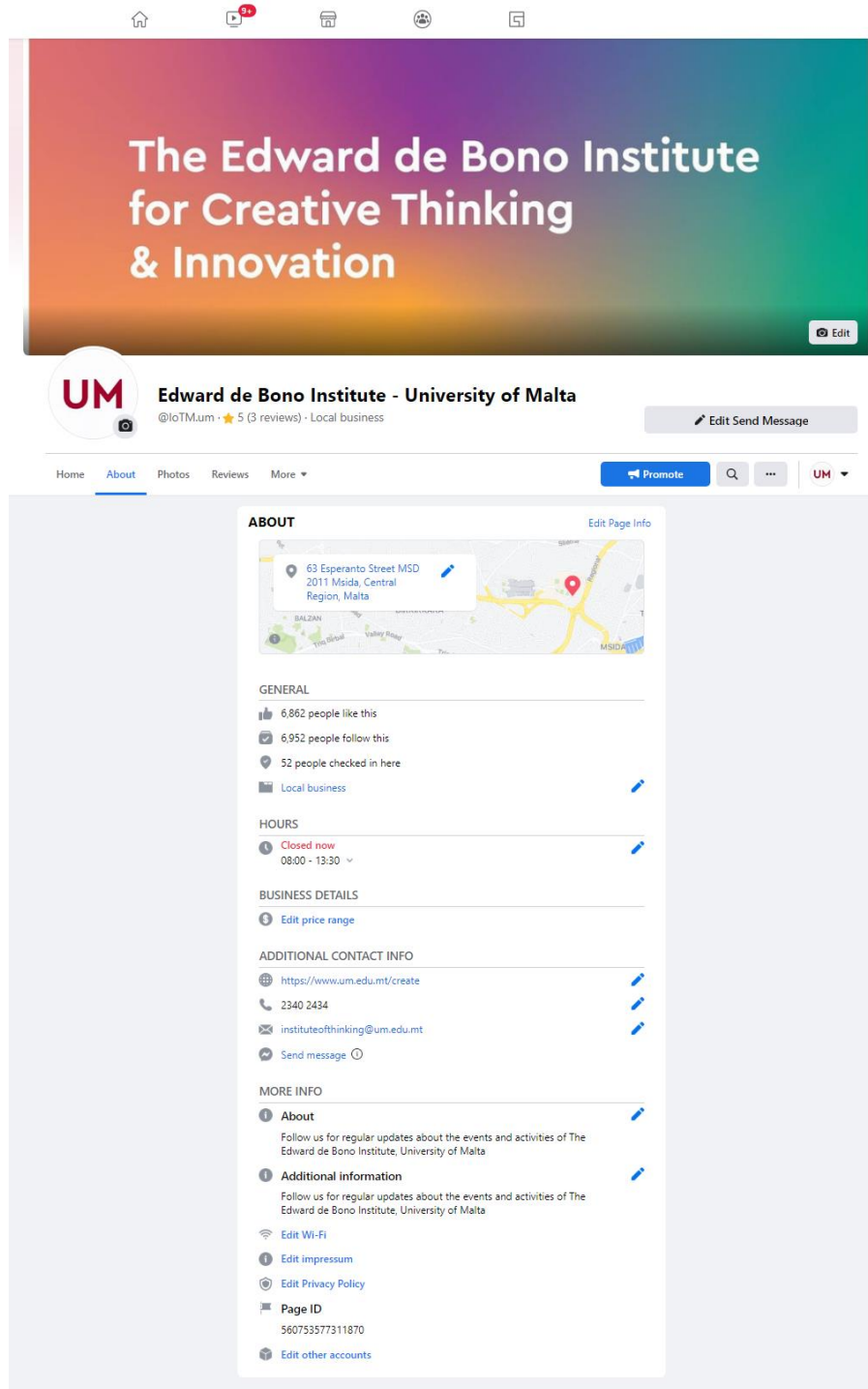
Professor Sandra M Dingli successfully completed a three-year part-time Diploma in the German Language offered by Department of German, Faculty of Arts, University of Malta.

Creative Thinking Lessons to Students at Vittoriosa Primary School

In February 2021, Dr Margaret Mangion delivered six creative thinking sessions to students in Year 5 and Year 6 at Vittoriosa Primary School. During these sessions, students were introduced to Professor Edward de Bono's Six Thinking Hats. This programme was run to pilot a further programme offered to approximately 300 students in Schools run by the Secretariat for Catholic Education held between April – June 2021, approximately 120 hours were dedicated to this project.

14. 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 over 6,800 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



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 Master in Creativity and Innovation's October 2021 intake.



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

DON'T FIT IN, STAND OUT
It's your time to #ShineAtUM

Join our **Master in Creativity and Innovation** (full-time/part-time day)
to expand your perception, employ your creative skills, and develop new ideas

➤ um.edu.mt/create

 Late applications open until
30 September 2021 | 14:00

➤ um.edu.mt/apply

This was featured on the Malta Chamber of SMEs' website and newsletter on 27 August 2021, and on Gadgets Malta on 17 September 2021 (screenshots below). The latter included two glowing testimonials from a former and a current student.

Malta Chamber of SMEs Website and Newsletter

<https://www.smechamber.mt/master-in-creativity-and-innovation-applications-are-still-open/>



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DON'T FIT IN, STAND OUT

27 August 2021

IT'S YOUR TIME TO #SHINEATUM



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

DON'T FIT IN, STAND OUT It's your time to #ShineAtUM

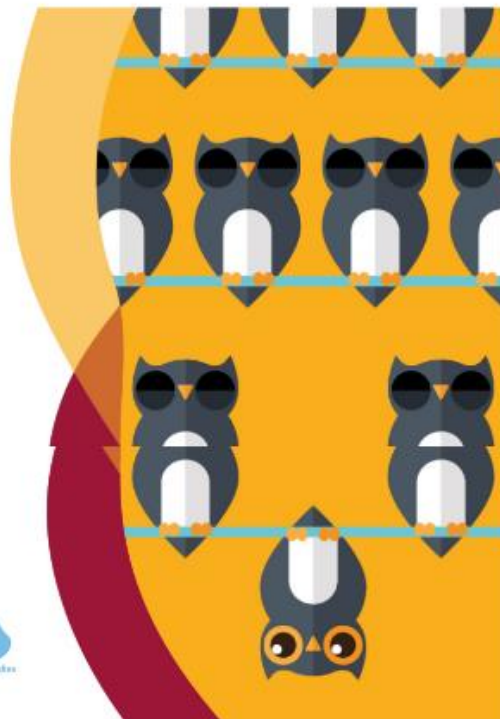
Join our **Master in Creativity and Innovation** (full-time/part-time day) to expand your perception, employ your creative skills, and develop new ideas

➔ um.edu.mt/create

📅 Late applications open until

📅 Late applications open until
30 September 2021 | 14:00
(against the late application fee)

➔ um.edu.mt/apply



Join the Master in Creativity and Innovation (full time/part time day) at the Edward de Bono Institute for Creative Thinking and Innovation next October!

Applications are open until 30th September at 14.00 against the University of Malta's late application fee.

This course is relevant for business owners as it equips them with various competences to strengthen their entrepreneurial mindset, sustain their ventures, and stand out from the competition.

These include creative idea generation and problem-solving, opportunity identification, business modelling, and innovation management. It is open to applicants in possession of an undergraduate degree in any subject from the University of Malta, or an equivalent qualification obtained from any other recognised university.

It therefore attracts local and international students from diverse educational and professional backgrounds.

Eligible students may benefit from a tax credit of up to 70% of the course fees under the 'Get Qualified' scheme.

For further details, email instituteofthinking@um.edu.mt, phone 2340 2434, or visit:

Master Full-Time: <https://www.um.edu.mt/courses/overview/PMCAIFTT8-2021-2-O>

Master Part-Time Day: <https://www.um.edu.mt/courses/overview/PMCAIPDT8-2021-2-O>

<https://gadgetsmlta.com/general/acclaimed-maltese-institute-offering-a-master-in-creativity-innovation-programme/>

General

Acclaimed Maltese Institute Offering A Master in Creativity & Innovation Programme

By James Grech - September 17, 2021



The words “**creativity**” and “**innovation**” are oft-used nowadays, and sometimes unjustly, which might have led to some loss of star quality to them. But the truth is that when they’re used in the right context and paired with the right tools, you can forget about simply using them as buzzwords, as they take you to new levels both professionally and academically. How can one reach these levels though?

Inspiration from The Man himself

The Edward de Bono Institute for Creative Thinking and Innovation’s **Master in Creativity and Innovation** covers more than those two keywords. It also adds in **entrepreneurship** and **foresight**, two tools that would be necessary to marry all disciplines together for a successful end goal.

The barrier to entry is set relatively low and with good reason; creativity and innovation know no bounds. The entry requirement is a Bachelor degree in any subject from the University of Malta, or the equivalent qualification from any other recognised university. Having attracted students who are already full-fledged business owners, architects, artists, musicians, teachers and nurses to name a few, the countries they come from are just as varied.

To make things easier, the course is available on both full-time and part-time basis, though all lectures are held during the day. Full-time students have three semesters to complete the course, while part-time students have six semesters. The programme has a total of 90 ECTS, of which 60 are attributed to taught material, while the remaining 30 are for the dissertation.



There are almost no limits to subject choice

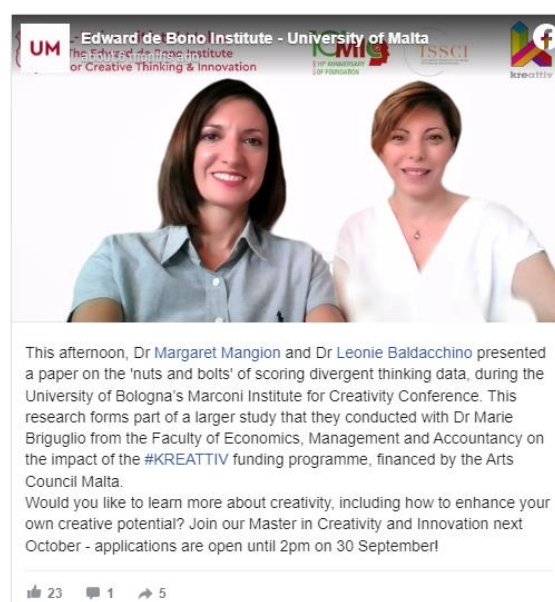
Though students must focus on at least one of the course's four subject areas (creativity, innovation, entrepreneurship or foresight) in their dissertation, the specific research topics vary. Previous choices have included ICT, design, advertising, business, education, art and psychology, but really and truly it's down to the students to choose whether to **follow the path of others** before them or set their own.

Students who successfully complete the 60 ECTS of taught material, but not the dissertation will be awarded a Postgraduate Diploma in Creativity and Innovation – quite a nifty feather to have in your cap!

Establishing links within & across borders

Covid-permitting, the Institute is committed to strengthening the links between Industry and Academia via off-campus visits and talks by expert guest speakers. There's a wide range of events that are organised or supported by the Institute that offer students unprecedented opportunities to observe how the theories they're learning about are applied in practice. That's fantastic, even before considering that it's also an opportunity for them to build and grow their own professional network.

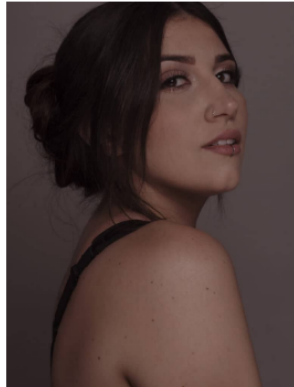
Erasmus+ agreements between The Edward de Bono Institute and various European Universities means that students have increased intra-EU mobility opportunities.



Take it from someone who knows...

Here at Gadgets, we loving putting theories to the test, and how better to find out just how good this programme is than by asking a current or former student? How about both?

Music artist and primary school teacher Amber Bondin is a proud alumna and lauds attending the Institute as one of the best things she's ever done.



"Studying for a Master's Degree in Innovation & Creativity within the Edward de Bono Institute at the University of Malta was one of the best choices I have ever made. I have always found ideas of innovation, idea development, working within a team & implementing creative skills as very intriguing, & this study programme has equipped me with the right skill set for implementing such ideas in all sectors of my life."

She further explains that whether in the classroom, during music creation or marketing, what she learnt in terms of creativity and innovation has always been of great help, and she fully recommends it to anyone in any sector who's looking to enhance their creative capabilities and their thinking skills.

For current Institute Student Representative Andrew Portelli, who's also operations manager at B2B Malta, there was a degree of scepticism towards the programme at first. Would it really be practical? Does it actually have any relevance in the private industry? Can it truly broaden one's skill set? Here's what he had to say.



"Being at the latter end of the course I can say with confidence that the programme has excelled on each of these fronts, providing me with sets of tools for which I found immediate practical application in my everyday work & which continue to inform my thinking. The course is the right combination of challenging, multidisciplinary, practical & theoretical for anyone looking to augment their understanding of key concepts in creativity, innovation & business."

Portelli also heaps praise on the Institute's staff members, whom he describes as "highly energetic and dedicated" and work with each student every step of the way.

Get applying NOW

Applications for this programme are open until 30th September at 14:00 against the University of Malta's late application fee. Eligible students may benefit from a tax credit of up to 70% of the course fees under the "Get Qualified" scheme.

Want to know more? Get in touch via e-mail at instituteofthinking@um.edu.mt, phone 2340 2434, or visit <https://www.um.edu.mt/courses/overview/PMCAIFTT8-2021-2-O> for the full-time course, or <https://www.um.edu.mt/courses/overview/PMCAIPDT8-2021-2-O> for the part-time version.

15. MEDIA APPEARANCES, INTERVIEWS AND PRESS COVERAGE

During the academic year 2020-2021, the Institute and its members of staff received the following media coverage:

The Malta Business Weekly Friday 20 November 2020

Home > Editor's Choice > Coping with Covid-19, the entrepreneurial way

Editor's Choice

Coping with Covid-19, the entrepreneurial way

By The Malta Business Weekly - Friday, 20 November, 2020 at 10:58 am



Last Updated on Friday, 20 November, 2020 at 11:12 am by [Andre Camilleri](#)

Leonie Baldacchino, Director, The Edward de Bono Institute, University of Malta (17 Nov 2020)

In January 2013, the European Commission published the Entrepreneurship 2020 Action plan which argued that, in order to generate employment and fuel economic growth following the recession of the previous years, Europe needed more entrepreneurs. Today, as so many businesses in Malta and across the globe struggle through the COVID-19 crisis, Europe needs more entrepreneurs, and it needs them more than ever before.

Entrepreneurs are generally defined as individuals who start up and run businesses, identify opportunities, and introduce innovative products and services. In doing so, they create jobs for themselves and for the employees they recruit, and add value to the economy.

However, entrepreneurship is more than starting up and running a business. Entrepreneurship includes alertness and reactivity to change, as well flexibility and proactivity in the face of difficulties. It involves searching for and implementing innovative solutions with a 'can-do' attitude, rather than resigning oneself to fate or misfortune.

The Malta Business Weekly on 20 November 2020 (Cont.)

Viewed from this broader lens, entrepreneurship is a mindset, a way of thinking and behaving in a creative and motivated manner. This mindset enables business owners to effectively adapt to exogenous shocks, such as those being faced during the current pandemic, and also empowers individuals to change things for the better in the workplace and in their everyday lives. From this perspective, Europe also needs more entrepreneurs within existing organisations, as well as creative thinkers and innovators in society at large.

This was the theme of an online panel discussion hosted by The Edward de Bono Institute on Wednesday 18th November as part of GEW (Global Entrepreneurship Week). GEW is an annual initiative that highlights the important role of entrepreneurs and innovators. With an international network of 20,000 partners and 10 million participants across 180 countries, GEW stimulates, inspires and encourages entrepreneurship through a range of local and global events. Since its inception in 2008, GEW has been hosted in Malta by the Edward de Bono Institute, University of Malta. Wednesday's discussion, which was themed 'Coping with COVID-19: An Entrepreneurial Approach', brought together Maltese entrepreneurs and researchers to discuss how businesses may adapt to the challenges brought about by the pandemic through entrepreneurial innovation, as well as how an entrepreneurial mindset could enable individuals who have been adversely affected by the pandemic (e.g., lost their jobs) to adapt to the circumstances.

In addition to the panel discussion, several other online events will be held by the Institute to celebrate GEW 2020 in the coming days, including a two-part webinar on the funding opportunities and support measures available for entrepreneurs in Malta, a thematic event on the recognition of external influences as part of an Erasmus+ project called DIFME (Digital Internationalisation and Financial Literacy Skills for Micro-Entrepreneurs), and a research seminar featuring presentations by the Institute's postgraduate students on their recently completed dissertations or ongoing research in the areas of creativity, innovation and entrepreneurship.

In the wake of the current pandemic, GEW 2020 is a call to action for all members of society to be resilient and join forces in harnessing the power of creative ideas and innovation for the greater good. I wholeheartedly join this call, as I believe that each one of us has a role to play in making the world a better place.

If you are self-employed or a freelancer, and business has slowed down, spend some time thinking about how you could innovate your offerings to better meet present and future market needs. Could you pivot your business concept through some sort of 'repurposing'? Could you adapt your products and services to appeal to new customer segments?

If you are an employer, try to think of different ways in which your employees could contribute to commercial or societal goals. Employees could be a rich source of creativity and innovation so, rather than laying them off, could you motivate them to propose ideas for new products or services? Do they have untapped skills and knowledge that could be put to a different use, including for social innovation initiatives? Social innovation is not yet widespread among SMEs in Malta, and the current pandemic could provide opportunities for enterprises to stand out by showing empathy and compassion while tackling social problems.

If you are an employee, show your boss that you are able to take the initiative and respond creatively to the challenges that the organisation may be facing. Could you propose ways of improving the organisation and helping it stay afloat? Could you support a colleague overcome some difficulty through kindness and collaboration?

The Malta Business Weekly on 20 November 2020 (Cont.)

If your time is idle due to losing your job or working reduced hours, take the opportunity to work on something new. Have you had a project on the back burner that could be fired up? Have you ever had the desire to be your own boss? This could be a good time start conducting research and setting your plan in motion. Funds and support for start-ups are available through various sources. If you would like to know more about this, join our free GEW webinars on Thursdays 19th and 26th November from 3-5pm (contact leonie.baldacchino@um.edu.mt for further information).

Last but certainly not least, if you are a parent, urge your children to engage in creative activities. Encourage them to play and experiment, allow them to fail, and enable them to learn from their experiences through reflection and positivity. Let yourself be inspired by their creativity, and explore with them new and better ways of doing things. Remember that actions speak louder than words, so make sure you model the sort of attitude and behaviour that you would like your children to emulate.

I am of the firm belief that, although we cannot control everything that happens to us, we can control how we adapt to it. Even when a vaccination for COVID-19 becomes available, it will take time for the negative shockwaves generated by the pandemic to subside. Therefore, whoever you are and whatever you do, I invite you to rise to the challenge of coping with COVID-19, the entrepreneurial way.

Share this story



Think Magazine in March 2021 (Issue 34): 'Creativity in the Corporate Suite'

*When we speak about creativity, we might imagine a lonely, tortured artist working feverishly in a darkened studio long into the night. But could ideas that come out of a corporate meeting room be considered creative? Words by **David Mizzi**.*

Michaelangelo and Picasso are well-known creative geniuses. Their creativity flourished within the *bottega* (workshop) surrounded by other apprentices or in artistic circles that fostered debate and discussion. Corporate creativity could be cast in a similar vein.

Artists do not have a monopoly on creativity. Dr Margaret Mangion and Dr Leonie Baldacchino from the Edward de Bono Institute (University of Malta) point out that, although many people associate creativity exclusively with the arts and cultural industries, it is widespread in many different domains including business, and it is relevant in all sectors. Baldacchino notes that creativity is needed at every level of every type of organisation. Mangion adds that creativity is not limited to outstanding achievements but even a seemingly insignificant act like browsing through your fridge to prepare dinner may be a creative act. If one can 'better organise [one's] day or write a report in a new or more effective way, then this is every bit a creative act.'

Creativity, which refers to the generation of ideas that are original and useful, and by extension innovation, which is the implementation of creative ideas, are highly valued at executive levels. In a study by the IBM Corporation, 1,500 chief executive officers from

around the world classified creativity as a leader's key quality. Creative thinkers such as Edward de Bono who look at creativity from a practical stance (and develop the tools to prompt it), have turned creativity into something akin to a muscle that can be exercised.

Baldacchino and Mangion both see creativity as a skill which can be taught and cultivated. If upper management wants to foster a creative workforce, there are tools and environments they can implement which will encourage it. But what helps creativity flourish?

MOTIVATION

Without the proper motivation, you can forget about any work getting done — let alone something creative. But motivation is far more nuanced than your pay cheque. Your salary is an extrinsic motivator. Another motivator is wanting to see a project through. For many creatives, there is a strong 'want' to see a project run successfully. This, coupled with an inherent interest in doing the task, can be a positive influence, especially in the business world.

This intrinsic motivation is a more powerful incentive. It's also known as passion, a fantastic motivator. Without a strong sense of passion for your work, the task at hand can quickly become a chore. Personal projects make us feel invested, leaving us excited because we want to rather than because ➡

A positive work environment is not limited to physical space. Being surrounded by a talented and supportive workforce helps to foster creativity.

we have to. Individuals are most creative when they find what they are doing interesting, satisfying, and enjoyable.

Oddly enough, in his study 'What makes the creative, creative?' Matthew Miggiani points out that expected rewards reduce intrinsic interest but unexpected rewards do not. Providing creatives (such as the author of this article *bats eyelashes*) with a bonus, or even a small gesture of gratitude can help motivation.

What about fear, I hear you graduates from the Stalin School of Management cry. While failure can be used to learn and develop new techniques, fear (itself an extrinsic motivator) can actively harm the creative process. Baldacchino points to Malta, where it seems as though everyone knows everybody else. Failure, like success, is easily visible and becomes widely known. This lack of anonymity and privacy may serve as a deterrent for creatives, and fear of failure often undermines creative and entrepreneurial activity.

Stepping out of the corporate world for a moment, imagine an art lesson where the teacher constantly criticises a student's work. This would stifle creativity. Instead of fear, an environment that supports its staff gives creatives the space to experiment and innovate.

ENVIRONMENTAL INFLUENCES

A study by Maryna Grechna (a former Master in Creativity and Innovation student at the Edward de Bono Institute) showed the increased reliance on staff's creative and innovative thinking abilities. This has encouraged organisations to nurture a positive work environment, one that allows employees to freely explore their creative potential.

Big technology companies like Google and Apple invest heavily in work environments that bolster their employees' creative output. Miggiani interviewed several creative directors. They point out that a physical environment that allows comfortable seating, light, good temperature, and the space to move around can contribute towards creative behaviour.

A positive work environment is not limited to physical space. Being surrounded by a talented and supportive workforce helps to foster creativity. One participant in Miggiani's study mentions how being around talent and



Dr Margaret Mangion
Photo by James Moffett

people that they like 'empowers' them. Being part of a supportive staff can allow creatives to psychologically relax and be happy. It might seem obvious, but Miggiani's research shows that being happy at work makes you more productive and instinctively makes you want to work more.

Research by Zelenski, Murphy, and Jenkins shows that 'at a trait level, happy people are more productive, and people are more productive when they are happy.'

Being surrounded by talented individuals, feeling that we are part of something bigger, and being part of an environment where we feel that we are valued is not only beneficial for our well-being, but allows us to fully realise our potential. It is the main reason why teachers go to such lengths to create a positive classroom culture in order to bring out the best in their pupils.

CREATIVE MANAGEMENT

During our interview, both Baldacchino and Mangion mention the need for a 'creativity champion.' Someone who drives the project and manages the entire process.

Think Magazine in March 2021 (Issue 34): 'Creativity in the Corporate Suite' (Cont.)



Dr Leonie Baldacchino
Photo by James Moffett

Miggiani points out that Creative Directors are meant to be enterprising thinkers that have an eye for detail with an avid business sense. Their central goals are to come up with novel ideas that can carry a company's brand, product, marketing, advertising, web, or media development objectives.

The creative team needs to be 'managed' in a way that is understanding and compassionate — in a way that does not negatively impact the team dynamic. Therefore, it is likely that a supportive leader will help employees be more creative. On the other hand, controlling, critical leadership inhibits creativity.


The key to management is finding people who 'fit' with the rest of the staff. Each individual brings something unique to the table. It is not just about replacing a skill set but maintaining the harmony within the entire team. While on their CVs, two candidates might be virtually identical, one might be a better fit because they contribute to the natural back-and-forth found in a creative space.

Baldacchino and Mangion also point out the misconception that structure is a creativity killer. Divergent thinking is the ability to produce multiple and unique solutions to problems,

and is what we often associate with creativity. Convergent thinking is the process of narrowing down alternatives to identify an ideal solution. Most of the time, convergent thinking follows divergent thinking and precedes innovation. An ingenious idea might quickly fizzle out unless a management structure exists to help keep a project on track.

Creativity is traditionally seen as an individual process: the lone artist painting. However, creativity often happens in team settings when individuals are motivated and happy in a supportive environment.

The business world is in constant flux, and managers are constantly faced with unexpected challenges (*cough* viral pandemic). Past success does not predict future improvements. Creative problem solving techniques are needed by top management, all the way down to the very bottom. That creativity is something that can be nurtured and taught to allow corporations to overcome such difficulties.

While great artists, writers, and musicians will always stand out as creative geniuses, we shouldn't let that stop us from cultivating our own creative talents. Sure, most of us might never reach the heights of Michaelangelo and Picasso, but by developing the right frameworks, we can train ourselves to become creatives, whether that's for our professional or personal lives. 

Further reading:

Grechna, M. (2018). *Exploring the influence of the creative environment on advertising creativity in the context of Maltese companies.*

Leonie Baldacchino, Vincent Cassar, & Albert Caruana. (2008). *Start-up Success in a Small Island State: A Study among Entrepreneurs in Malta. Island Studies Journal, 3(1), 73-96.* Retrieved from Publicly Available Content Database database. Retrieved from <https://search.proquest.com/docview/1953354201>

Miggiani, M. (2015). *What makes the creative, creative? A qualitative study about the creativity of creative directors.*

Business

Webinar discusses the rise of alternative finance for micro-entrepreneurs

The webinar was organised by DIFME in collaboration with the Edward de Bono Institute.

By Staff Reporter - March 16, 2021 10:20 AM



DIFME

DIFME (Digital Internationalisation and Financial Literacy Skills for Micro-Entrepreneurs), which is led by the Malta Business Bureau, in collaboration with the University of Malta's Edward de Bono Institute and partners in six other countries, recently brought several experts together for a webinar to discuss Alternative Finance for micro-entrepreneurs.

The speakers included Matthew Caruana, Manager of ZAAR Crowdfunding, Dr Ronald Kleverlaan, Director of the European Centre for Alternative Finance at Utrecht University, Daniel Debono, MBB Head of Brussels Operations, Jack Foley, economist and CEO at Fab Practice in Ireland, and Steve Ellul, Advisor at the Secretariat for Energy Enterprise and Sustainable Development. Marika Huber, DIFME Project Manager, and Dr Leonie Baldacchino, Director & Senior Lecturer at the Edward de Bono Institute, moderated the discussions.

Newsbook on 16 March 2021 (Cont.)

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After a short introduction from Joe Tanti, CEO of the MBB, Matthew Caruana spoke about Alternative Finance and how it has become the preferred option for micro-entrepreneurs seeking financial backing. He explained that securing a bank loan post the 2008 financial crisis had become harder, especially for smaller entrepreneurs with more innovative ideas, and said that of all alternative funding options, crowdfunding had gained the most popularity over the past few years. Dr Kleverlaan agreed and added that this was also the case in the Netherlands, where it had become increasingly common for startups to get funding through Alternative Finance.

Debono lamented the fact that nearly 30 years since the foundation of the European Single Market, free movement of capital remains underdeveloped, and that European entrepreneurs still relied too much on bank lending. He explained that through the Capital Markets Union project, the EU is aiming to bring down barriers and to boost alternative financing.

Foley elaborated by advising that in Ireland, banks were not the first option for startups since they invariably seek personal guarantees, which is rarely a good idea for micro-entrepreneurs.

While discussing this new trend and how it was developing in the Netherlands, Dr Kleverlaan said that there was a new crop of financial advisors who knew how to combine different types of financing, and he predicted that they would become more popular.

The last speaker was Ellul, who maintained that larger companies needed to invest more money and knowledge in startups, and not view them as money drains. He said that such investments would be beneficial to both parties and that larger companies should be seeking startups to invest in. He said that startups could share their ideas with the larger companies and, apart from the financial investment, they would in turn also gain the guidance of the more established companies.

The importance of mentorship was something all the speakers agreed upon. "Many budding entrepreneurs in Malta may miss out on mentorship opportunities due to a lack of awareness or fragmentation of information. In order to address this, one of the outcomes of the DIFME project is a new online **SME Hub** that brings together all the relevant incentives and support measures on offer," says Dr Baldacchino, adding that there are various mentorship opportunities in Malta, including ones by the Malta Business Bureau's Business Mentoring Programme, the University of Malta's TAKEOFF Incubator, and the Malta Enterprise Business Start scheme.

DIFME's SME Hub also offers an online course about financial literacy, cybersecurity, digital marketing, strategy, and other topics designed to help anyone thinking of starting a business, as well as students and those who are already in business. "The DIFME eLearning tool is open to all students and entrepreneurs and focuses on nine modules, four of them specific to financial literacy and the other five related to digital internationalisation," says Huber, adding that the course can be followed in one's own time and students are awarded a certificate upon completion.

To access the DIFME eLearning course, register [here](#) or send an email on info@difme.eu.

This content was supplied by DIFME

The Malta Independent on Sunday

Edward de Bono Institute Research presented at international conferences

5 Sep 2021

Over the summer months, academics and doctoral candidates at the University of Malta's Edward de Bono Institute for Creative Thinking and Innovation are presenting their research at various peer-reviewed international conferences on topics related to creativity, innovation, entrepreneurship and futures studies.

During the month of June, Institute director Dr Leonie Baldacchino and former student Nadia Boffa presented a paper on the role of intuition and analysis in entrepreneurial opportunity exploitation at the European Academy of Management (EURAM) annual conference.

During a Doctoral Colloquium, held as part of this conference, two of the Institute's PhD candidates, Kristina Buhagiar and Oliver Saliba, presented an overview of their research work in progress. Buhagiar is inves-

tigating how innovation in boutique hotels in Malta emerges through knowledge resources and capabilities, while Saliba is exploring the sense-making process of employees during innovation adoption.

Also in June, another of the Institute's PhD candidates, Izumi Nonaka, presented an indepth case study on the entrepreneurial orientation of a small Maltese business during the International Small Islands Studies Association conference organised by the Memorial University of Newfoundland in Canada. Additionally, Ing. Joseph Bartolo, who is conducting his PhD research on business model assessment, participated in pre-conference workshops held in connection with the Babson College Entrepreneurship Research Conference.

In July, Dr Petra Caruana Dingli pre-

sented a paper on the concept of creativity in the writings of William Morris at the Power of the Word International Conference VI: The Call of Literature. Later in the month, Dr Baldacchino and Dr Margaret Mangion delivered a presentation at the Southern Oregon University Creativity conference on the factors that contribute to creative career aspirations of Maltese secondary school students. This research forms part of a larger study that they conducted together with Dr Marie Briguoglio from the Faculty of Economics, Management and Accountancy on the impact of the Kreativ funding programme, financed by the Arts Council Malta.

Conference participation will resume this month with a presentation by Dr Mangion, Dr Baldacchino and Dr Briguoglio at the University of Bologna's Marconi Institute for Creativity on the measurement of

creativity through divergent thinking tests and another by Dr Mangion at the Aalto Creativity Symposium in Vaasa on how students in Malta perceive creativity and what attributes they link to this concept.

In October, Professor Sandra M. Dingli, Dr Baldacchino and Buhagiar will present a paper at the Business Model conference in Copenhagen on the use of the Scamper idea generation tool to instigate revenue stream innovation. Dr Caruana Dingli, Professor Dingli and Dr Lisa Pace will then present 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 on 18-20 October. Dr Caruana Dingli will also present a paper at the conference Rupture: A Historical Perspective organised by the Malta Historical Society on 27-29 October.

Finally, Buhagiar, Professor Dingli and Dr Pace will present a paper at the 13th international conference on Knowledge Management and Information Systems on a knowledge-based model of service innovation.

Dr Baldacchino expressed satisfaction at the Institute's active engagement in the international academic community: "This is crucial for maintaining the Institute's international reputation as a centre for excellence in our subject areas," she said. "It not only extends our networks and contributes to global scholarly debates, but it also ensures that our students benefit from lectures and tutoring that are informed by the latest research."

Applications for the October intake of the Master in Creativity and Innovation (full/part-time) are open until 30 September against the University of Malta's late application fee.

Students who successfully complete this programme are eligible for tax credits through the Get Qualified scheme offered by the Ministry for Education and Employment.

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The Malta Independent on Sunday

Exploring the Future of the Sustainable Blue economy

Science · Ecology
3 Oct 2021



Participants from the Sea-EU alliance universities, together with expert panel members: Prof. Alan Deidun (University of Malta); Dr Simeon Deguara (AquabioTech Innovia); Prof. Tonio Sant (FLASC/University of Malta); Dr Stephanie Vella (eCubed Consultants); Mr Karmenu Vella (Pro-Chancellor, University of Malta) and Dr Leonie Baldacchino (University of Malta, panel moderator).

The oceans and coasts are facing multiple challenges – we must be prepared to build and shape the future of the oceans through knowledge, innovation and sustainability. This was the subject of a threeday international futures boot camp organised by the University of Malta as part of the European University of the Seas, an alliance of six partner universities based in Brest, Cádiz, Kiel, Gdańsk, Malta and Split. Marine scientists, researchers and PhD students from the Sea-EU universities met at the University of

Malta's Valletta Campus to discuss new perspectives on the sustainable use of the marine environment and the role that science and research can play in achieving future trajectories for sustainable blue growth.

In his welcome address, Professor Frank Bezzina, pro-rector for International Development & Quality Assurance, emphasised the pivotal role that research and innovation play in transforming the blue economy towards sustainability and circular economy principles. This

also means investing in research and innovation that address the concerns of coastal communities and societal actors.

"Foresight and futures approaches enable us to identify novel ways of responding in an effective and timely manner to the imminent challenges that the oceans and coastal areas are facing," said Dr Lisa Pace, senior lecturer at The Edward de Bono Institute and technical coordinator of the futures boot camp. The participants explored

alternative futures for ocean sustainability and discussed research directions that could contribute to achieving these futures. Professor Godfrey Baldacchino, coordinator of the Sea-EU programme at the University of Malta praised the close ties established among the Sea-EU alliance universities and stressed that this prepares the groundwork for new and fruitful collaborations.

The futures boot camp was organised by the Edward de Bono Institute for Creative Thinking & Innovation at the University of Malta, in collaboration with the University of Split. The Edward de Bono Institute coordinates a Masters in Creativity & Innovation and students who successfully complete this programme are eligible for tax credits through the Get Qualified Scheme offered by the Ministry for Education.

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APPENDIX: APPRECIATION FOR PROFESSOR EDWARD DE BONO

University of Malta Newspoint on 10 June 2021

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World-renowned lateral thinker Edward de Bono passes away, aged 88

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The University of Malta wishes to salute the memory of one of its most successful and most accomplished alumni and Visiting Professor at the Institute for Creative Thinking and Innovation named after him, Prof. Edward de Bono, world-renowned academic and Father of Lateral Thinking. He passed away peacefully at 88 years of age, his family announced late on 9 June 2021.

Born in Malta, Prof. Edward de Bono received his initial education at St Edward's College, Malta, and the Royal University of Malta, where he achieved a degree in medicine. Then as a Rhodes Scholar at Christchurch, Oxford, where he gained a degree in psychology and physiology and a D.Phil. in medicine. He holds a PhD from Cambridge, a DDes from the Royal Melbourne Institute of Technology, and a LLD from Dundee. He has had faculty appointments at the universities of Oxford, Cambridge, London and Harvard.

He became interested in the nature and teaching of thinking while working in medical research investigating the self-organising nature of physiological systems. This led to his description of the behaviour of the mind as a self-organising system, (see his book Mechanism of Mind) and his interest in the development of lateral thinking to change perception.


Prof. de Bono originated many thinking methods that are widely used today. He originated the phrase Lateral Thinking—which has an entry in the Oxford English Dictionary. He described Parallel Thinking, also known as the Six Thinking Hats® method as an alternative to argument. He has written over 60 books and programmes, with translations into 43 languages, has been invited to lecture in 58 countries and has made three television series.

His ideas have been sought by governments, non-profit organisations and many of the leading corporations in the world, such as IBM, Boeing, BT (UK), Nokia (Finland), Mondadori (Italy), Siemens (Germany), 3M (Germany), NTT (Japan), GM, Kraft, Nestle, Du Pont, Prudential, Shell, Bosch (Germany), Goldman Sachs, Ernst & Young and many others. The global consultancy, Accenture, chose him as one of the fifty most influential business thinkers.

Director of the Edward de Bono Institute for Creative Thinking and Innovation, Dr Leonie Baldacchino, said that thanks to his many contributions in this field, including lateral thinking and the 'Six Thinking Hats', Prof. de Bono will be remembered across the globe as an expert in creativity. It is an honour for us as an Institute to continue to promote these methods, which are very important in every area of life, and thus continue to commemorate and honour his memory.


Below is a short clip of Dr de Bono speaking about creativity and the generation of ideas around his 87th birthday:

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COMMUNITY 13:48, 01 Mar 2022



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COMMUNITY 09:58, 28 Feb 2022

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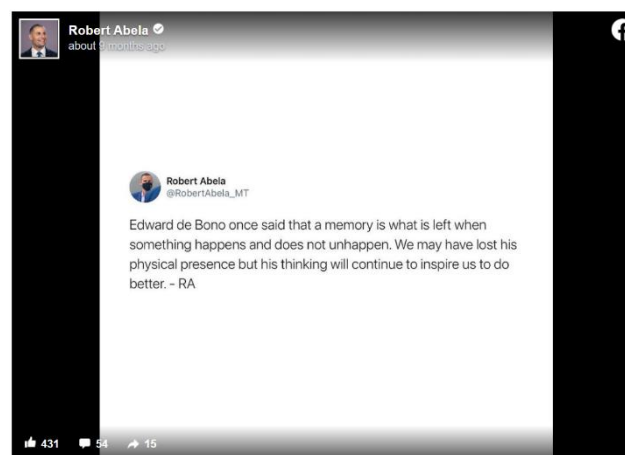
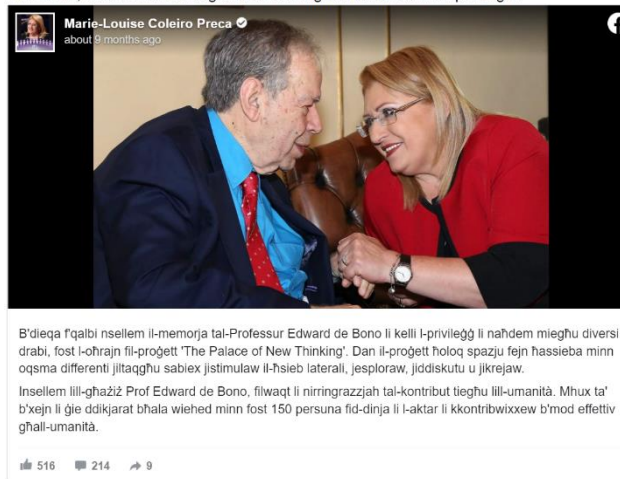
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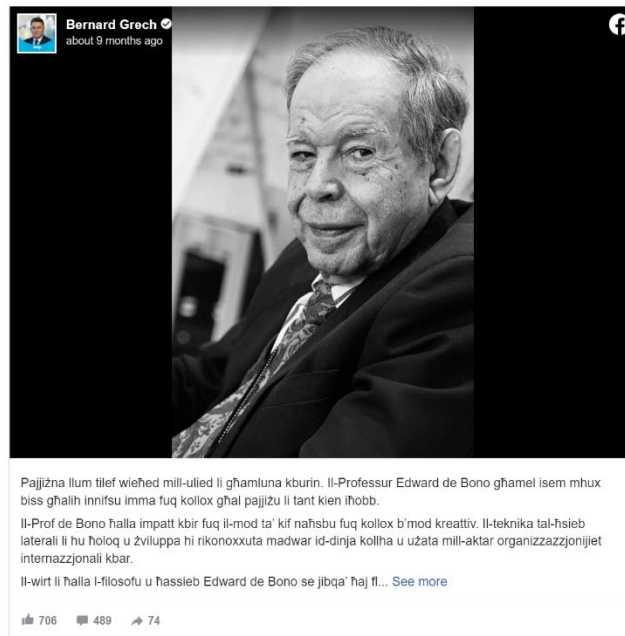
Edward de Bono from MALTA FILM on Vimeo.

Rector of the University of Malta, Prof. Alfred J. Vella, said that thanks to his invaluable contributions to knowledge, Dr de Bono's name will be held in the highest places across the globe and his rich heritage is something that will make us Maltese proud for a long time to come. "He will live on in the minds of many whose lives he has touched, and in the many ideas and theories he inspired. May he rest in peace, and sincere condolences to his family on behalf of the UM community".

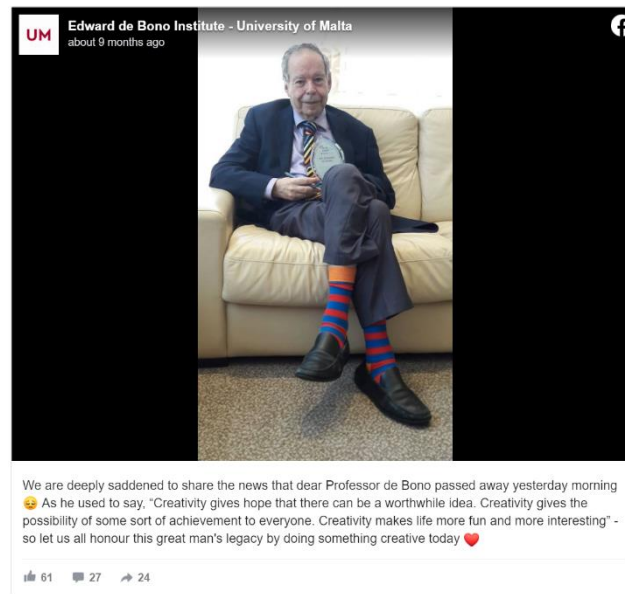
Meanwhile, tributes from colleagues and local dignitaries have started pouring in:



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TVAM Live TV Morning Programme on 10 June 2021



LOKALI

“Kien jishaq li t-tfal iridu jitghallmu jaħsbu, il-matematika u l-lingwa mhux biżżejjed” – il-Professor Dingli

Imiekk' Għujja 10, 2021 - Aggħarata 10 Ta' Għujja, 2021 10:05am



Wara li thabbret il-mewt tal-Professor Edward de Bono, il-aħħar 24 siegħa kienu bosta dawkk li fakkr u l-memorja tiegħu.

Waqf TVAM, il-Professor Sandra Dingli, li hija waħda mill-membri fundaturi tal-Istitut imsemmi għall-Professor de Bono fl-Università ta' Malta qalet li t-telfa tal-Professor de Bono hija telfa kbira mhux biss għal Malta imma għad-dinja kollha. Fis-siet, li marret bosta konferenzi madwar id-dinja u li kull darba kienet tistagħgeb kemm kien magħruf il-Professor de Bono mal-erbat irkejjen tad-dinja.

Il-Professor Dingli gibdet l-attenzjoni għall-fatt li l-Professor de Bono kien jishaq li fl-edukazzjoni, b'mod speċjali mat-tfal, huwa importanti li dak li jkun jitghallm il-hila tal-hsieb. Fi kliemha, il-Professor de Bono kien jemmen li l-enfasi fuq il-matematika u fuq il-lingwa mhux biżżejjed.

Hija żiedet li fil-fehma tagħha l-Professor de Bono kien jishaq meta beda fil-qasam tal-hsieb kreattiv peress li kien għadu suġġett għid għalkollox.

Edward de Bono miet fl-ghomor ta' 88 sena. Ismu, kien sinonimu mat-teorji tal-hsieb laterali u kien akkademiku magħruf internazzjonalment għal metodi ta' hsieb li jwasslu għal ideat innovattivi.

SOCIETY AND PEOPLE OBITUARIES

Appreciation

Edward de Bono (1933-2021)

SANDRA M. DINGLI,
LEONIE BALDACCHINO
and MARGARET
MANGION

'If you think creativity is a mysterious gift, you can only sit and wait for ideas. But if creativity is a skill, you ought to learn it' (Edward de Bono).

Edward de Bono passed away on June 9. He lived a rich and rewarding life, during which he travelled extensively around the world, sharing his inspirational ideas with world leaders, people in business, educators and anyone else interested in improving their thinking skills.

The professor was honoured with the National Order of Merit by the then president of Malta Ugo Mifsud Bonnici in 1995 and he is often referred to as 'the Lateral Thinking guru' as he invented this concept which found its way into the Oxford Dictionary. However, there is a great deal more to de Bono than first meets the eye. His original contributions to education, management and training are remarkable and they deserve increased recognition.

He was always curious and inquisitive. While at school in Malta, he bypassed a class, was the only student who was given a key to the school's laboratory, and was one of the youngest persons ever to graduate in Medicine from the University of Malta. This was followed by a Rhodes scholarship to study psychology at the University of Oxford. His education led him to reflect on how the human brain works: as a self-organising information patterning system.

The evolution of de Bono's thought started with the publication of *The Mechanism of Mind* in 1969. This is one of his most original and inspirational



PHOTO: THE EDWARD DE BONO INSTITUTE

texts which provides the basis for much of his later work. In this publication de Bono describes, often in metaphorical terms, how the human brain functions and how it processes information.

Since then, he has been acknowledged as a creativity expert in all the four corners of the world. Besides coining the term 'lateral thinking', de Bono's obsession with the futility of argumentation led him to come up with the term 'parallel thinking' and the world-renowned 'six thinking hats' to counteract the negative tendencies of argumentation and conflict.

De Bono published over 80 books, which may be divided into three main categories. The first are provocative books which advocate for paradigm changes, some of which may sound preposterous at face value, but which embody a serious underlying message. The second are books on education,

aimed at including 'the direct teaching of thinking' as a subject in schools. The third are self-help books which target the management or broader market, many of which have achieved international best-seller status.

"De Bono generously shared his ideas with countless people all over the world"

The provocative books include *Why I Want to be King of Australia* (1999), which attempts to motivate Australians to seriously think about their future in the 21st century, and *The de Bono Code Book* (2000), which addresses the inadequacy of language by presenting an international language with numbers representing various thoughts and concepts.

H+ (plus) *A New Religion? How to Live Your Life Positively Through Happiness, Humour, Help, Hope, Health* (2010) is yet another provocative piece of work. Here de Bono proposes a framework for living by means of conscious positive actions ('pons') which result in a sense of achievement and self-confidence, and the motivation to make the world a better place through changing outdated paradigms. His originality and fertile imagination are clearly at play here.

Most educational and self-teaching publications, such as

Teach Your Child How to Think (1992) and *Teach Yourself to Think* (1995) include practical exercises to improve the skill of thinking. de Bono strongly advocated for 'operacy' - the skill of thinking - as a third gateway for success in education, together with literacy and numeracy.

The *Dog Exercising Machine* (1970) and *Children Solve Problems* (1972) are two iconic, playful and original de Bono publications which reveal his interest in education in the early days. The 1970 publication presents drawings submitted by children who were asked to design a dog exercising machine. The second exhibits children's ideas related to assigned tasks, such as how to weigh an elephant and how to design a sleep machine. These reveal how young children tend to be totally uninhibited when coming up with ideas, which tends to diminish over time as they move through the educational system and become more cautious where censorship and right and wrong are concerned.

The numerous publications de Bono authored in the management field include two original publications, *Sur/Petition: Going Beyond Competition* (1992) and *Simplicity* (1998).

In *Sur/Petition*, de Bono suggests that competition is necessary but insufficient for business to survive: 'Success requires going beyond competition to sur/petition' (pp.viii-ix); 'Instead of running in the same race, you create your own race' (p.xi). Its originality lies in the methods it provides for

organisations to generate value by moving beyond the competition, rather than simply reacting to it.

Simplicity (1998) is de Bono's reaction to increased complexity with regards to devices and legislation. In a provocative and unique de Bono fashion, the book starts by directing the reader to page 279 where 10 rules of simplicity are presented. It ends with an appendix that suggests the setting up of 'The Edward de Bono National Simplicity Campaign', including a yearly 'Simplicity Day' when thoughts related to simplicity are shared.

Bonting: Thinking to Create Value (2015), published in Malta by Kite Group, is one of de Bono's latest books. The term 'bonting' is derived from the Latin word *bonum*, which means good, and which allows for the creation of value through constructive and creative thinking. This publication also exhibits a number of de Bono's provocative ideas. One is that there ought to be one moment in the day when people are allowed to propose 'preposterous suggestions, crazy ideas and provocations' which 'need not be taken seriously' (pp.293-94). The idea behind this is clear: too many crazy ideas which may contain value are unjustly censored, generally due to fear of rejection or unfair criticism. Some value, which could be of benefit for humanity, may emerge from them.

De Bono generously shared his ideas with countless people all over the world, including at The Edward de Bono Institute for Creativity and Innovation, where he delivered regular workshops and seminars since it was set up at the University of Malta in 1992.

We are proud to form part of his exceptional legacy, and grateful for his intellectual contributions. He has been a constant inspiration for us and our students, and we are privileged to have known this exceptional and unique person who has been our mentor, colleague and friend.

Our sincere condolences go to his family, particularly to his two sons, Caspar and Charlie, and their families.

Sandra M. Dingli set up The Edward de Bono Institute for Creative Thinking and Innovation at the University of Malta and was its first director. Leonie Baldacchino is the current director and Margaret Mangion is a senior lecturer at the institute.

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