# Progress of the Creative Industries Global Network: Performance and Growth



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**CIGN**
CREATIVE INDUSTRIES GLOBAL NETWORK

*Thank you for inviting us back to the*
*International Circle to provide an update*
*on the activities of the*
*Creative Industries Global Network project.*

# Partner institutions

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# Progress of the Creative Industries Global Network: Performance and Growth

- **It recently became apparent that the project's growth fit very well into the model for team progress outlined by the American Bruce Tuckman.**

- **Groups that work together over a lengthy period tend to follow the same pattern of behaviours.**

# Introducing Bruce Tuckman (1938 -- )

- **Director of the Academic Learning Lab at Ohio State University**

- **Tuckman's article "Developmental Sequence in Small Groups" (pub. 1965)**

- **A business classic**

- **Current work involves student motivation factors, including goal-setting, planning and incentives to influence self-regulatory behaviours in students (including avoidance of procrastination).**

- **Most groups undergo four stages of development if the team exists over a lengthy time period.**

- **Tuckman's four stages of team development:**
  - **Forming**
  - **Storming**
  - **Norming**
  - **Performing**

**And….**

  - **Adjournment or Mourning**

# CIGN Project Phases

1. Research (October 2014 – February 2015)

2. Module identification (April – July 2015)

3. Module development (July 2015 – March 2016)

4. Field testing  (March – April 2016)

5. Implementation May 2016 (continuous)

6. Evaluation (September – November 2016)

# 1.0 Forming

- **Pre-existing relationships between the partner institutions**
  - **Faculty/staff visits and exchanges**
  - **Student exchanges**
  - **Joint research projects**
  - **Common goals (and issues)**

- **Developing interdependence**

- **Developing mechanisms to deal with conflict**

# 2.0 Norming

- Norms (whether written or unwritten) help the project to the next stage which involves inviting others to participate in this and future projects"

- Having common goals

Achieved norms:

Tact, patience, how to deal with at least five different languages, across several different time zones, standardization of methods and tools, internal and external communication

# Project Goals:

- **Enabling education for cross-media design and production across borders and languages**

- **Developing curricula and methodologies**

- **Assessment of course modules**

# 3.0 Storming

- "Storming" in groups can occur at various points in the process.

- Fortunately, internal storms have been few, but the external storms can arrive at any time, and from a variety of sources:

  - Elections of new political leaders, terroism attacks

  - Local changes

    - changes in university leadership

    - new curricula

    - changes to local budgets

- **Internal and external program reviews**

- **Keeping to timelines**

- **Our goals are clear, relationships are established well and we move forward, facing the storms as they come**

# 4.0 Performing

- **Workshops in Ghent (2015), were evaluated as being highly successful**
- **Achieved goals of sharing best practices and expertise of participants from HEIs from Belgium, Canada, Croatia, Germany, Lithuania, Scotland, Sweden, Switzerland, and the United States.**
- **Final day of the three-day workshop identified areas for possible future cooperation.**

- **Management team meetings followed in Vilnius, Lithuania, Edinburgh, Scotland (2016)**

- **IC Leipzig (2016)**

- **Submission of Report 2 to EU**

- **Management meeting in Stuttgart (November 2016)**

**Presentations and publications:**

- **Refer to the CIGN web site:**

    **www.cign-education.eu**

# Development of CIGN modules (theory and/or practice-based):

- International/Collaborative Cross Media Production Project
- Market awareness in International Cross Media Production.
- Entrepreneurship
- Multi-platform Creative Production
- Media Literacy (Media Technology/IPR/...)
- Critical Thinking: Research and Knowledge Transfer
- Narrative Construction
- Environmental/Sustainability Art & Design (Packaging)
- Image Processing
- Two practice-based modules (Ryerson)

# Tuckman's Revision (with Jensen, 1977)

- **What happens to successful teams once the project comes to an end?**

- **Tuckman and Jensen extended the original model to include two logical options at the end of each project.**

# 5.0 (Option A) Mourning

**This stage occurs when a group reaches the end of its mandate and decides to disband**

- **May be a planned ending**

- **May be a forced ending**

# 5.0 (Option B) Adjourning

- **Occurs when a team reaches the end of the mandate, but decides to continue**

- **May involve re-forming the group with the same partners**

- **May involve re-forming the group with additional partners**

**This is where we believe the CIGN group is heading**

And now, some words from
the CIGN Project Leader,
Tommie Nyström:



May 4th and 5th, 2017

# INVITATIONS and a REQUEST

**The CIGN team is seeking a few faculty members in specific areas to evaluate course modules. This will involve reviewing each module and responding to a modest number of questions on an evaluation form.**

# THANK YOU

**For your support and input**