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EXPLORING INSPIRATION ECONOMY

Edited Book

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Definitions

- **Inspiration Currency**= *A means to deliver and measure inspiration in order to make from it larger significance to influence without power.*
- **Inspiration Engineering**= *Finding inspiration currency and mapping its opportunities inside the organisation or the targeted community, thus using it to overcome challenges and discover more possibilities for outcome and legacy.*
- **Inspiration Economy**= *there are outcomes or secret formula revealed through lab, that can or would create a change in a specific setting, community, country status or statistics and in the same time would change those involved to believe about their hidden powers and in their ability to influence others with external powers.*
- **Problem Solving**= *Finding opportunities inside problems and overcoming challenges that leads to inspiration currency.*
- **Problem**= *A gap in the ability of finding inspiring opportunities where you want to be and you do not know how to cross that gap, you have a problem.*

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Keywords

1. Coexistence
2. Corporate Governance
3. Development
4. Education
5. Family Business
6. Future Economies
7. Ideation
8. Influencing without Power
9. Inspiration
10. Inspiration Currency
11. Inspiration Economy
12. inspiration Engineering
13. Inspiration Labs
14. Inspiration Productivity
15. Intolerance
16. Intrinsic Human Capacity
17. Lean Governance
18. Mindset
19. Observation
20. perseverance
21. persistence
22. problem solving
23. Productivity
24. Reflexivity
25. Resilience Economy
26. Socio-Economy
27. Woman Development
28. Youth Development
29. Youth Economy

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Abbreviations

Differential Diagnosis (DD)
Family Business (FB)
Gulf Cooperation Council (GCC)
Influencing without Power' (IWP)
Inspiration Currency (IC)
Inspiration Economy (IE)
Inspiration Productivity (IP)
Lifelong Learning (LLL)
Non-Profit Organisation (NPO)
Overall Inspiration Competitiveness (OIC)
Quality of Life (QoL)
Resilience Economy (RE)
Knowledge Economy (KE)

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Introduction

The study of the Inspiration Economy (IE) framework by the knowledge community is still in its infancy, especially the need for such deeper work as explored by the work of Thrash and Elliot (2010; 2004; 2003) and the Handbook of Inspiration Economy by Buheji and Thomas (2016). The review of literature shows that the body of knowledge haven't so far established a robust theoretical framework that guide researchers from a holistic perspective on how IE can be approached by researchers.

This edited book is collective of published papers and articles in different peer reviewed journals and conferences. The idea behind this work is to show and follow the progress of IE as a developing socio-economic concept. It is a reference for researchers and practitioners interested to understand how IE have developed and what are the potential coming research.

The book is divided into three main parts, as it is shown in Figure 1 below.

Figure 1: Book Main Parts



The first part give understanding of what is IE, via four main chapters, the **first chapter** give a holistic review of IE. As the world is trying to discover what would be the shape of the highly needed next economy and socio-economy, this study comes to explore the possibility of a framework that would holistically address the different IE driven constructs that already presented by the researchers and authors. With the development of humanity and fast rhythm of a knowledge based economy; inspiration is becoming more essential factor for development.

This **first chapter** aims to address a general question: how IE can be approached by researchers? In seeking an answer to this simple question, the chapter has two objectives: First to review how researchers are seeing the constructs of IE framework, taking into account the available literature review; second to develop recommendations about the research that would contribute mainly to unleashing the constructs of the coming IE.

The **second chapter** targets to leave the reader with more understanding about problem solving in inspiration labs, as the problem solving have always been related to every discipline creativity, breakthroughs, development, disruption, innovation, learning, knowledge, agility, resilience and most of all inspiration. In IE and inspiration engineering however, problem solving can take further meaning in that problems, complexities and challenges are sources of insights, persistence, perseverance and most of all better visualization over time.

This **second chapter** investigate the problem solving journey and see how inspiration labs contribute to the developments in tackling complex socio-economic issues.

An investigation of the problem statements in the different inspiration labs carried out in the last five years is done to evaluate the importance of problem statements in creating effective solution.

Chapter three is dedicated to introducing the IE currency. With the continuous economic instability and the increase of uncertainty in all the issues of socio-economy, the world is looking for diversification of currencies that help human beings' development. With limited research coming up yet on inspiration based economy, the currency of inspiration is becoming more important performance indicator.

This **third chapter** review and investigates the role of the different currencies in all the types of the coming economies that are creating a transformation from traditional thinking to more of a transitional thinking.

Chapter four presents one of the main techniques in IE which is 'Influencing without Power' (IWP), and which can be considered as one of the sources of the currency of inspiration. The chapter apply IWP on a complex case of a country shortage of hospitals emergency beds and how this can be solved in inspiration driven economy. A comparative reference is done by the authors to what the literature on IWP focus compared to what IE IWP originally presents to the body of knowledge. In this chapter, an IWP case study shows how sources and currencies of inspiration can be created in a regional hospital with a problem of emergency patients beds scarcity which is under high increase demands. The hospital was selected to experiment the concept of IWP, i.e. to solve the problem without the utilisation of extra power or resources. The research method

consists of the analysis of the case-study specifically in its role in creating positive influence through approaches that shows how the waves of influence are triggered and what results or outcomes it creates. A discussion is done on the differentiation that inspiration labs offers to the knowledge community in comparison to current literature about IWP or its resources, or the type of authority addressed.

In the **second part** of this book the background of IE methods are discussed in four chapters. The first chapter of this part, **chapter five** gives an understanding of the role of 'Inspiration Productivity' (IP), be it for individuals, organisations and/or societies. IP have been studied very closely for its role in creating definitive growth and development in any variables it interacts with. However, still there are scarcity in literature about a productivity that is less dependent on resources and yet lead to radical and/or sustained competitive development.

This **fifth chapter** explores IP as a new concept and investigates its ability to create realised outcome. This chapter is designed to show how IP helps in creating productivity development towards an independent and interdependent socio-economy. Challenges towards transforming towards IP is discussed. A small case study is taken in dormitory school to illustrate how IP could change the targeted community outcome and desire to leave a legacy in life.

Chapter six explains method of reflexivity in applying IE research and how it changes the game to make the research groups more investigative researchers. The overarching aim of this **chapter** is to extend and examine the way in which the IE can be applied in different contexts and countries, bearing in mind how social and cultural contexts

influence the way in which research methods and fields are utilised. This is achieved through a reflexive analysis of a research study in the context of Bosnia and Herzegovina. The originality of the method focuses on the involvement of research groups in collecting and analysing data with minimal resources. Besides this work clarifies the role of mentoring in inspiration labs which gives group members greater ownership of the process, passion on achieving results and persistence on reaching outcomes.

Chapter seven give a literature review of application of Differential Diagnosis (DD) in IE, as in an instable economy and societies that are full of turbulent challenges were is needed to solve problems and create opportunities in a disruptive way. DD as a technique, first used in medicine, found to play a great role in helping investigators to distinguish between a particular cases, or conditions from others that of similar features.

This **seventh chapter** reviews the best practices of DD and how it is applied in medicine and then shed a light in its analogical application in diagnosing problems and challenges in socio-economy to find from it opportunities that can create an inspiration based economy.

The final chapter of the second part –**chapter eight**– builds the bridge between resilience and IE. The focus here is about understanding mechanisms of Resilience Economy (RE) first, via live application on a complex business model, to show how resilience make the models more independent and thus ease the road towards more inspiration drive economy. “Resilience” and “Socio-Economy” concepts are both have been re-discovered by many researchers from different disciplines in the last few years as it answers the

demands for sustainable dynamical systems and way of thinking that need to be addressed to rehabilitate different problems in world today.

This **chapter -eight-** reviews the concept of resilience through a proposed mechanism that find opportunities in problems. An application of the proposed resilience mechanism is implemented on the water supply services network, to compact this public service huge water loss and leakages which became a challenging problem for many countries. A resilient mindset is tested to face this problem that water utility authority companies all over the world, but with varying magnitude, is reviewed. Being a complex business model, going through different challenges in many developed and developing countries, resilience mechanism is applied to identify how to improve the capacity of the system and make it more resilient without increasing its expenditure or affecting its supply stability. This explains to a great extent the relation on resilience with IE.

The **third part** of the book is about deploying and applying IE in its organizations and communities. This part also includes the future of world with effectively implemented inspiration driven economy. This part contains six chapters. Which give different case studies and examples. It starts in **chapter nine** with case study that illustrate how researchers search in organizations and communities for the inspired people and how to bring in more people to discover their inspiration. The case shows an example on how to search for inspired students, and how to measure youth inspiration in a high school. Besides its generic importance for all the organizations that strive to measure inspiration, this case is particularly important

for education researcher and practitioner as it fills a gap in pedagogical literature. In fact, it is even very hard to find good references about measuring students' inspiration. The research shows that student inspiration, so far, have nearly been totally neglected in the criteria of schools expected outcome. Inspiration, as the case presents, is not yet a measure for the return of investment on education. Along the educational journey, in many schools that are considered to be competitive, students never been challenged to explore their sources of inspiration.

This **ninth chapter** investigate therefore the data for more than 17000 high school students, after exploring and piloting the basic criteria's for students' inspiration. The **chapter** addresses what are the situations, the conditions and practices that help in creating waves of inspiration; to create more inspiring students.

Chapter ten shows the practicality of applying Inspiration Currencies (IC) strategically. An example is debated on what is and how IC can be applied in woman development programs. The paper of this chapter shows what is the differentiated socio-economic outcome a non-profit organisation can bring to its community and how it would help it to fulfil its goals more effectively. IC in this chapter is presented to show the alternative currencies that depends on the 'intrinsic human capacity' such as Knowledge Currency, Innovation Currency, etc. In this chapter, researchers focus on studying Inspiration Currency (IC) on an organisation focused on 'woman development' in the Eastern region of Europe.

Chapter eleven gives another example of applying IE in Family Business (FB) business models and it helps these

businesses setups to transform towards lean governance. A comparative study between Arab and Japanese FB's culture and outcomes is done to illustrate the importance of adopting IE to enhance the length of lives of the FB's. The chapter shows how IE would help to overcome the FB's serious continuity challenges to maintain their legacy for more than a third generation. IE role in creating lean governance is discussed in detail to enhance the pillars of these important socio-economic entities. A comparative study is conducted to explore the uniqueness of lean governance that makes Japanese FB's the most sustained organisations in the world and which secret of Japanese sustained resilience and inspiration for more than half a century now. The findings indicate that family business need to adopt more lean governance practices that can help to sustain its legacy to more generations yet also keep up with capacity development needs.

The **final chapter** of this book leave us with one of the coming concepts that supports the realisation and development of IE. Similar to RE, here Youth Economy is presented as one of the important coming concepts that would support the existence of IE. This **chapter** investigates the importance of 'Youth Economy' and youth role in developing, innovating, exploring and solving socio-economic issues. Cultures, communities and countries are measured today by their ability to optimize the benefit of youth towards the economy. Creativity and the ability of youth spirit towards creating a more sustainable socio-economy is very important to a world full of uncertainties. The empirical study investigates the importance of youth based economy is raising the capacity for any community

with brings waves of new spirit and energy that would lead to highly differentiated development.

The **chapter** study the role of youth economy in solving socio-economic challenges, such as the deteriorating Quality of Life (QoL) programs in many communities. The study debate about how youth can shift from impact to outcome through engaging more in socio-economic programs and putting strategies that deals with them as valuable national socio-economic assets.

All in all, this edited book will take the reader through its different case studies and researches and how an inspiration based economy can be realized. Hopefully soon!

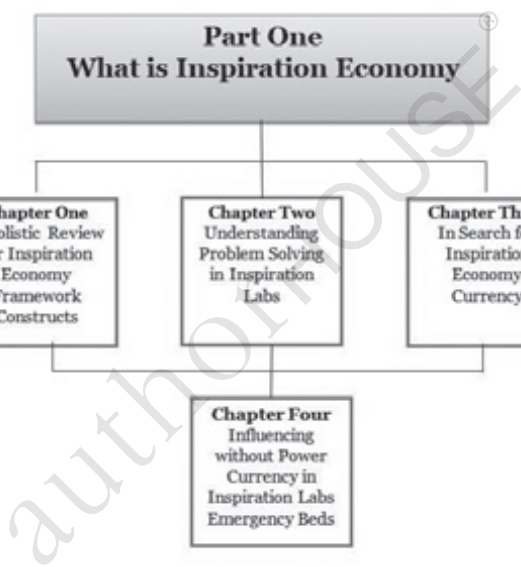
Part One
What is Inspiration Economy

Chapter One
A Holistic Review
for Inspiration
Economy
Framework
Constructs

Chapter Two
Understanding
Problem Solving
in Inspiration
Labs

Chapter Three
In Search for
Inspiration
Economy
Currency

Chapter Four
Influencing
without Power
Currency in
Inspiration Labs
Emergency Beds



CHAPTER ONE

A HOLISTIC REVIEW FOR INSPIRATION ECONOMY FRAMEWORK CONSTRUCTS¹

Introduction

Prior to this the work Thrush and Elliott (2004, 2003) deep understanding of inspiration, researchers have sailed in lots of areas in relevance to inspiration, however in scatter ways. So, far there are limited focused research that stayed within “the what” and “the how” of inspiration and its relevance effect on the socio-economy.

On the basis of literature review, this chapter first discusses the definition of inspiration, background and research foundations of IE so far. On this basis, the researchers study types of constructs and their specific implications. The chapter ends with recommending several promising areas for future research with focus on suitable constructs promising for an IE.

¹ Buheji, M and Ahmed, D (2017) **A Holistic Review for Inspiration Economy Framework Constructs**. Journal of Social Science Studies, Vol. 4, No. 1 - ISSN 2329-9150. (pp 236-244), <http://www.macrothink.org/journal/index.php/jsss/issue/view/528>

Definition of Construct

The Cambridge Dictionary defines construct as things that would help to build something or put it together, or the make of different parts that would form something whole.

In a research context, the term construct refers to the characteristic or trait that is being evaluated. Some examples of constructs are indirect as to measure the intelligence levels, or level of satisfaction. Other type of constructs measure reactions to certain instances. This research explores all these types of constructs to ensure they would help to build the framework the coming IE, Lavrakas (2008).

Literature Review

After the development of many inspiration theories there are still gap in literature that show that inspiration is not yet understood as life make or break concept. Even though different researches in the recent years such as the one of Buheji et al (2014) and before that Thrush's and Elliott's (2003 and 2004) focused on the importance of inspiration approaches to enhance the value of self-realisation, self-worth, self-value and self-independence.

Importance of understanding the constructs of inspiration

Inspiration may have been conceptualized in terms of both its purpose or function by Thrash and Elliot (2004) and later Thrash et al. (2010). Inspiration is found to motivate the transmission of newly appreciated qualities

of the evoking object and is found to be a good mediator with different variables. A creative idea may inspire an individual to bring the idea into fruition in the form of a creative invention, or a tangible product and/or service. Thus, inspiration is considered, by Thrashes team at least, to be a motivational response to many creative ideas.

Inspiration can explain the transmission that happens with certain levels of ability to transform a society or come up with different innovations. Many studies need to be developed to explore how inspiration approaches can transform from i.e. being situational, to a self-driving force and then to cognitive and non-cognitive power (Buheji and Thomas, 2016; Simonton, 2003; Baas et al., 2013).

Devoldere et al., (2014) mentioned about Life-long learning as being an important construct for IE. Inspiration as seen by Devoldere is focused on the adoption of ideas generated upon the crossovers created between different contexts.

Importance of Holist Approach to Inspiration

Life cannot develop with specialization and sub-specialization only. Life needs both specialization and non-specialization tracks and hybrid paradox tracks that make us see the big picture. With a specialization track one can only solve important complex life problems, and with a hybrid track only, achieved detailed can be planned developed inspiration. Therefore, both are needed. Buheji et al (2014).

Today, however, due to life being on a fast basis of development and due to special tracks education in most countries has lost holistic thinking, which is a main source for inspiration. Due to its power, holistic thinking can

uncover blind spots around us. This holistic thinking used to be the source of excitement for many scientists between the time of Ibn Sinatill and Einstein.

Recent work of researchers as Thrash and Elliot (2003) and before that for Solomon (1983) in Inspiration shown that people with proactive stimulus often outperform those under-inspired in both quantity and quality.

Inspiration Economy research so far

IE is about creating a life system and a way of being, not just doing. Inspiration legacy focus on practices that are in one part is about “being“, and two parts “doing“. So, one could confirm that the IE research is still in its infancy compared to practical development.

Inspiration driven constructs that are related to issues of socio-economy and applied research are increasing slowly more and more every day. Those societies whom have used the real benefits of Knowledge Economy (KE), like advanced European societies, started to see the rational of being a source of inspiration rather just being efficiency focused (Feurstein and Schumacher, 2008). Thus the scarcity of deep research in the area of IE, so far, create a clear gap for a research that would ease exploring the constructs of such IE framework in different societies.

Methodology

The researchers collected observations on the constructs of inspiration and its effect the socio-economy from all papers presented in IE Forums during the year 2015/2016.

Approaches towards inspiration from papers presented in five consequent forums on IE in the years 2015 and 2016 in different countries in the world. The papers were investigated after carefully going through their theme. The papers were mainly differentiated into four categories using the directions of Ketcham and Crawford (2007).

The methodology focused on categorising the paper based on the constructs of IE and not based on “the what is” and “the how” inspiration. This methodological choice is justified by the study aims, and reinforced by other studies applied in investigating approaches to a phenomena (Elliot and Thrash, 2010).

Category 1 research- Constructs that focused on Aspiration and its effect on inspiration based economy:

Paper here were trying to define boundaries of inspiration. Some researchers found that many aspiration fails because it never achieved the critical mass and thus failed from the first steps. People differ in their aspiration because they can see the big picture thus would strive more to find even more challenging opportunity to achieve to that visualisation. This supports the work of Thrash and Elliot (2003).

To illustrate type of papers under this category there was some papers that focus on the type of challenges that faces those strive towards inspiration, including entrepreneurs. Some, paper tried to address what block our inspiration and what triggers. Certain papers tried to investigate how aspiring ideas managed to inspire and influence societies.

What is interesting is that in all the forums different

papers focused on the empowerment of youth to create better observations that excite the mindset. Where mindset involves mind's predisposition to certain ideas, values, people and systems. Other papers seen that the main differentiation of inspiration comes from loyalty and willingness that enhance organisational memory by 80%, in comparison to rewards system which guarantees only 20%.

It is worth to note that aspiration construct caused by technology impact and its development shown of limited importance to inspiration, as per the 70 papers presented in these specialized forums. Some authors seen that role of passivity i.e. not saying the real point of view to avoid consequences or contradictions, or avoid being alienated or misinterpreted; controls people inspiration. Avoiding trying, speaking up, as shown by different authors means people avoid inspiration. Other authors discussed how to move from production or development where people would follow their aspiration to personhood where people would follow their actual personality who they are.

Category 2 research- Constructs focused on How Inspiration strengthen insights and proactive thinking:

Inspiration in difficult times or in how to overcome difficult times was discussed by many researchers in all the 3rd, 4th and 5th forums as part of the main theme. However, most the research presentations and papers found to be in the area of how inspiration helps in setting the mindset that would overcome the behaviour, the emotions, the thoughts and environmental challenges.

Most of the papers discussed about the having persistence as a construct to inspiration and thus a very

important variable for IC. Other papers focused on the type of inspiration that would strengthen our insights. Recent papers also discussed about the competitiveness of Individuals and societies due to role of inspiration in Lifelong learning (LLL) and in creating positive change, including the role of inspiration in human development.

Category 3 research – Constructs focused on the sources of Inspiration:

Many researchers mentioned about the traditional sources of inspiration, however certain research papers shown that such sources of inspiration are not fixed and it cannot be easily determined. Inspiration can be triggered as certain researchers comes from traditional known framework or understood norms. As per certain researchers these construct sources usually differ in their strengths of impact and influence. Some of these sources of inspiration constructs open up new perspectives and thus create a real change in one mindset. For example, an Egyptian professor of Zuwail Technological City seen that inspiration waves can be created through the university way of teaching in turbulent society. Others focused on the sources of well-being and immunity as a source of inspiration in building organisational spirit. This support the work of Thrash and Elliot (2004) on inspiration core characteristics, besides Thrash, et al. (2010) on the role of Inspiration and the promotion of well-being.

Certain papers focused on inspiration external sources (as family, environment, community, education, etc.), others seen that inspiration caused from within as (processes,

practices that change mindset) would be a source for creating learning and raising the individual and society capacity.

Learning by doing i.e. learning from failures, holistic thinking, reflections, interactions, or even learning from formal educational setting found to be also favourable constructs in relevance to creating an inspiration based socio-economy.

Category 4 research – Constructs that focus on how inspiration influence societies:

Researchers here tries to look at different constructs from new perspectives that would have an influence on societies and then the economy. Certain researchers covered how the power of visualisation increased curiosity and focus that helped more inspiration to bring in better ideation. Other authors seen that how inspiration have a pain and how pain enhanced ideation is an important construct for better socio-economy. Other construct focused on learning from healthy falling which is thought to trigger further inspiration. Under this area of research constructs as challenges and changes was highly linked to inspiration.

Category 5 research- Construct of Ideation as part of better economy:

The researchers discussed here mainly how ideation, as a construct created the stimuli of inspiration. Ideation was seen a meaning making process that comes from action. Process of internally examining and exploring an issue of concern, triggered by an experience, which creates and clarifies the meaning in terms of self, and which results in a changed conceptual perspective. Ideation, as a construct in

relation to fostering creativity, innovation and inspiration was also presented by certain researchers.

Role of meditation in the inspiration approach was discussed in detail as it is a main source of the construct of ideation process. Other papers covered the role of the humanities and arts in creating the ideation process. Other type of papers focused on youth ideation construct.

Category 6 research- Construct on Inspiration role to success:

Inspiration, as confirmed by certain researchers, found to lead to game changing and thus give fresh source of ideas that comes from different channels.

Researchers focused on importance of studying how inspiration changes the role of the of the game from competitiveness to differentiation, profits and ability to create inspiration.

Synthesis of constructs of six type of research

Even though most of the research papers were easily segregated and categorised into the following types constructs: aspiration and the journey of inspiration, inspiration insights and inspiration sources, inspiration influence, the process of ideation, inspiration and the creation of success stories; however, many papers presented carried a sense of confusion compared to Buheji and Thomas (2016) handbook.

One of the repeated confusion observed in setting the constructs was the mix-up between inspiring and inspirational. Researchers found to use more the word inspirational which usually means an intent based state,

while word inspiring was meant to reflect the effect of inspiration. In order to reflect the main keywords that create the constructs of all the 60 papers reviewed, the researchers set Table (1) to compare the repeated keywords between each of the categories researches defined.

Table (1) Main and Secondary Keywords of Inspiration Constructs

<i>Paper Category Type</i>	<i>Main Keywords</i>	<i>Secondary Keywords</i>
Category 1- what type of aspire people have and why they differ in the journey of inspiration.	Challenges facing inspiration, entrepreneurship.	What triggers inspiration, investigation of how aspiring ideas are managed. How inspiration influence societies
Category 2 - How Inspiration strengthen our insights thus speed in our proactive thinking?	Inspiration in difficult times or in how to overcome difficult times	inspiration that would strengthen our insights
Category 3 – What are the sources of Inspiration?	Sources of inspiration are not fixed and it cannot be easily determined.	Learning by doing i.e. learning from failures, holistic thinking, reflections, interactions, or even learning from formal educational setting and diversity management

Category 4 –How inspiration helps ideas to have influence on societies and the world?	Visualisation, inspiration pain, ideation. Inspiration Learning	Curiosity and focus, ideation.
Category 5 papers- Ideation approach	how ideation created the stimuli of inspiration	Conceptual perspective of inspiration, Ideation and creativity, innovation and inspiration
Category 6 paper- Does Inspiration lead to success?	game changing	Inspiration sources

Discussion

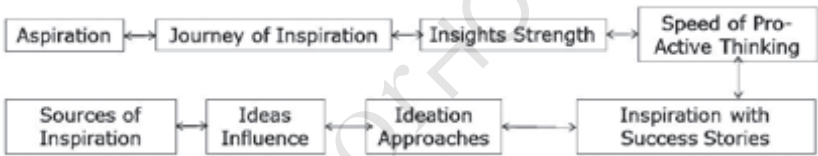
This chapter was divided into two parts, according to the objectives of the study. First objective, to discuss what is inspiration as seen by specialised researchers. Each research of the six categories presented a non- addressed construct of inspiration and which are very important for setting future research for IE and its influence on socio-economy. The second objective was to apply and open up these constructs in relevance to IE framework. Moreover, suggest the gaps in the body of knowledge in relevance to inspiration based economy constructs.

The first and part of the second objective were achieved through the organization of papers presented and linking it to literature published in recent years with comparison of the available theoretical approaches applied in relevance to the constructs of IE.

In line with the rest of the second objective of this

study, a holistic approach towards addressing IE that would integrates the different construct would be discussed and then a framework would be suggested. Figure (1) shows the suggested framework based on the synthesis of literature reviewed and outcome of inspiration focused papers analysed. The framework shows that aspiration leads to journey of IE and also plays a source of inspiration which kicks the inspiration to shifts the normal insights to be a real source of strength in future socio-economy. Sources of inspiration creates another ideas influence, similar to insights strengths thus enhance ideation ability and leads to success stories or even speed in proactive thinking.

Figure (1) Framework of Inspiration Economy Constructs



Conclusion

Six categories of papers of inspiration have been the subject of study after being identified and analysed, following special forums that focused on the subject of IE during the year 2015/2016. Literature review has suggested that there is a need for depth and also diverse studies in this area in the future.

The framework suggested as per the outcome of the synthesis of all the papers presented shows that these are the main keywords flow so far and through a new way of looking at IE constructs and its role in creating proactive

society and also creating success stories. Further research is now more expected in this area where constructs of the future IE never been properly explored.

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CHAPTER TWO

UNDERSTANDING PROBLEM SOLVING IN INSPIRATION LABS²

Introduction

The world is full today of new challenges and unprecedented problems. These problems vary from being political, to being economical, to being social, to being technological, to being environmental and then legal.

Too scientific, technical, complicated and specialised problem solving proven to have limitations compared to evolving world needs and demands. Literature in need for redefinition of the anatomy of problem solving and see how to create innovation and inspiration in its process (Hippel, 1994). The process of problem solving need to be investigated from the way it handles the constraints and challenges and how these can be turned into possible sources for discovering opportunities.

Lately more research has focused on tackling socio-economic problems from different perspective and ideas (Sawery, 1990; Qin et. al., 1995; Buheji and Thomas, 2016; Hut, 2017), reported on behalf of the

² Buheji, M (2017) Understanding Problem Solving in Inspiration Labs, American Journal of Industrial and Business Management, 7, pp. 771-784, http://file.scirp.org/pdf/AJIBM_2017062216580094.pdf

World Economic Forum that the world couldn't solve many issues as poverty, rising unemployment or income inequality, weak financial systems, gender inequality, low long term planning and investments besides last but not least the rise of non-communicable diseases (NCDs) to the prohibitive costs of care, particularly in developing countries.

There is still a gap also in the literature from the point of understanding the cognitive processes and psychological interactions that happens during the operation of problem solving which is affected by the problem statement (Davidson and Sternberg, 2003; Jonassen, 2000; Bransford et al., 1986).

In this chapter the researcher would open the type of literature review that need to further investigated and focus on studying the role of problem statement as one of the ways that enhance our readiness to deal with the problem anatomy, process and structure in the most suitable and possible cognitive and psychological contribution.

Literature Review

Anatomy of Problem Solving

What is a problem? It is a situation want to be changed or an opportunity want to be discovered. A well-defined problem is easy when it comes to pure science as math, physics, or even chess. i.e. you can get clear solutions, procedures and logic would play a great role in defining its outcome. The rule for the solution usually are clear, but still you have to work for it!

However, in reality life is full of ill-defined problems

where the rules are not clear and usually there are one “correct” solution, but there are best alternatives. Learning to solve problems is usually limited to class rooms and in formal educational settings till today. This is because mainly of not understanding the anatomy of problem solving and what it needs more. Solving a problem has never been based on instructions or discussions only, all the realised problems that were solved and helped humanity towards real development came from working on the field with trial and error.

Each problem has its constructs and codes that differentiate it from other problems. Thus each problem has its structure, specificity and complexity. Thus each problem engages different cognitive process that needs different data collection and synthesis approach.

Thus mental activities for each problem should differ in its approach when it goes through the process of acquiring, retaining and using knowledge and it might extend even to the level when synthesis, inferences and conclusions are withdrawn.

At the time of acquiring information and knowledge about a particular problem that might go through mental image representations of either objects or events. Whether these objects or event are present or not physically present. This gradually build visualization about the problem anatomy, but with some probability for errors (Hippel, 1994).

The Psychology of Problem Solving

The competitiveness of any problem solver or problem solving methodology have always been dependent on psychology (Davidson and Sternberg, 2003). Problem

solving is about thinking which in turn depends on the type and extent of the behavior directed toward attaining the solution that usually not readily available, in real life problems (Gick, and Holyoak, 1980; Kendler, et al, 1962; Jonassen, 1997). The psychology in problem solving say that the problem must be understood correctly to accurately solve it, as it is the most important cognitive activity in any daily or professional process (Jonassen, 2000).

D’Zurilla et al (1971) see that people mostly deal cognitively with a problem the same way, as problems are rooted by our mindsets, i.e. when external event happens, people choose to see only one side of the story, and then interpret the solution around it. D’Zurilla and his team seen that people need behavioural modification as through this modification people can create a mindset that would be able to accept variety of alternative solutions. Much earlier, Norman Peale (1898-1993) have witnessed this earlier when he saw that how people think about a problem is more important than the problem itself, as how problems are stated and presented affects problem solving a great deal.

Recent studies show that inspiration physiologically is usually evoked by a problem that needs to be solved, or as a result of observing recent trends during travelling (Buheji and Thomas, 2016). The problem is also then affected by the type of thinking (Bransford et al., 1986). For example, if our mindset is controlled by convergent thinking where our attitude would be focused on finding a particular answer to a problem, the solution would be different from that of divergent thinking where our mindset generate as many possible solutions to a problem as possible. Even the

solution to a problem would if the attitude of the problem solvers tends to go for incubation thinking period where they leave the problem for a time, allowing the minds to unconsciously to find the best solution or to find from it an insight.

More research has actually shown that there are different approaches to problems solving and way of implementing innovative solutions (Terwiesch and Xu, 2008; Leonard-Barton, 1995). Found that introverts and extroverts differ even in the way brain is stimulated and how it is processed. For extroverts, their ability to take good detailed observation make their ability to tackle the problem and availability of solutions faster, however not necessarily better solutions. Therefore, the introverts, might be more value added in dealing with problems that need careful monitoring and long term planning.

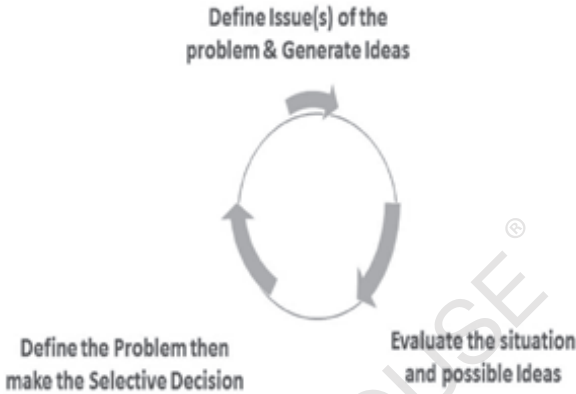
Importance of Inspiring the Problem Solving Process.

The European Commission report (2011), emphasises the need for new economic resources that address the rising demands of human welfare needs, be it health care, education, resource efficiency and environmental challenges. Through inspiration, humans are self-motivated and even more equipped to solve social, economic, political, technological and environmental problems.

Problem solving process as shown in Figure (1) start with defining the issue of the problem and therefore generating ideas from that scope. Evaluate the problem situation and

see the possible ideas, then redefine the problem and make the selective decision.

Figure (1) Problem Solving Process



In order to inspire the model of the problem solving process, handling the mental blocks that faces ideas and opportunity generation is needed. The mental blocks are collection of attitudes that prevent us from thinking something different. The problem is not that there are problems, as Theodore Rubin quoted, but rather that the problem is that human are expecting otherwise and thinking that having problems is a problem. Thus to inspire way of thinking and to handle the problems before thinking about solving them (Bransford et al., 1986).

The Handbook of Inspiration Economy show how inspiration to the problem solving need to shift from the school of the few experts to the general public to face the complex problems of unemployment, or to alleviated level of poverty; due to reaching sustainable limits (Buheji and Thomas, 2016). This means there is need to shift the mindset from school of scarcity thinking to abundance thinking.

Therefore, one could conclude that inspiration play a role in stretching our limits as human beings thus leads to more creative solutions in solving uprising life problems.

Stages of Inspiration of the Problem Solver

D’Zurilla et al (1971) seen that the stages of problem solving starts with general orientation with problem and definition for its formulation, then the need to generate alternative solutions to that specific problem before creating a proper decision making.

However, in Buheji and Thomas (2016) it was debated that it could not really formulate the problem characteristics sometime or even generalise it before it take it through trial and error where people would be able to try variety of solutions and eliminating those that do not work without fear.

During inspiration Lab after visualizing the problem researchers start dividing it into constructs and work our way backward. The purpose of this whole process is not to solve the problem, but rather to use it build from it an insight, or find the blind spots that it could not see clearly. This move our mind from the stage of observation to stage absorption where human would be ready to realize the solution that can create real development. Therefore, one could see that insights come in literature only when the process of the problem suddenly moves from not knowing how to solve to how to solve it.

Inspiration labs that was developed as part of IE total solution not only try to solve the problem permanently, but rather looks for opportunities from inside each problem and what type of socio-economic characteristics it carries. The

search for the opportunity deep inside the problem, is an IC that might not be realized at first instance. Insights or development solutions might not appear till the all the data are gathered, analysed and deeply interpolated.

Since the solution have to meet the development goals or create a restoration needed to restate the problem before it goes for identifying alternative solutions which should not be eliminated until they are tested. Then the solutions should be tested against the desired results.

Constraints and Challenges to Inspirational Solving Problems

In any problem solving exercise there would be always constraints relevant to time, cost and most important of all the mindset or the psychological preparedness when handling any problem (Davidson and Sternberg, 2003).

One of the most challenging psychological constraint that tend to face when solving any problem till date is the functional fixedness. This is a mindset issue. The type of mental set, the inability to see an object as having a function other than its usual, or what been experienced with, build solid assumptions that leads to specific solutions. Gick and Holyaok (1980) study supports this relation, since they've seen that the capacity of the brain would be able to build better analogical relations which would influence the processes of problem solving.

Constraints and challenges of the mindset define our tendencies of how problems are approached, since the habits controls our perception or thought.

Problem Solving as a way for Discovering Opportunities

Our understanding of a problem depends a lot on the way it is seen and visualise opportunities. The way our mindset see opportunities help us to discover hidden areas of thoughts and open for us unforeseen opportunities which are continually around us. Therefore, Sun Tzu clearly seen that real victory comes from finding opportunities in problems. This change in mindset of seeing every problem as an opportunity raise our appreciation of problems as a gift for new discovery.

The continuous handling of different problems helps us to use synectics, to join two irrelevant elements of a problem or two problems to discover new opportunities. Most of the recent discoveries which comes from more than one discipline and create a disruption in product or service pathways comes from this methodology. Synectic mechanisms is very important for an inspiration based economy, since it helps to increase our probability to create an inspiration using our intrinsic powers. However, in order to enhance discovery of opportunities, which can redesign the words, meanings, and definitions or use metaphors (Jonassen, 2000; Gordon, 1961). This synectic process makes the strange familiar and the familiar strange.

This methodology is heavily used in inspiration lab out which represented in table (1). The lab works on generating lots of ideas and combining existing ideas in different ways for new purposes, seeing the same thing but thinking of something different, selecting unique

and useful ideas and solutions to everyday challenges (Bransford et al., 1986).

In order to keep discovering human should avoid fixation of the mindset where the same approach would be followed. The field work and consistent piloting in the inspiration lab helps to evaluate the alternative opportunities one at a time then to eliminate those that do not meet the desired criteria.

Problem Solving and Quality of Observation

One of the challenges and weak capacity for problem solving is the dependence on third party reporting where low reliability and the low quality of observation of data could be collected. Problem solving capacity differs when the information needed by problem solvers is readily available (Hippel, 1994).

May this justify Einstein way of seeing things and where he was quoted saying that people should never impose their views on a problem; one should rather study it, till the solution reveal itself.

The locus of problem solving may iterate easier when the observation was collected by unpolluted noise, i.e. the data collected with clear use of the senses from the field, or through primary data collection that use interviews, focus group besides questionnaires and surveys. This reduce the iteration and reduce also the cost of the data collected while the availability of the information would also improve at the time needed (Hippel, 1994). Thus creating less complexity to the problem. Therefore, Dale Carnegi used to say that the biggest problem is choosing

the right thoughts, which one add that it usually comes the quality of information synthesised.

Application is a level where to ensure that the inspiration cycle is realised. Through applying the activities as codification of the problem and then classification before final stratification to the problem, human can make their mindset reach the status of realization. The more observations is collected through: implementation, trial and testing, changing the setting, and using different level of illustrations and demonstrations, the more it can enhance our chances to later capture and even create opportunities with confidence.

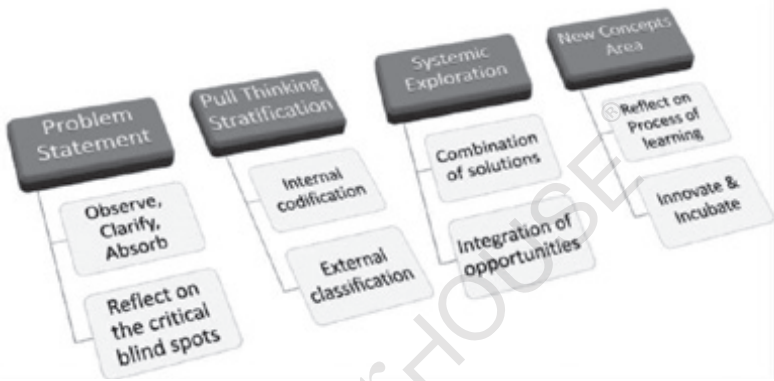
Part of the application that will help enhance our ability to discover the hidden spots inside any problem is our ability to absorb the essence of the problem and what messages it does send. In order to reach this level, more classification analysis is needed to use supporting with drive to enhance our forecasting. The absorption here would come more and more through modification and exploration of the problem definition and way it is presented or constructed.

Once deep analysis is started, clear absorption might start the realisation stage. This stage will confidently try to arrange, connect, divide, infer, separate, classify, compare, contrast, explain, select, breakdown, correlate, discriminate the problem. This stage start to think empathetically, where to start to see the parts and the whole.

This should help to build synergetic practices that would lead to rational processes that involve the way of thinking and handling a problem all the way until a solution. One can

argue that problem solving process and statements therefore are very important for creating better stratification (pull thinking), systematic explorations that would lead to new unforeseen concepts as shown in Figure (2).

Figure (2) Use of Problem Statements to build up steps for Concept Generation



Human Cognitive Processes and Experiential Learning during Problem Solving

Takashi Yamauchi (2002) studied in detail the problem solving mental processes which occurs when people work toward determining the solution to a problem. Newell and Simon (1972) mentioned two main approaches that move the human cognition. The first approach is called the Gestalt approach which focus on how people represent the problems. In this approach the solving of any problem involves a reorganization or representation of the problem. The other approach focus on information processing which the problem solving becomes like a search finding process.

Hippel (1994) studies shown how problem solving

is costly to acquire and transfer, however it is found to be very important for locus of innovation thinking and competitiveness. Training though problem solving is considered as a form of self-control and self-development program. While learning how to solve a specific problem are actually discovering new ways of how deal with life and are even developing our mindset to be more lean and agile. The mindset learns new attitudes, behaviours and more effective way of how to respond to challenges.

Thrash et al (2010) showed that as a result of the experiential learning that is built by trying to solve life challenging problems, as in the inspiration labs, the process of ideation occurs.

Distraction as a way for Problem Solving

Distraction is the greatest form of inspiration, because when it is distracted more prone to think outside of the problem. Overcoming distraction or disruption can lead to an inspiration that leads into something real and tangible. Many scientists create an intentional psychological interference with obstacles for students to stimulate their ability to learn beyond the traditional environment. (Davidson and Sternberg, 2003; Gick, and Holyoak, 1980; Kendler, et al, 1962).

Jack Penn said one of the secrets of life is to make stepping stones out of stumbling blocks. What prevents us from finding a solution is not distraction, but rather functional fixation. Therefore, there is a need to appreciate sometimes ill-structured problems since in reality they have more probability for engagement of learners.

Well-structured problems are constrained problems

with convergent solutions that engage the application of a limited number of rules and principles within well-defined parameters. Ill-structured problems, even though start with fuzziness and distraction, possess multiple solutions, solution paths, fewer parameters which are less manipulable, and contain uncertainty about which concepts, rules, and principles are necessary for the solution or how they are organized and which solution is best. Jonassen (1997) concluded that solving well-structured problems would be usually based on information processing that create new learning, while solving ill-structured problems cognition approaches that create a total radical change and learning.

Research Methodology

The research methodology employed in this chapter is a qualitative. A longitudinal review of the experience of the 53 inspiration labs problems solved in 29 different business were set in Table (1). These problems or challenges were encountered during the years 2012 till 2017, as part of different projects where inspiration labs problem solving techniques applied (Buheji and Thomas, 2016). The table was set to help study the type and level of problem statements utilised to create the necessary solution to the socio-economic issues identified. The table is meant to enable the researcher to investigate the type of problem statement used for each challenge and whether it matters in creating an inspirational solution to real-life chronic or challenging problems.

The chapter attempts to address the research question: “What is the uniqueness of inspiration lab in identifying

problem statements?” Table (1) helps also to review the scarcity of use certain level of problem statement, the aim to investigate how it can improve the capacity for its utilization in the future. The analysis for the problem statement would be reflected through a detailed discussion that lead the conclusion.

Table (1) Type of Problems Solved in different scopes in relevance to Problem Statement

Type of Business	Summary of Type of Inspiring Projects/Models	Type of Problem Statement
1)Education	1- Shifting <i>from Competitive Schools Focus towards Inspiring Schools</i> 2- <i>Discovering the type of inspired students</i> vs. gifted, competitive, innovative and creative students 3- Tracking of the <i>inspired students after graduation.</i> 4- Building <i>Curriculums that supports students inspiration</i>	<u>Main Technique:</u> Basic Problem Statement a) Observe, Clarify and Absorb b) Reflect on the critical blind spot c) Internal codification

Type of Business	Summary of Type of Inspiring Projects/Models	Type of Problem Statement
<p>2)Social Development</p>	<p>1- Improving the QoL of the Bahraini Elderly/ Geriatric Care Homes through inspiring their intrinsic powers ability</p> <p>2- Inspiring the <i>capacity of Productive Families Program</i> to be more self-independent and attractive for more family members to join as employees/ owners</p> <p>3- Improving the <i>Quality of MicroStart Families</i></p> <p>4- Easing the process of home care</p> <p>5- Supporting <i>Working from Home</i> Program</p> <p>6- Revaluating the <i>Capability of Social Allowance</i> Entitlement</p> <p>7- Enhancing the products quality and <i>competitiveness of the Retired and the Disabled</i></p>	<p><u>Main Technique:</u> Pull Thinking Stratification</p> <p>a) Internal Codification in relevance to types of QoL Practices</p> <p>b) External Classification of potential market penetration</p> <p>c) Combination of Solutions</p>
<p>3)Electricity Services</p>	<p>Improving the <i>speed of electricity connections</i> services 9 times faster.</p>	<p><u>Main Technique:</u> Basic Problem Statement</p> <p>a) Reflect on the critical blind spot</p>

Type of Business	Summary of Type of Inspiring Projects/Models	Type of Problem Statement
4)Police	1- Enhancing the ability to <i>trace Drug Trafficking and early detection</i> 2- Enhancing the role of <i>Prevention of Community Complains through Society Police</i> 3- Minimising the <i>Thefts incidents in Jewellery Shops</i> 4- Minimising the <i>threat of Illegal labours</i> 5- Minimising <i>Families Disputes transfer to legal courts</i>	<u>Main Technique:</u> Pull Thinking Stratification a) Internal Codification b) External Classification c) Combination of Solutions
5)Passports	1- Raising the <i>speed of finishing Visa's</i> 2- Ensuring <i>speed and customer services at Arrivals</i>	<u>Main Technique:</u> Basic Problem Statement a) Reflect on the critical blind spot
6)Traffic Directorate	1- Enhancing the <i>appreciation of Traffic Light Violation Fines Services</i> 2- Improving <i>the accuracy of Traffic Accidents Investigation</i>	<u>Main Technique:</u> Basic Problem Statement a) Observe, Clarify and Absorb b) Reflect on the critical blind spot

Type of Business	Summary of Type of Inspiring Projects/Models	Type of Problem Statement
7) Land Surveys	Speeding up <i>land Surveys Services</i>	<u>Main Technique:</u> Basic Problem Statement a) Observe, Clarify and Absorb b) Reflect on the critical blind spot
8) Foreign Affairs	1-Ensuring the <i>economic role of Embassies</i> 2-Enhancement of <i>Knowledge Sharing among Ambassadors and Embassy Staff</i>	<u>Main Technique:</u> Basic Problem Statement a) Observe, Clarify and Absorb b) Reflect on the critical blind spot
9) Chamber of Commerce	Re-Establishing competitiveness for Unstable Businesses through Business Model	<u>Main Technique:</u> Systematic Exploration a) Combination of Solutions b) Integration of Opportunities
10) Applied Science Colleges	Inspiring students to enhance their <i>contribution towards innovation</i> index by more focused projects	<u>Main Technique:</u> Pull Thinking Stratification a) Internal Codification b) External Classification

Type of Business	Summary of Type of Inspiring Projects/Models	Type of Problem Statement
11) Industry Sector	<p>1-Speed of <i>throughput of Environmental friendly industrial projects</i> that less dependent on depleting resources.</p> <p>2-<i>Enhancement of Investment utilization</i> in the Industrial area through <i>re-design of space utilization</i>.</p>	<p><u>Main Technique:</u> Pull Thinking Stratification</p> <p>a) Internal Codification b) External Classification</p>
12) Commercial Sector	<p>1-<i>Enhancement of CR registration</i> through inspiring the reality of '<i>one stop shop</i>'.</p> <p>2- <i>Improving the contribution of Microstate and Small Enterprises towards more profitability</i> and enhancing its actual contribution to Bahraini labor Market.</p>	<p><u>Main Technique:</u> Basic Problem Statement</p> <p>a) Observe, Clarify and Absorb b) Reflect on the critical blind spot</p>
13) Training and Development	<p><i>Transformation of training</i> to make it more focused on knowledge management than knowledge building only in the areas of ICT and Hospitality as a model</p>	<p><u>Main Technique:</u> Basic Problem Statement</p> <p>a) Observe, Clarify and Absorb b) Reflect on the critical blind spot</p>

Type of Business	Summary of Type of Inspiring Projects/Models	Type of Problem Statement
14) Pension Fund	Inspiring <i>investment enhancement towards Local Market</i> Stability	Main Technique: Basic Problem Statement a) Observe, Clarify and Absorb b) Reflect on the critical blind spot
15) Water Services	Minimising water loss by <i>inspiring the ability to discover</i> the early leakages by the process of observation	Main Technique: Systematic Exploration a) Combination of Solutions b) Integration of Opportunities
16) Primary Care	<p><i>1-Early detection of Non Communicable Diseases</i> (NCD's) (Diabetes, Blood Pressure, Cholesterol and Obesity) by inspiring</p> <p>2-Enhancement of Quality through <i>Inspiring Families</i> Physicians</p> <p>3-Practicing <i>Triage to inspire priority system in</i> Healthcentres</p> <p>4-Early <i>detection of Psycho-Sematic in relevance to Anxiety</i> in Health Centre.</p>	Main Technique: Systematic Exploration a) Combination of Solutions b) Integration of Opportunities

Type of Business	Summary of Type of Inspiring Projects/Models	Type of Problem Statement
17)Secondary Care (Hospitals)	Inspiring the <i>total throughput in Accident and Emergency and admissions</i> in Hospitals based on Urgency of the cases	<u>Main Technique:</u> Systematic Exploration a) Combination of Solutions b) Integration of Opportunities
18)Secondary Care (Hospitals)	Enhancing the <i>availability of the Capacity of Beds Utilisation</i> by inspiring towards higher <i>discharges on time</i> and based on defined protocols and followup services	<u>Main Technique:</u> Systematic Exploration a) Combination of Solutions b) Integration of Opportunities
19)Public Health	Inspiration in establishing <i>'Intelligent Inspection'</i> that minimize the rate of <i>poisonous food</i> calls or low hygiene fines by 90% with less manpower resources and trust worthiness enhancement. Thus enhancement of reputation of fast food services that supports local tourism.	<u>Main Technique:</u> New Concept Area a) Reflect on Process of Learning b) Innovate and Incubate

Type of Business	Summary of Type of Inspiring Projects/Models	Type of Problem Statement
20)Health Enrichment	Enhancement of <i>'QoL' practices</i> and style in coordination with Health Centres	<u>Main Technique:</u> Basic Problem Statement a) Observe, Clarify and Absorb b) Reflect on the critical blind spot
21)Psychiatric Services	Inspiration to <i>Manage the anxiety</i> to avoid reaching the level of chronic anxiety where the individual would a patient treated with medicines and reduce suicide.	<u>Main Technique:</u> New Concept Area a) Reflect on Process of Learning b) Innovate and Incubate
22)Quality Assurance in Education	Ensuring that level of student in under-performing school meets the minimal standard.	<u>Main Technique:</u> Basic Problem Statement a) Observe, Clarify and Absorb b) Reflect on the critical blind spot

Type of Business	Summary of Type of Inspiring Projects/Models	Type of Problem Statement
23) Labor Fund	<i>Ensuring that all funded projects had made a success story</i> through the domino's effect of Labor Funds.	<u>Main Technique:</u> Basic Problem Statement a) Observe, Clarify and Absorb b) Reflect on the critical blind spot
24) Municipality Services	Building a comprehensive model for local people about the <i>effect of recycling</i> in their 'LLL' abilities and 'Qualities of Life' through inspiring (Schools, Families, Local Super Markets, NGO's) to take more proactive practices toward Social Responsibility.	<u>Main Technique:</u> Basic Problem Statement a) Observe, Clarify and Absorb b) Reflect on the critical blind spot

Type of Business	Summary of Type of Inspiring Projects/Models	Type of Problem Statement
25) Research and Development	1- Establishment of <i>Knowledge Asset register</i> in organization 2- Enhancement of University or the RandD centre to <i>deliver multi-disciplined projects</i> 3- Enhancement of <i>Project Closure to ensure the learning and enhancement of projects</i> delivery stays within the organization 4- Study <i>the integration between the contracted projects</i> and published papers.	<u>Main Technique:</u> Systematic Exploration a) Combination of Solutions b) Integration of Opportunities c) Start to reflect on the process of learning
26) University	Ensuring <i>Lifelong Learners Students</i> through inspiring way of flipped class teaching and ensuring suitable preparedness for coming life challenges.	<u>Main Technique:</u> Pull Thinking Stratification a) Internal Codification b) External Classification
27) Labor Market	<i>Shifting Unemployment stratification of Human Capital data and building models in specific industries</i> as per countries sustainable socio-economy needs	<u>Main Technique:</u> Pull Thinking Stratification a) Internal Codification b) External Classification

Type of Business	Summary of Type of Inspiring Projects/Models	Type of Problem Statement
28) Minimising Traffic Accidents	<i>Inspiring traffic accidents</i> reduction efforts through: a) Enhancing the <i>road are designed towards worst cases</i> not best cases b) High <i>availability of road maintenance</i> and active learning on the black spots.	<u>Main Technique:</u> Basic Problem Statement a) Observe, Clarify and Absorb b) Reflect on the critical blind spot
29) Sanitary System	Enhancing drainage system design during <i>minimisation of repeated blockages in the sanitary system</i>	<u>Main Technique:</u> Basic Problem Statement a) Observe, Clarify and Absorb b) Reflect on the critical blind spot

The complexity of the type of the problems tackled shows that it can tackled lots of the world problems through inspiration labs. I.e. can solve healthcare, poverty, educational; unemployment, safety, environmental problems through the utilization of the process of cognitive focus that inspiration labs use and brings in.

Analysis and Discussion

Inspiration Labs as a tool for generalizing Problem Solving Statement

Inspiration Labs was introduced as a technique for complex life problem solving in early 2010 and the first

paper was written about it as a reported success stories (Jahrami and Buheji, 2012). Since then lots of books and papers have been coming along in this area to cover the development and maturity of this technique over the last few years in solving problems in different field. Table (1) takes us through the unique way and variety of solutions generated from inspiration labs that were carried out by the researcher in different settings and different cultures. The design of the inspiration labs of the different issues mentioned in table (1) helped to overcome many chronic problems that were solved through following a specific problem statement technique. This supports the work of Jonassen and Hernandez-Serrano, 2002; Jonassen, 2000; Jonassen, 1997). In reference to Figure (2) problem statements found to create waves of IC in the business model of the organization and/or the targeted society. Inspiration labs shown that it can achieve new and better results, if it respond differently taking into consideration the intentions set by the level and type of problem statement as shown in the third column of Table (1) and as realized in the second column which illustrate how the problem helped us to spot better opportunities or to create new ones.

Inspiration Labs shown in table (1) illustrates the uniqueness of problem statement in the creation of field driven ideation. This process of ideation through problem solving enhanced the level of results and even the level of organisation contribution to the socio-economy. The results of more than 190 projects, similar in complexity of those presented in Table (1) and in every discipline shows the importance of inspiration labs in raising the capacity of problem solving and in enhancing the level of knowledge integration.

The learning created by the inspiration labs problem statement has both a direct and indirect influence in creating the cycle of inspiration. The main learning of all the problem statement techniques mentioned in Figure (2) can be characterized as active, collaborative, and cooperative that leads to radical change which supports the work of Qin et. al. (1995).

Why Inspiration Economy Needs Problem Solving Statements?

Inspiration spirit simply can be created from a problem or a challenge or an opportunity that is built during the search for solutions. Failing to equip our mindsets with different waves of any of the problem statements as in Table (1) means lose of focused thinking and curiosity which creates one of the main blockages of inspiration. Society that is poor in valuing and nurturing its citizen's intellectual curiosity will suffer from lack of inspiration generation abilities which in turn affects its socio-economy. This is why IE needs Problem Solving Statement as without it cannot maintain the minimal level of curiosity that would generate the IC (Buheji and Ahmed, 2016).

Inspiration based economy needs to tackle problems in order to find opportunities for breaking the shield of the mindset. This can happen through clear problem statements. Problem statement bring in opportunities which are in unstable economy help us shift towards focusing on discovery of the intrinsic powers within the self or the targeted community.

Conclusion

Problem solving is a dynamic balance between problems solving and opportunities discovering. Through problem solving it can generate options for development. The mindset that is used to solving problems statements can have more opportunities for ideations and to identify promising ideas. Through problem solving organisations and societies it get more chances of putting our ideas into action.

Inspiration can be sustained through the ability to address appropriate problems statement. The more problems are solved, capacity will be increased to create judgement and to deal with failures which later build better tolerance to ambiguity.

The purpose of this chapter was to explore how the problem solving statement plays a role in inspiration labs and the level of opportunities discovered. Our fundamental assumption in this chapter was the relation of problem solving to the mindset. The chapter shows however that the problem statement plays a role also in solving all the complex issues tackled in the inspiration labs. Thus the capacity of problem solving is not only related to the mindset, but in fact to the problem statement.

Even though this chapter have limitations of finding enough previous work that goes in similar way of thinking, the researcher believes that the techniques used in categorizing the anatomy of problems and challenges faced in real life could really help in better facing more global and complex issues such the ones reported in WEF (2017) report.

This study sheds a new light for researchers about the importance of problem solving in creating better economy.

It has also implications for practitioners as it encourages more exploration of opportunities that would inspire both social and economic aspects inside each problem by using problem statements used in inspiration labs and at different level of problem complexity.

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CHAPTER THREE

IN SEARCH FOR INSPIRATION ECONOMY CURRENCY—A LITERATURE REVIEW³

Introduction

The world is in search more than ever today for to a different economy concept that makes sense. Most of us however have been more of followers than creators of our fate, due to such materialistic driven economies that rarely manage to engage with or control. This chapter call for a transitional thinking for an economy that is designed and built by all of us. IE, it comes from within us to serve all of us, without the currency of the dollar, or the total dependency on external depleting sources.

Inspiration based economy is believed to be built in many enablers and different inspiration generation theories, without which it could not be seen a competitive and sustainable future.

³ Buheji, M and Ahmed, D (2016) In Search for Inspiration Economy Currency—A Literature Review. American Journal of Industrial and Business Management, 6, 1174-1184. <http://www.scirp.org/journal/ajibm> ISSN Online: 2164-5175

Literature Review

History and meaning of Inspiration Currency

Thrash and Elliot (2003) was one of the earliest researchers whom identified inspiration as important psychological construct that can be generated. The test of inspiration has been for long time about the power to inspire and to kindle inspiration in others. Alternatively, inspiration as a medium or spiritual currency have been used by different religions indirectly, as per Hedge et al. (1878). Different religions have used different methods to utilize the IC to inspire its followers to act. Therefore, Hedge et al. (1878) seen that faith and inspiration enhance the currency of inspiration as it gives different sides of one fact.

Currency means something valuable that you have, that you can trade for something you want or need. Currency is valid if you have to offer something others want. Having a strong currency means that you can create an influence with it or even you can drive change through utilising it effectively. Examples of currencies other than money is having specific technical expertise, or specific organizational knowledge, political well, or knowledge about clients, etc. Gratitude, recognition, appreciation, listening, respect, assistance with tasks, are also considered small currencies. Grants and budget allocation are also considered type of currencies.

In knowledge based economy ability to utilize the position and the role, or the organizational affiliation (school, company, industry), or the relationships, or the

networks, or the knowledge and skills are all considered to be important personal currencies.

Cohen-bradford has set a model in (2009) that can be used for IC enhancement through focusing on the big picture (vision), excellence practices and values. Then resources, information, assistance and support as advancement, recognition, visibility, reputation, networks/ contacts, inclusion, self-concept, challenging, ownership, gratitude and involvement were considered another type of currency.

Linda Hill (1994), in her “Exercising Influence” emphasised the sources of power which any currency could have in order to play an influence. The currency as per Hill (1994) depends on the key players using this IC, the key competencies then desired outcomes.

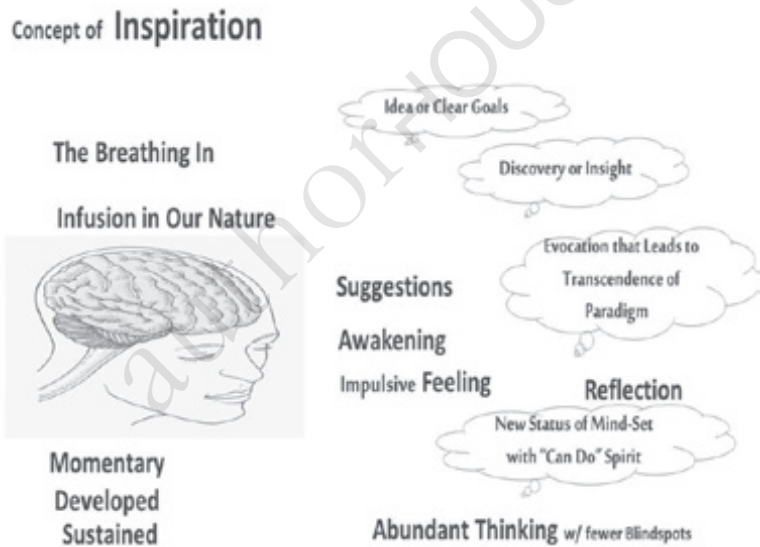
The logic of Inspiration Currency

Inspiration is becoming most essential social and human capital for any successful business. Inspiration comes more when you deliver your heart, and you visualize it in your mind the energy moves. Inspiration if used as a currency it would make a difference as to your energy and thus capacity. What you focus on matters and this would move from being a scarcity based individual to abundance based individual.

Oleynick (2014) mentioned that under optimal conditions when the idea is actionable it will have enough capacity to do, the process of being “inspired by“ gives way to the process of being “inspired to” which motivates action. Regarding the transmission model, creative inspiration often takes a specific form of transmission

called actualization (Thrash & Elliot, 2004). Here is where IC is created and ready to be shared or transmitted from an idea to a finished product or service. Figure (1) shows how the concept and logic of inspiration is being created from the time of its being just may be a momental Aha moment as per Topolinski and Reber (2010) till the time is converted to a suggested awakening and finally till it create the necessary reflections that leads to more abundant thinking thus become a value currency (Thrash and Elliot, 2003).

Figure (1) Concept and Logic of Inspiration till it becomes a value currency



What is Inspiration Economy?

It is an economy that focuses on raising the capacity of discovering the potential of human beings' abilities to

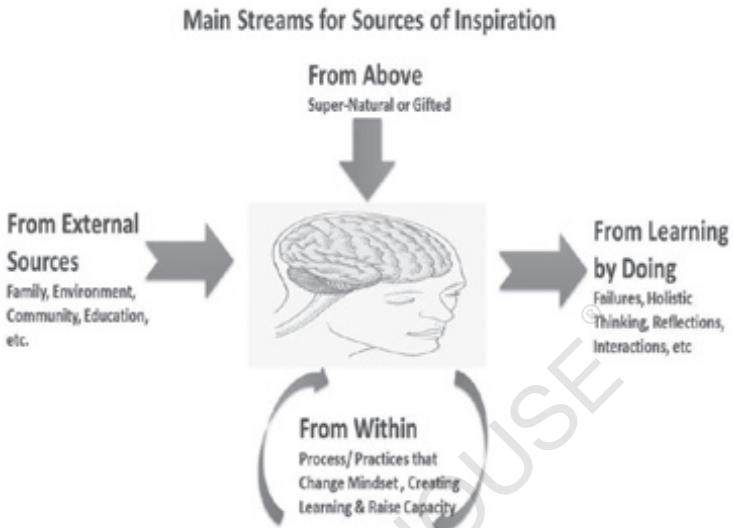
be the currency of competition and source of a planned outcome and legacy. Thus IE is a mix of many disciplines that lead to inspiration practices that motivate the spirit to a level that creates waves of inspiration in socio-economic development. These mixed discipline practices can be like entrepreneurship, innovation, risk taking, opportunity seeking/creating; along with a focused and change driven mind-set. It is a type of economy that would be based on our societies and organisations' abilities to discover the potential and the capacities of human being and thus capitalize on it through inspiration (Buheji & Thomas, 2016).

How can Inspiration Currency solve socio-economic issues?

With inspiration many communities would start believing that the world is worth living. With inspiration human can use their minds to think of what they want instead of what they see.

Inspiration have shifted from being mainly an outcome that is created only a super-natural or gifted source to being an outcome from external source as family, environment, community, education, etc as shown in figure (2). It is a source that would enhance the inspiration within to lead better processes and/ or practices that would help change the mindset thus creating a learning environment that would raise the capacity versus the demand; thus leading an outcome that would revive more and more by learning by doing, failures, holistic thinking, reflections and social interactions. These basic practices formulate the inspiration drive and its currency.

Figure (2) Main streams of sources and outcome of inspiration



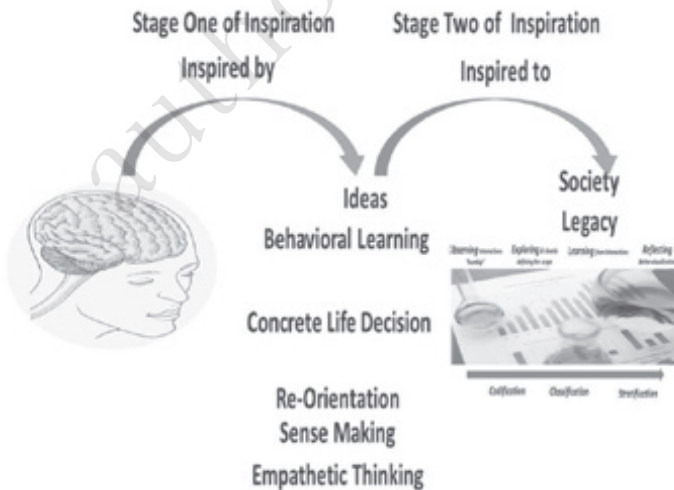
Just wonder around and you'll see inspiration is used today in every globally marketed materials or services. For example, when organisations are marketing a product today they would link inspiration to the product in different ways, i.e. either through involvement, or through using focus groups in open circuit and social media, or through making a life difference through inspiring stories or good practices and then presenting the product to the people. So, inspiration as a currency is well commercialized and used today.

IC is a means for empowering people to see their internal potential and shift them to be producers instead of being purely consumers. Therefore, through IC people are expected to evolve and to shape more and more the communication medium without any saturation. Those that would capitalize on this now would be the richest and

also the most powerful influencers. However, IC produces passion, and passion might have a high production cost and therefore it is not fair to measure it the formula of immediate financial return, but rather on the level of legacy return.

As per figure (3) IC can be created by two stages. The first stage of this currency manufacturing is when human are being “inspired by” ideas, behavioural learning, concrete life decisions or others things or individuals. The second stage of this currency making is when it is being an “inspiration to” our society or our legacy. Here once people reach this stage they would achieve higher value of this currency capacity as they would create more of re-orientation, sense making and empathetic thinking that would differentiate the competency ad capacity to creating actual change.

Figure (3) Two Stages of Inspiration Currency



Inspiration set a message for the type of currency that it is needed to define who people are and what are their goals toward a more resilient society or what they want to contribute to the world. This makes their social equity is of value that would shape the fate of any individual status and wellbeing.

Once inspiration becomes of a value and realizes the meaning of give and take, then it will become a currency that would be valued both financially and non-financially. Most of all that this type of currency if well utilized it would lead to a better healthy (well communicated) and profitable (very value added) community.

IC would not only make people deal on a higher level of returns, but would be a source of enrichment for the community since it would facilitate freedom of thinking and reflection that would re-shape our future.

Many authors have written about creative currency where they've seen that the key to this currency is reclaiming your abundance ability. IC also needs practices beyond abundance to create better insight. As the researchers of creative currency, they believe that it feeds into the human soul and makes them feel more alive, thus becoming more selective and focusing on what is essential for your passion.

Thus one of the ways to optimize the utilization of IC is thinking about what excites you. If teaching or sport or changing community is what excites you then this is the currency you should invest in. Observing the practices that made giant companies as Google and Alibaba differentiate themselves from competition is that they focused on exponential growth rather than gradual sequential growth,

using the IC. For example, through using IC that motivated and controlled the human mindset, they manage to bring an accumulated affect to achieve in few years what others couldn't do in decades or centuries.

Even though our brains are designed to assimilate change, without IC human cannot notice the implication of change on us. In fact, IC believes in disruptive change, the power of ideas and can change the economy of the world or the basis on how human manage to inspire each other and then how they capitalise on change with each other.

Currency of inspiration would depend on throughput of transition of inspiring, yet sometime simple or radical or even disruptive ideas. So, it is a type of currency that would depend on human insight abilities and how they can renew their visualisation of the future without any guarantee for smooth transmissions, regardless of language, race, age and political situations.

In contrast to human developed languages where evolution and inspiration seized to grow exponentially, now with technology and media being the main language there are no limits to that. Such exponential development can be enhanced by imagining how human can use the IC thus enable us to participate in the next coming major human evolution. Through the currency of being inspired human can now appreciate how the best historical paintings or sculpture or music been used long back in history as an IC.

What the Currency of inspiration does, is that it helps us to pick the future possibilities and then get inspired to see the opportunities between them. IC can be possible in mankind environment, since humans, as per Nietzsche (2010) are a bridge

and not an end. Inspiration if utilized affectively by societies, governments, organisations and individual can enhance our ability to pick up the future possibilities.

Importance of selecting Inspiration as a currency

In order to see, handle, manage the highly disruptive innovation of products and services, in reality human have limited choice of not to choose inspiration, as without inspiration human cannot see the huge folding of things and thus cannot see how to use between these folding and unfolding disruptions. Thus IC would help us absorb and then ride smoothly this radical disruption and with high adoption capabilities in accordance with the speed of human highly evolving innovation.

As human are coming with many innovations that would capture our attention more, yet are going to fade rapidly. Inspiration can enhance our mediation ability to adopt and even create what seems to be impossible. Once inspiration is used as a currency for differentiating our competitiveness, it can extend our thoughts and visions to what human can expect, thus raising our forecasting abilities. So instead of using magic sticks or money or knowledge to extend who human are, and how human can use inspiration to extend their cognitive, mental, physical and spiritual abilities.

Once Inspiration become a realized currency we'll shorten the gap between human systems and technological sophistications. Inspiration architects would look on what patterns of inspiration waves needed in their socio economy that would help develop the society with minimal resources or with no extra resources. Maximizing the power of

inspiration means human can release innovative products and services overcoming whatever type of challenges and thus ensuring more survival.

If the power of inspiration is used into a means of exchange currency human can yield a substantial transformation for an entire society rather than just attempting to adopt new version of something consumers already use and need, with inspiration one or society can see the same thing from different perspective.

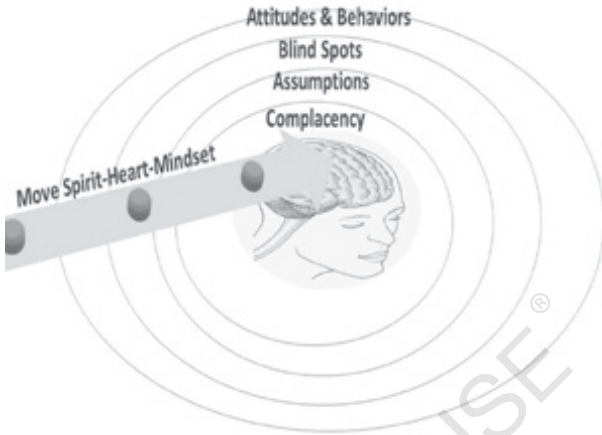
The benefits of IC is that it works within different environments ranging from simple to more complex one as engineering. So, it is a currency that would help to enhance and transform basic and classical experiences to a more universal and modular systems with great adaptation.

Feelings of Inspiring Others and Inspiration Currency

Inspiration is “the” most important tool you can equip someone you love and care about with during their life journey. Since inspiration is about belief that turns into love and messages of trust. Inspiring others means you open their minds, hearts, spirit and the rest of their body senses for their ability to achieve what was thought to be impossible (Hill, 1994).

Human can create or use the currency of inspiration once they try to move the spirit, the heart and mindset. This means as per figure (4) human can have attitudes and behaviors, blind spots, assumptions and complacency more controlled towards the common goal.

Figure (4) The Creation and Use of Inspiration Currency



Being able to make time in your life to inspire others and not only help them is the future of an IE. Inspirational moments are like dreams in your mind that create powerful feelings. Being able to give or transform inspiration to others is the most powerful currency human can share or deal with. The Prophet of Islam 'Mohamed' is quoted saying repeatedly about the importance of the feeling of inspiring others, to the extent he described the feeling of managing to inspire others as better than the rare red type of Arabian camel species in the desert, or on another occasion he said "it is better than having a fortune of the whole world!", there would be many similar sayings from those who have experienced inspiring others. It is really an indescribable feeling.

Inspiring others can be considered the dream transportation cart. Through inspiring others, human can take them to somewhere near to their dreams, or make them feel the need to have new dreams, or make them realize that their dreams can come true! It is difficult to imagine

a currency, fortune or a business that would do all this together. This is the economic power of inspiring others. It is again what researchers call 'influencing without power'.

The power to inspire others is exactly the power that Ghandi and Mandela managed to acquire to make dreams come true for Indians and South Africans and it is the same power that each of us can have. It is difficult to sustain this power, but it can be with practice and the most important it is free, yet it is not owned by the government. Researchers believe it to be the power that differentiates the market and sets conditions and future social status.

Blooms Thinking Model and Inspiration Currency

An IE is based on a KE, since without a KE there will not be an appreciation of knowledge that changes socio-economic measures and gains. Moreover, KE practices are related to Benjamin Bloom's classification of levels of intellectual behaviour with relevance to the process of learning. Different authors as Buheji and Thomas (2016) in their handbook of Inspiration Economy believes that after a KE the world might progress into a Learning Economy, where the differentiation and the power of the socio-economy will be based on the ability to learn.

Bloom's learning scale contained three overlapping domains: the cognitive, psychomotor, and affective. These domains are very important for the intensity of inspiration. Each of these domains had a level of activities and/or practices. Bloom identified, for example, the cognitive domain by six levels, all of them are related to the frequency and intensity of inspiration and these are: knowledge, comprehension, application, analysis, synthesis and evaluation. This intensity

and frequency of inspiration would off course affect its own currency.

Bloom's thinking model study see that it involves logical thinking and reasoning, including skills such as comparison, classification, sequencing, cause/effect, patterning, webbing, analogies, deductive and inductive reasoning, forecasting, planning, hypothesizing and critiquing. This type of thinking enhances the utilization of IC, since it involves creating something new or original. It involves the skills of flexibility, originality, fluency, elaboration, brainstorming, modification, imagery, associative thinking, attribute listing, metaphorical thinking and forced relationships. The aim of creative thinking is to stimulate curiosity and promote divergence and these are all sources of inspiration.

Inspiration Currency and the Knowledge Economy

Knowledge as a currency can be managed to where demand is highest and barriers lowest. Therefore, today 'knowledge enhanced' products or services can command price premiums over comparable products between low embedded knowledge, or high knowledge intensity products/services. The pricing and value of products and services in a KE are becoming dependent on the context.

As inspiration involves not only transcendence and evocation, but also approach motivation, human may also look to the neuroscience literature on states of approach motivation (Elliot, 2008). If knowledge is not valued, transformed or trapped, then it will not be of value at all. With availability of inspiration practices knowledge can have various forms in which it may appear.

Inspiration Currency and the Happiness Economy

Over the past few years, economists have become interested in happiness or the subjective well-being economy (Frey & Stutzer, 2002). This area has long been discussed by the positive psychologists in the last two decades as Kahneman et al (2004). It has become clear, however, that the concept of happiness is able to offer new insights on issues if it is met with eager self-consciousness and discovery.

Therefore, Graham (2011) focused on the economy of well-being using the trend where economists are increasingly using happiness surveys to study what causes populations to deliver a better satisfactory life. Today, human are witnessing many economic reports that measure happiness effects on health and marriage to the unhappiness effects of unemployment, divorce, and even commuting time. This off course would increase the frequency and level of IC.

Since happiness economy research can show many hidden treasures within human capability that can be discovered, IC would play a role in the identification of the determinants of individual well-being. Happiness itself can be one the IC tool or measures of exchange, as with happiness as per of IC well have better welfare, using techniques such as self-realisation and inspiration.

Design/methodology/approach

Through studying cases of inspired individuals, organisation and communities. The study explores the understanding of IC, through an analysis of the interfaces and interplays between different variables that affect and influence such currency.

This research uses a mixture of qualitative methods including semi-structured and narrative interviews, focus groups, as well as survey, documentary analysis and observation as supplementary approaches. In addition, it was decided not to use quantitative methods as a main method as area is virgin and such area cannot be measured quantitatively.

The theoretical approach to data analysis will be used in this research is grounded theory. This is systematic approach where theories emerge out of the study data (Strauss & Corbin, 1998). It is suggested that such an approach is particularly suited to new areas of studies, such as this study of IC (Strauss & Corbin, 1998). Where no theory exists, as in this, grounded theory allows new theory to emerge in a new area of study (Bryman & Burgess, 1994);(Creswell, 1998).

Research limitations and implications

This researched is applied as pilot in Bahrain, further it will be applied in different content to prove the theory more imperially.

Originality/value

As the world is trying to discover what would be the shape of the next economy, inspiration is considered by certain authors in many communities would start believing that the world is worth living. With inspiration human can use their minds to think of what they want instead of what they see. Inspiration based economy is believed to be

built in many enablers and different inspiration generation theories, without which they cannot see a competitive and sustainable future.

The original contribution to knowledge of this study is its consideration of an approach that can transfer inspiration to currency. The study will show that this can be applied for different categories as there is a need to develop an approach in this area with changing in economy. While most of empirical experimental part of this study took place in a country with limited resources and use to depend mostly in oil the model can be used in developed and development countries.

Conclusion

From reviewing the literature of other economy currencies, our minds, our attention and our ability to visualize would set our future currency. It causes things to happen just the way we imagine it and even more energetically.

Inspired person can differentiate countries fate from his ability to shift from supply to capacity verses the demands. The role of IC would be to bring our imagination onto existence on daily basis. Thus it is a currency that would be able to help us shrink the world. This with inspiration as a currency, would reduce the lag time between our needed realization and our level of inspiration.

Without shifting to such IC we are really keeping the minds of humanity trapped in materialistic issues that in reality does not help our humanity to rapidly evolve and increase our humility of not being able to deal with the within.

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CHAPTER FOUR

INFLUENCING WITHOUT POWER” CURRENCY IN INSPIRATION LABS: A CASE STUDY OF HOSPITAL EMERGENCY BEDS⁴

Introduction

While Kendrick (2012) focused on desired behaviours, IE focus on way of implementation to change behaviours. However, Hogg and Cooper (2007) focused on what happens in diversified communities, or people with different backgrounds, multi-discipline and different interest.

When reading current available literature about IWP, or authority, or resources; it is very rare to hear the word capacity, and rather tend to see the word skills and competency (Probst, 2017). This gap was addressed with the recent literature that came from the projects of IE which focused on ‘IWP’ that leads to raising the capacity vs. demand. So here, it is not only about influencing a project team, or developing skills, or influencing fellow employees,

⁴ Buheji, M (2018) “Influencing without Power” Currency in Inspiration Labs—A Case Study of Hospital Emergency Beds, American Journal of Industrial and Business Management 08(02):207-220

it is much beyond that. It is about an influence that create an outcome and that leads to legacy which means realising actual sustained change into the socio-economy, (Cohen, and Bradford, 2005; Gottwald, 2008).

In the coming sections the author reviews among the huge literature what influence means on the society, i.e. beyond the personal influence which is the focus of most of the literature so far. Ways of influence to the extent leaving a major sustained change, called in this chapter legacy is also presented. The importance of ‘influencing with power’ as a concept and a mindset and specially in instable socio-economies today are discussed.

What influence means?

Real influence provokes change. Influence is only valuable when it provokes change in how people operate and think; when it inspires them to take required action (Vora, 2013).

Influence is more about reciprocity (give and take) between you and another person(s) or between organisations and communities which enables change to happen or attitudes, opinions, or behaviours to be reinforced as per Cohen and Bradford (Cohen, and Bradford, 2005).

Johnson (2008) mentioned about the influence that is built on gaining access to resources needed carried out by unusual efforts. For example, gaining access to resources needed with minimal investment of efforts, using more sound evidences. Johnson that influence clearly happens when doors swing open freely to those key players whose cooperation needed most. That time we’ll feel we’ve achieved

central purpose while catalysing valuable change for the targeted community.

Ways to Influence

Lauren Johnson (2008) mentioned about 8 R's as eight ways to create an 'influence without power'. These eight R's start with Reasons, Research, Resonance, Repetition, Resources, Rewards, Real-world events and Resistance. While Linda Hill (1994) seen that there are mainly only two ways to influence without power that is empowering others and cultivating networks.

Buheji and Thomas (2016) defined how to create an influence by four I's. The first I is about individualized personal attention to others, making each individual feel uniquely valued. The second I is about intellectual stimulation where people are actively encouraged to a new look at old methods, to stimulate their creativity and encourages others to look at problems and issues in a new way. The third I is about inspirational motivation where people optimism increased through enthusiasm for possibilities not previously considered. The last and fourth I is about idealized influence where a sense of purpose build more trust and confidence from followers.

Why 'Influencing Without Power' it is important today?

IWP found to create more impact and lasting effect in relevance to socio-economic problems as poverty, low aspirations, QoL, youth demands, social and political instability, low productivity, business instability and issues of migrations. Influencing with minimal resources and without

using any official power people would be more committed to create more differentiated results and outcomes compared to what is expected (Cohen, and Bradford, 2005). Buheji and Thomas (2016) mentioned about more demand being more frequent waves of innovation and with the spread of instable coexistence or resilience, IWP and with minimal resources can create more differentiation for communities' outcomes.

IWP is highly needed as both a principle of life and mindset, as it enhances survival and competency chances in a very turbulent socio-economy such as it is more witnessed today.

Examples of 'Influence without Power' – from School of Ghandi.

Vora (2013) mentioned about the secret of Mahatma Gandhi 'influence without power' which can be summarised in one word 'simplicity'. Gandhi was independent of all the influence resources i.e. the position, the wealth, the power and the authority. Yet, Gandhi influenced the whole empire and influenced the hearts, spirit and minds of so many people across the world more than 80 years now.

Vora confirms that Gandhi simplicity confirms that no matter who you are, or where you are in the order, you can make a difference. Gandhi as per Vora worked with others and through them to achieve his objectives, but he never compromised on his own principles. Actually, as per Vora, these principles were the substance that Gandhi generated his influence on others. Therefore, one could summarise that having real accomplishments, experiences, passion and credibility were the real formula of Ghandi's

sustained influence. This formula raised people trust on Gandhi, and thus it became one of his influence currencies.

Ghandi also used other way trust, i.e. trusting people around him. Ghandi knew that when people get trusted, they get influenced as they change when they feel being trusted.

Barriers to ‘Influencing without Power’

There are many type of barriers to effective influencing. Most important barriers however are relevant to organisational culture. Hierarchical communications and styles tend to prohibit influencing without authority. Studies shows product or service complexity control the level of learning that can be done and thus inhibits the ability to influence (Gottwald, 2008; Probst, 2017). Limitation of time dedicated for discovery also found to inhibit people to see and verify the requirements of type of reflection and thus affect their participation. With lack of people participation or inconsistent participation, it is hard to ‘influence without power’. Hence by employing a consultative approach, project professionals can gain the needed influence to facilitate positive project outcomes.

Research Method

The method in this study consists of an analysis of an initiatives carried in one of largest government hospitals, which needed to explore a change without extra resources or authority. Therefore, a focused IWP research is carried out in-depth followed by a proposed model from IE and labs is presented. Then a case Study of secondary care regional

hospital was selected to explore the ‘influence without power’ currency. Then a comparative analysis is done in the discussion and conclusion. The identity of the hospital is protected due to contractual agreement about the sensitivity of the issue socio-politically.

The Proposed Model

Based on the experimental theories that were developed from IE and inspiration engineering a model for IWP or with minimal resources is proposed. The following sections explains the theoretical background of the model and its constructs.

‘Influencing Without Power’ as a type of Inspiration Currency

Cohen and Bradford (2005) proposed a model that reflects how influence create currencies. The Cohen-Bradford seen that IWP creates inspiration for building vision, excellence, morality/ethics. Through such influence currencies human build tasks for resources, information, assistance and support. With influence currencies human build a type of inspiration currencies as position advancement, recognition, visibility, reputation, networks/contacts and appreciate the importance of insidersness. Also, Cohen and Bradford (2005) seen that relationship built on acceptance, personal support, understanding, and inclusion help people to see self-concept, feel the importance of managing together challenges, with

ownership, gratitude and with more involvement with reality. (Buheji and Ahmed, 2017).

Why 'Influence' is important for Inspiration Economy?

IE is about the ability to create positive socio-economic change through utilising the intrinsic powers of the individuals, the organisations and the communities. Once intrinsic powers can be utilised then the organisation can use these powers to influence a change with being more independent from the resources. This needs first a ready mindset that appreciates the importance of this change. Influencing the mindset make organisations and communities get more engaged to create a focused outcome towards a targeted legacy (Hogg and Cooper, 2007; Mathieu et. al, 2000). The level of influence is very important for inspiration based economy, as without such level of influencing people cannot see how inspiration would leave an impact on the economy and on the socio-economy (Buheji and Thomas, 2016; Buheji and Ahmed, 2017).

In today busy life human need to influence with minimal resources and quick impact that can be felt by more people. When human prove that they can influence, even if they do not have the power on others, this means human minimize the excuses. Actually, as per Johnson (2008) people won't interact enough unless they stop procrastinating, or stop hesitating, or stop having the feeling that they do not have the power, or the authority, or the resources to influence a change. With the increasing rapidity of technological change and

shortening of products/services life cycles that are making the competition more intense, IWP is very important to attract their attentions and to utilise the failures, the challenges and turns them to sources of inspiration which researchers call opportunities. Hence, in inspiration based economy IWP is part of problem solving and problem finding that lead to overcome complexity and creation of development.

Figure (1) shows how inspiration engineering labs create different currencies as IWP, inspired mindsets, IC and LLL that create sustained legacy which shows the importance of IE.

Figure (1) Illustrate the different influences generated by IE mechanisms



Inspiration Labs Influence

Inspiration labs is considered to be a technique where people are brought together to explore and collect field observations about a specific chronic, or complex or challenging problems and then explore further how turn it into opportunities, as illustrated in Figure (2). Inspiration labs is therefore considered to be a source of mindset influence, (Buheji and Thomas, 2016; Buheji and Ahmed, 2017). The more human manage to influence others, the

more human own the currency to change them, or at least create in them the will to take action. However, experience from inspiration labs shows that sustained influence need to be linked to paths of learning created that lead to currencies of inspiration. The more human influence, the more human will be able to build sustained communication.

Figure (2) Illustrates the Concept of Inspiration Lab and its Influence



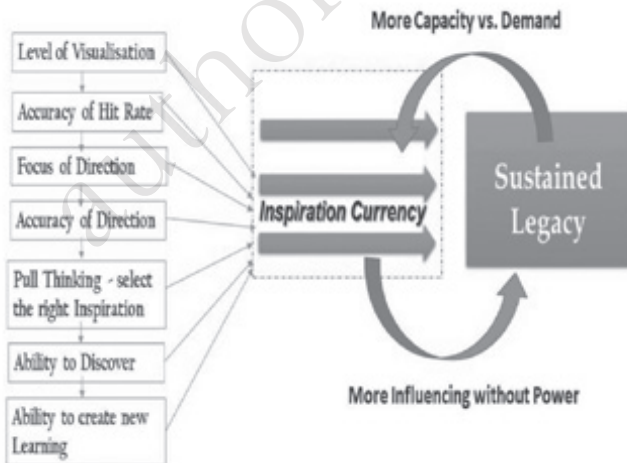
Influence is about exchanging something another person values. It depends a lot on perception and expectations as well as the spirit. Using the spirit of attempting to ‘influence without power’ in inspiration labs found to create pull thinking that make the participants identify and then extract opportunities and benefits that create positive change with minimal resources. Through executing the radical changes that inspiration labs usually produce, researchers show that influence does not require formal authority or power; however, it does require trust and good relationships at different stages in the lab which supports the work of (Buheji and Thomas, 2016; Vora, 2013).

Through reflection of inspiration labs experience in the last three years, the power of influence found here to focus on converting the power towards others through empowerment and the utilisation of networks (Buheji and Thomas, 2016).

Since beliefs influence behaviour, inspiration labs focus on creating beliefs through problems findings which create new mindset once problems are solved and became a source of inspiration. Hence, the influence power is very relevant to the opportunity finding rather than the capability of solving problems only.

In order to create a sustained inspiration lab, influence human need to improve the level of visualisation which would improve the accuracy of hit rate. Both visualisation and better hit rate would enhance the direction focus and create a selective mindset that help to discover and create new learning, as shown in Figure (3). Once the inspiration lab starts to create the outcome human can realise it differentiation in relevance to its ability to create better capacity vs. demand (Buheji and Ahmed, 2017).

Figure (3) Constructs of Inspiration Lab influence



Currency of 'Influencing without Power' in Inspiration Labs

Currency means something valuable that possess and can trade for something wanted or needed. Currency is valid if human have something to offer others want. So, having a strong currency means that human can create an influence with it or even drive change through utilising it effectively. Examples of currencies other than money are having specific technical expertise, specific organisational knowledge, political will, or knowledge about clients, etc. Gratitude, recognition, appreciation, listening, respect, assistance with tasks, are also considered small currencies. Grants and budget allocation are also considered types of currency.

The currency of 'IWP' generated in inspiration labs helps to change the mindsets of people by selected repetition that affects the logical mind and, at the same time, embraces analogical thinking. This type of currency is enhanced by both failure and an appreciation that creates empathetic thinking. Once this cycle is completed, personal IC becomes even stronger and more focused allowing the creation of positive change in the socio-economy (Buheji and Ahmed, 2017).

Cialdini (2000) talked about using emotional intelligence and empathetic thinking as currencies of 'IWP', giving examples on shopping store staff being cheerful, or when they offer free sampling to taste. This type of influence is part of the art of persuasion.

Currencies of influencing without authority is more effective when there is no direct benefit for the stakeholder you need the help from and is based on 'trading favours' within your network of influence and as a consequence increasing the power of this network.

Finding the right IC is easy, but it need focus in setting the right question. The currency of inspiration come through the main practice of IE that is observation. With Observation Inspiration Opportunities can be founded, which once open up to be the right match of what are passionate about it becomes our currency that it is going to use again and again to create an influence.

When the target is to inspire and influence people, organisation and society; raising the capacity to shape what happens next and its effect on the actions, behaviour or opinions of others. Here the IC is about having the focus and curiosity to explore what is happening Buheji and Thomas (2016).

Importance of IC as being a source for raising the capacity to influence through learning generation. Leo van Lier (1996) focused on the importance of the learning generation and mentioned the importance of noticing things in order to learn from them effectively. Once human notice things or ideas then they enter an awareness stage and accept their existence. More noticing means more influence and more learning and this means human enter the stage of realisation where human are able to translate concepts into reality and this differentiates the level of influence achieved.

Case Study

Introduction to the Regional Hospital

One of the major regional hospitals in Gulf Cooperation Council (GCC) was explored to see how its long time chronic scarcity of emergency beds can be tackled without extra resources and without authority. The project targeted to inspire the organisation to improve its total *lead time*

for emergency beds and ease admissions in the hospital. The case focused on understanding the basis and the level of urgency of the cases, which is one of the most challenging issues in any healthcare institution, especially if this is to be accomplished with no extra resources: i.e. minimising waiting times without extra resources of beds or staff. The case study has gone through the following stages to create an effective change through influencing without the need for power:

Understanding the Challenges and Opportunities in the Regional Hospital

This GCC regional hospital had the following challenges that can be turned to opportunities as per IE.

- Despite the hospital had many expansions in the last decade, and its reached a capacity of more than 1600 beds, still the hospital failed to provide the necessary beds for emergency patients on time.
- There was no proper basis for the data relevant to the availability and management of beds, beds quality services and therefore there was no real time data that help for beds vacancy management.
- Emergency Patients wait on average more than 12 hours and sometime they might reach 72 hours till they can be admitted as emergency case.
- The continuous improvement of emergency services and expansion of Accident and Emergency Department, called here for short AandE, needed to accommodate patients waiting for beds inside hospital wards is available.

- There was no consistency of peer reviews and patient satisfaction programmes in relevance to emergency beds turnover.
- The level of the culture of hospitality services in hospital in general was very low.
- The main service provider for emergency cases is the Medical Departments where they have one fourth of the total hospital bed capacity and get more than one third of the emergency admitted patients.

Studying how to Motivate and Inspire Residential Physicians with Minimal Power and Without Extra Resources

The following motivation were done in order to excite some of the stakeholders of the emergency bed cases service providers:

- The Medical Department was approached to be the focus of this case study, with promise of minimal time and efforts would be given from the senior staff to the case study process and not to lose the focus on the core of the service, that is patients quality care.
- The case study facilitator explained to the Medical Department resident physicians why they were chosen instead of consultants to be main partners and team for this management of this project. The Medical residents were mostly young below 30 years old and mostly connected to patients on day and night, besides they are the ones mostly available near patients and usually have better communication

abilities with all types of staff, with more patience to manage change.

- After a deep dialogue about the importance of project to their administrative abilities to manage change, the resident physicians were motivated to create a team to carry out data collection, data analysis and auditing.

Defining the Type of Inspiration Lab Project

This organisation was selected to be the case study to test the proposed model based on its complexity. This organisation is unique due to its being very resource dependent, managed by professional bureaucrats as medical consultants and senior nurses. The organisation also is very important since it is relevant to critical life services, with multi-discipline staff and with very costly services. Therefore, this inspiration lab was selected to measure how *'influence without power' while defining accurately the inputs and outputs of the project as follows:*

- This hospital is unique as only 16% of the world hospitals have more than 500 beds.
- The hospital accepts many patients who are 65 years old and above who represent the majority of inpatients, even though they are the minority group in our community.
- Even though the majority of patients in this general hospitals would be admitted to a medical department, there is no information for patients' admission and discharge.

- The amount of complaints in this hospital, especially about the quality of treatment in AandE and waiting for admission in medical department is alarming.
- No proper communication plan between departments that would help to ease the complexity of the hospital issue in relevant to being more prepared for emergency cases.

Setting the Scale of Observation for the Project

The following observations were collected to see the sources of influences in the hospital:

- The hospital has ‘vertical thinking’ (every physician and every department have their own system for patients’ discharge).
- The hospital has ‘horizontal thinking’ between departments to collaborate in order to create better QoL for admitted patients.
- The hospital has ‘integrated thinking’ that depends on reporting between multidisciplinary teams.

Exploring Inspiration Opportunities

Since there are many demands coming up in the healthcare industry that can be either met by more power, supply or building up of better capacity, the inspiration lab helped to explore the following opportunities:

- An opportunity to speed up the availability of beds that leads to lower waiting times to receive an emergency service.

- An opportunity to build a model for bed turnover focusing on available improvement techniques to raise the capacity by more 220 beds to accept more patients per week. This would especially viable for meeting a country demand with limited resources.
- An opportunity for increasing the level of medical and health care services provided to patients, since the average age of citizens has increased and there is greater awareness of patients' rights.
- An opportunity for enhancing the level of services must meet hospital accreditation requirements.

This means with these opportunities human can increase the capacity to meet all of these demands without extra resources and/or without authority: i.e. without changing roles and regulations, or losing level of patients' confidence in the services.

Developing the Way human Think

In order to create the currency of '*influence without power*' in the regional hospital, human need to influence about the way people think and act, thus human need to:

- Start collective teams' observations of the work style of medical wards.
- Collectively realise the different patients' treatments are planned.
- Collectively understand the way resident physicians' time is being managed.

- Collectively realise the methods of communication between the wards and other service departments, such as pharmacy, labs, admin. and the bed scheduling team.
- Collectively assess how emergency patients need fast services to be available near the beds they need, in order to speed up the freeing of beds by recovering patients, thus increasing the number of available beds.
- Build team spirit to create better integration of departments through dash board monitoring of bed turnover per physician.
- Specify which resident physicians prepare the patient release documents.
- Study common disorders that cause patients' demand for beds in the model department which is in this case the medical department. This can be supported by creating clearer protocols and care regarding discharge planning and home follow-ups.

Applying Behavioural Economics

'IWP' is about Behavioural Economics (BE). In order for BE to occur need to:

- Enhance the readiness of culture by changing the measures of delay for discharge or bed occupancy from days to hours.
- Establish online synchronisation between medical wards and AandE.
- Set up realisation about the importance of pre-discharge plans.

- Since 78% of patients come from AandE and the discharge time takes more than 10 hours, which need to speed up patients' discharge.
- Most patients stay after 5pm and even over weekends because no discharge plans have been issued by consultants.
- About 40% of patients in AandE are transferred to medical wards. However, they sometimes need to wait for more than 6 hours; this might be up to 3 days.
- There are high bed occupancy ratios and slow bed turnover.
- Poor facility utilisation and efficiency.

Continuously Reframing the Mindset

Since the ultimate goal of inspiration lab is to create currency of 'IWP' by changing the mindset of hospital targeted community, this could be realised by working on:

- Values transparency, through maintaining more fairness and empathy.
- Need to have beds for the neediest emergency cases.
- The availability of beds for these cases needs to increase.
- Reduce waiting times for arrival and discharge days.
- There is much instability in the utilisation of beds and turnover in all the wards of medical depts.

Shifting Measures from Outputs to Outcomes

The inspiration Lab techniques mentioned in this case managed to show influence role in transforming the

measures from being output (results driven) i.e. to have a bed available however after more than 16 hours, towards being more outcome driven, i.e. the availability of beds guaranteed for emergency patients and specially in Medical Department.

The main root towards 'IWP' currency in this case helped to speed up the availability of emergency beds through:

- a) Restoring the most optimised measures for admission and discharge that would balance between patients' rights that usually have the Quality-Cost-Delivery build on it.
- b) Setting up a pre-discharge communication plan with patients' relatives.
- c) Setting up pre-discharge drugs' delivery.
- d) Utilising Total People Involvement (TPI) with both patients and families in the discharge decision.
- e) Provision of pharmacy, labs and transport services.

Discussion and Conclusion

A detailed case study has been discussed in relevance to the proposed model of 'IWP' in inspiration labs. The case study shows innovative approach through different techniques which organisations and communities can use to create great influence with minimal resources and less authority. The other uniqueness of the case is that the conducted influence even more sustainable compared to conventional influence. In this work, the currencies of 'influence without power' model found to develop more opportunities for organisations and communities to get their IE outcome.

Further influence tools as improving the hospital cleanliness and management of the beds to the highest level of patients' satisfaction and reducing the bed costs, are not included in this case study reporting. However, many outcomes can be seen as 'IWP' currencies for this case specifically which helped to 60% improvement in emergency patients beds availability, such as development of discharge checklist. As a result, 90% of the discharge time reduced to before 12 pm daily. This helped to influence the reduction of the average waiting time for the bed to be 1.5^h hours.

Other 'influence without power' currencies were pulled along with these outcomes as improving the QoL of patients during bed occupancy and reduction of average waiting time from more than 79 hours to less than 10 hours. A bed management business model was built and proposed that it is more independent of resources and less cost driven.

The case study shown that 'IWP' in inspiration labs create even more peer to peer support while increasing the 'hit rate' by having more intelligent planning achievements. This inspiration influence creates a unique currency of competitiveness that is reflected in the accuracy of forecasting the time of discharge to be raised from 40% to 95% and by the hour. The survey by the type of patient delay during discharge showed very good satisfaction about the services delivered, which are encouraging more change with minimal resources.

Besides showing how inspiration labs influences projects, this case created an improvement in all the related medical protocols, besides elderly care services without dedication of more resources or more authority. The case also affected the development of admissions and discharges, occupancy rate

knowledge management system, and anti-biotic planning. Due to the influence of the case, the hospital decided to start e-consulting with senior consultants and residents in relevant to patient discharge plan to enhance the management of patient admissions and discharges.

The uniqueness of the case is that it triggered more engagement of hospital decision makers to set up new culture training relevant to patient management for medical residents and interns. A new target was set to reduce bed occupancy by 30% for most common disorders that occupy patients' beds. This helped to reduce patients' mortality in medical departments specifically by 20%. The final results show that implementation of the bed savings reached about US \$20 million, besides reducing patients' suffering.

Despite the limitations of the study being in one country and without being compared to other similar cases, this study has shown that future research about 'IWP' currency in similar areas are highly encouraged to reduce the capital economy resource dependency syndrome. In comparison to almost all the work on 'influencing without authority' this work opens a new direction on the concept of influence and how it can create a major differentiation on the socio-economic development and stability, (Cialdini, 2000; Larson, 2006; Stakeholder Management, 2016; Yukl, and Falbe, 1990; Porter et al, 2015; Yukl and Falbe, 1990; Trzcielinski, 2013; Tescula and Ruckm, 2000; Westwood, F (2001) Westwood, 2001; Leo, 1996). Such studies would help to change not only individuals mindsets, but even countries strategies.

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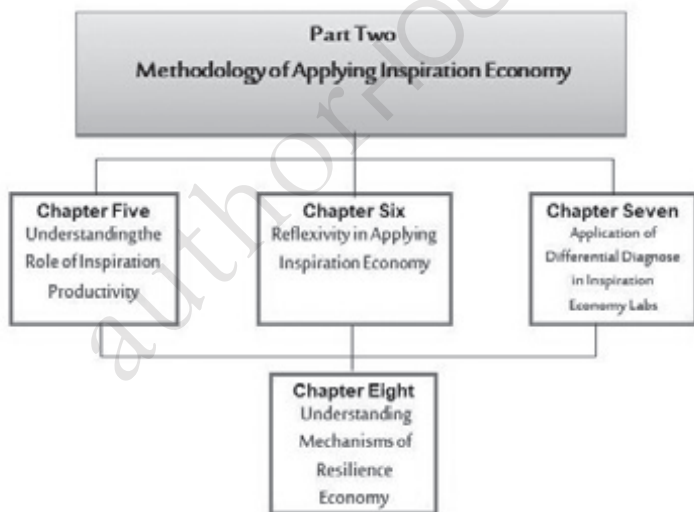
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Part Two

METHODOLOGY OF APPLYING INSPIRATION ECONOMY

Figure 3: Part Two Structure



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CHAPTER FIVE

UNDERSTANDING THE ROLE OF 'INSPIRATION PRODUCTIVITY'⁵

Introduction

In 1957, George Box proposed a “method for increasing industrial productivity” which he called ‘Evolutionary Operation’. Box noted the similarities between the evolution of ‘living things’ and the advances in ‘industrial processes’, where both meet in fact that the need for consistent change (Box, 1957).

What is Productivity?

Productivity is defined as the relationship between the outputs generated from a system and the inputs that are used to create those outputs. Mathematically, $P = O / I$.

OECD (2001) defines productivity as the ratio between the output volume and the volume of inputs. In other words, it measures how efficiently production inputs, such as labour and capital, are being used in an economy to produce a given level of output. Productivity is considered a key source of

⁵ Buheji, M and Ahmed, D (2017) **Understanding the role of ‘inspiration productivity’**, International Journal of Current Advanced Research 6 (3), 2866-2871, <http://journalijcar.org/sites/default/files/issue-files/1679-A--2017.pdf>.

economic growth and competitiveness and, as such, is basic statistical information for many international comparisons and country performance assessments. For example, productivity data are used to investigate the influence of a business model and its product and labour market impact on economic performance.

Productivity growth constitutes an important element for modelling the productive capacity of economies. It also allows analysts to determine capacity utilisation, which in turn allows one to gauge the position of economies in the business cycle and to forecast economic growth.

The Relation between Inspiration and Productivity

Inspiration has a unique relation with productivity since it focuses on 'pull thinking' in creating proper change. Thus inspiration as per Buheji and Thomas (2016) creates an economy that can make productivity less resource dependent and more of a type of an opportunity creator. Through IP becomes selective and focused thus leads to competitiveness and differentiation. It is a principle that leads socio-economic behaviours to associate with a change in the mind-set towards being active to do activities from trading to focusing on abilities and capacities. (Buheji and Thomas, 2016).

Through inspiration the main framework of productivity is shifted from being driven by (supply vs. demand) to more of (capacity vs. demand). Inspiration helps to have effectiveness measures to be driven by outcome with minimal expectation reflected in what is called 'Overall Inspiration Competitiveness' (OIC). Where:

$$OIC = Availability \times Quality \times Efficiency$$

OIC therefore is very important measure for transformation towards inspiration based economy. OIC is a real measure of society, community, organisations and even individual ability. Through OIC human can measure the readiness to deliver the best fitness for purpose, with the most efficient and cost effective outcome.

Since inspiration has been linked directly and indirectly for many years with job satisfaction and job performance, a positive mood, found in many studies to contribute to higher levels of productivity too (Judge et al, 2001). Inspiration found to cause better productivity, especially in societies where people have more opportunities and choices. Productivity has been found to be related to the feeling of having more choices since it is found to enhance the individual's reading, debating and ability to have synthesised reflections.

Inspiration raises our ability to capture opportunities that quickly go unnoticed, or occur in areas of blind spots besides raising our precision and accuracy. The challenges along with this more accuracy towards improving our achievement helps to raise the spirit of persistence.

Introduction to 'Inspiration Productivity'

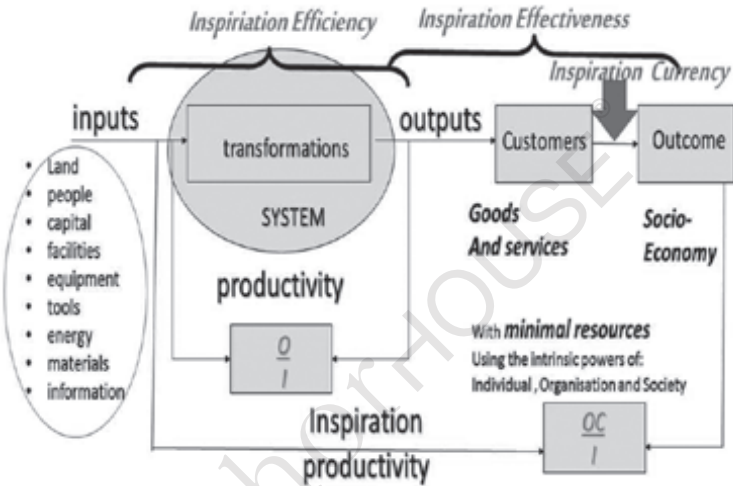
IP is multi-functional effectiveness that reflect on people's socio-economic needs or realised functional outcomes. In an economy driven by inspiration;

$$(IP) = (OC) / I$$

**Where, IP=Inspiration Productivity, OC =
Outcome that brings in Legacy, I= Input**

The formula of IP helps in shifting both organisations and communities from growth productivity (i.e. improve with resources and projects) to development based productivity (i.e. improve with challenges and pull thinking influence). This is illustrated in Figure (1).

Figure (1) Inspiration Productivity Concept



The IP is developed through the integration of inspiration spirit, inspiration opportunities and inspiration sources. This type of productivity found as per Buheji and Thomas (2016) can be delivered through experiential learning, or learning by observation and/or learning by doing.

When it comes in efficiency normally measure it by the level of resources used to make the transformation from inputs to outputs. However, in relevance to inspiration efficiency it would go to measure even the amount of resources used in the outcome generated. Since

in inspiration based economy this outcome would be based on socio-economy. Therefore, efficiency in IP is considered to be in practices as:

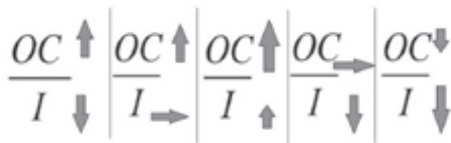
- Reduction of the resources actually be consumed in relevance to the outcome (legacy) achieved.
- On the input side of the system in relevance to the level of outcome achieved.
- In the measures of what the system sets out to accomplish (towards specific outcome) with what was actually accomplished; plan vs. actual.

For IP, effectiveness is all about the outcome not only the output measure (i.e. the level of outcome – level of quality, cost, availability, etc.).

How Inspiration transforms our organisations and societies Productivity?

IP is the result of managing and intervening in transformation or work processes towards specific outcome (OC); instead specific Output (O) only. Figure (2) show the preferred relations of Outcome to an input to create effective legacy.

Figure (2) Preferred relations of Outcome to Input in Inspiration Productivity



Inspiration effectiveness is about the generation of IC that leads to outcome. The IP measure what minimal resources were used and the use of the intrinsic powers of Individual, organisations and society (Buheji and Ahmed, 2016). So, in summary:

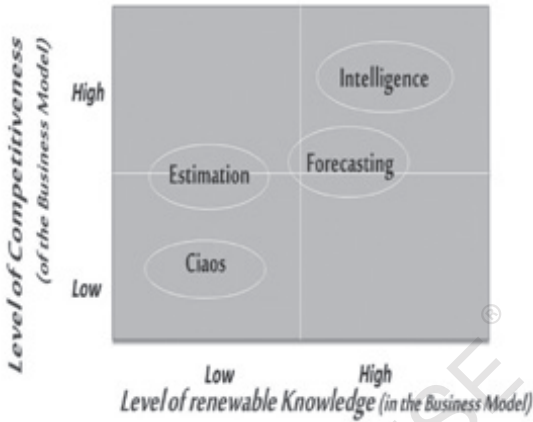
$$\begin{aligned} \text{Full IP} = \\ (OC/I) + \text{level of Socio-Economy generated} \\ + \text{level of minimal input of resources used} \\ + \text{level of intrinsic powers excited} \end{aligned}$$

Productivity isn't everything, but in the long run it is almost everything. A country's ability to improve its standard of living over time depends almost entirely on its ability to raise its output per worker. (Krugman, 1994).

Opposite to the concept of free market economies, KE raise the ability of the organisation and the society to more use knowledge to enhance productivity and thus creating more knowledge value added outcome. Innovation economy in the other hand raises the organisation ability to create a culture of pull thinking in productivity that leads to an effective outcome. When it comes to IE researchers trying to raise the ability to discover opportunities of productivity vs. level of persistence to create (legacy) and outcome. (Hübschmann and Arceneaux, 2013).

IP focus not only in good output, but more on building the capacity of the business model to be more towards the level of forecasting high competitiveness as show in Figure (3), which shows the role of inspiration competitiveness in relevance to improving the organisation intelligence.

Figure (3) Role of inspiration competitiveness



Role of Productivity in Social Development and Cohesion

Carlson (1999) mentioned that stable, sustainable economic development cannot be achieved unless and until social development also takes place. Consequently, the social dimensions of economic development and productivity are as important as the economic dimensions.

Productivity and social development depend on changing human factors and targeted outcomes. Research on the social side of productivity growth and poverty reduction, for example, in developing countries by the Centre for the Study of Living Standards has largely focused on what to do about poverty and how to compensate the poor (CSLS, 2003). In IP the shift would be from allocating social funds to targeting anti-poverty programs that would prevent needy from being needy. It is a pro-active, positive approach to social development that aims to create a fundamental change in the business models and the community mindset again.

For IP coexistence and competitiveness goes hand in hand. Only countries that have managed to implement and establish effective social cohesion programmes are able to bring about productive citizens that provide value added to the broader community. (Marchant, 2012).

In an IP this means human build what it is called a critical inquiring mind, that loves learning and has a great directed curiosity of discovering the ability to see things from an overall viewpoint. Inspiration can be studied, more and more, as part of human behavioural research. The inquiring mind-set can then be linked to personality constructs such as 'openness' and 'change readiness'.

There is a need to re-define what is meant by growth and development, with relevance to 'value added activities' and defined 'sustainable outcomes'. There is a need to structure the economy with 'value based thinking', while taking care of productivity and ensuring moral and qualitative value of all types of capital assets.

Development is about realised outcomes that are delivered mainly through qualitative improvements and milestones for society. If it is inspirational development, then it will be without extra resources or with minimal resources. When development occurs, our capacity develops verses the demand. Thus our capacity in production would be based on less resources, pollution and time, or even less constraints of design and delivery. Thus, development is a major source for inspirational economy differentiation.

Today more papers and evidence based books are published based on observed behaviour in relevance to social norms and preferences; including for example integrity, productivity and transparency which support the

development of an established stable and sustainable socio-economic and trustworthy system. Inspiration thus can enhance the type of reciprocity that exists in our societies.

Since it is targeting a psychology based economy that focuses on better human affairs, the framework needs to show how life is rich and colourful with feelings. This will help stimulate emotions which lead to better focused motivated productivity. It is a framework that targets to make people consistently inspired to overcome the difficulty of living choices. (Sing, 1989).

It is believed that inspiration enhance a type of productivity that focus on "Appreciative Enquiry". This type of productivity can be a source for socio-economic revival for many non-productive and non-contributing societies.

Nowadays, human are living in an era where focused intelligent productivity is supposed to be much higher than before, due to the availability of technology, ease of transportation, better educational opportunities, etc. However, reports of certain developing countries' performance, especially in the last decade, indicate that they still have very low productivity per individual.

The Power of Focused Thoughts on the Development of Inspiration Economy based Wealth

Our thoughts seem to have a mind of their own and thus human feel on many times that are in repetitive cycles of non-productive thinking. It is possible, however, to redirect our thoughts towards a positive focus.

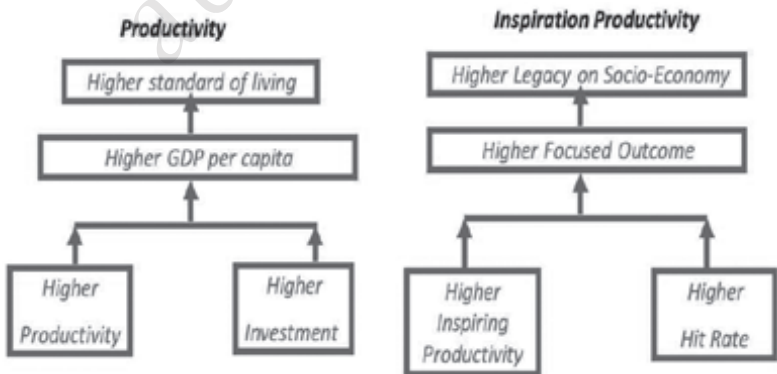
One of the challenges of self-initiated inspiration is the hidden costs of reward, where people already have a high interest in activities results while they are getting

less intrinsic inspiration in the long run (Frey and Jegen, 2001). Therefore, many psychologists believe that changing external instruments for inspiration help to explain monetary rewards, and regulating the use of punishment but proves to have little or sometimes even counterproductive effects.

When an organisation proceeds from maximizing its sales towards customer satisfaction it must give emphasis to inspiration as an aspect of service. This would help enhance the organisation goodwill in the market besides increasing its productivity.

In his best seller 'Competitive Advantage of Nations', Michael Porter (1988) mentioned that wealthy nations are the productive nations. Since productivity allows to support high wages and high returns on capital. It is believed that wealthy nations are those who can create a stable and sustainable socio-economy. If our societies are more driven by legacy creation and contribution with minimal resources they would be even more wealthy and productive. Figure (4) shows the difference between the two types of thinking.

Figure (4) Inspiration productivity focused on creating higher socio-economic outcome through high hit rates



Role of Inspiration Currency in enhancing 'Inspiration Productivity'

IP currency measures the way individuals in a society respond to a socio-economy challenge. Currency targets to change the way individuals/ organisations/ community in a society respond to a socio-economy challenge. (Buheji and Ahmed, 2016)

Inspiration labs create IP through re-inventing the business models. Through the process of inspiration, human are more able to renew business models, to be more independent and takes risks). The lab helps to make us to observe interactions "humbly". Thus exploring and closely defining the scope while learning from interactions. The lab help us to have better visualization, codification, classification and stratification. (Saji and Ellingstad, 2016).

Competing in both high and low-cost operating environments can present a number of unique challenges (Ross and Kennedy, 2014). IP help to build the constructs of inspiring mindset through selective repetition.

An example of IP in humanitarian agency called Merhamet in North of Bosnia in a city called Bihac. Merhamet were supposed to feed families in need during humanitarian crisis. However, Merhamet end up committed to feeding people all year round without clear priorities to get these people out of the system and make them more independent. Through IP program Merhamt managed in 3 months to get more than 60% of the cases.

In another can in a carpet factory in Mauritania. The IP focused on improving the QoL of families and their profit margin through improving the supply chain of hand-made organic products that are sold with good margin.

This led to improving the QoL different families and made the factory delay the focus on improving the productivity through automating the factory.

This shows the uniqueness of 'Pull Thinking' in inspiration driven productivity, which is being motivated by challenging problems and gathering different ideas in a short amount of time, while viewing people and things in terms of how they can be used to satisfy needs of the community or the world.

Measuring "IP" can be static where the $IP = OC/I$ in a given period of time (t), and it can be dynamic: where index 1: $IP(1) = OC(1)/I(1)$; $IP(2) = OC(2)/I(2)$; then $IP(2)/IP(1)$ yields a dimensionless index that reflects change in IP between periods. Then, Index 2: $((IP(2)-IP(1))/IP(1))*100$, yields the percentage change between IP queries does not just focus on doing things better. More importantly, it focusses on doing selective legacy driving things better!

Factors Affecting Inspiration Productivity.

Besides education, technology, macroeconomic policies, social and culture environments, foreign aids and investments and industry policies and competition; there are other important factors that affect any productivity, even at national level. Factors as what, why, the benefits, how, barriers and trends. Other factors affecting IP found to be the level of learning created, the well for innovation and carrying out entrepreneurial activities with independent thinking that targets to improve the socio-economy with limited resources. (Tsaousides, 2015).

At the national level, growing productivity leads to a

higher standard of living that enhances our international competitiveness. At the national level, inspiring productivity leads to QoL, help to create legacy and enhance sustainable competitiveness.

There are psychological barriers for practicing IP. One of the early barriers is that human usually search for one 'right' answer. Also focus on being logical or blindly following the rules. This is more challenging when it become overly specialised and start to avoid ambiguity, fearing to look foolish or fearing mistakes and failure.

Studies, of O'Grady and Richards (2011) on inspiration in professional life, indicate that some professionals experience inspiration through (a) a sense of calling, (b) divine guidance, (c) help in solving problems, (d) a heightening of abilities, and (e) a fulfilling way of being. However, Gotsis and Kortezi (2008) seen that inspiration helps to improve individual's relationship in the workplace through improving the overall work morale and their positive productivity that leads to creativity.

Given that workers from a vast array of professions are asserting that material gains are not sufficient motivation for productivity, and are calling for a description of organizational life that stretches beyond the metaphor of a grand money making machine, it is reasonable to consider how organizations might systematically invite space for employees and employers to experience divine influences in their work. Human work is a means to an end, with the end being wealth. These assumptions stem from scientific naturalism. The worldview of scientific naturalism excludes consideration of spiritual or transcendent influences in

human motivation and functioning (DiClemente and Delaney 2005).

Straumea and Vitters (2012) study investigates the idea that feeling good and functioning well-being are regulated by two different mechanisms: hedonic and eudaimonic. At the state level it is assumed that happiness is a hedonic feeling typically experienced when life is easy or a goal is reached. Inspiration is a eudaimonic feeling typically experienced when facing challenges in the process of goal attainment. The distinction between the two types of positive feelings also point to another interesting paradox of organizational psychology. For the last decades, the idea that the happy worker is the productive worker has been a widespread belief. (Robertson and Cooper, 2011).

Recall that deliberate practice is a crucial ingredient in developing expertise, and that the practice rated as the most important to improve performance also is rated as the least enjoyable. Judging from our results, inspiration may still be a key component in productivity even if happiness decreases because inspiration motivates people to invest energy. Turning to the practical applicability of our results, organizational initiatives aimed at increasing productivity should facilitate inspiration rather than happiness, and can do so by offering challenging and complex working environments. (Straume and Vitters, 2012).

Illustrating Inspiration Productivity in a School

In order to support the influence of IP, the researchers carried out a small case study on a dormitory school in Cazin Bosnia. The sample were carried after the students

(both boys and girls) were given a workshop about IE productivity and how they can startup a small project with minimal resources to be more independent students that create jobs or be persistent to find better opportunities in their community.

Only 14 students fully answered the survey out of 30 questionnaires distributed. 14% of these students were above 18 years, the rest were between the age 14 to 18 years old only. 56% of the male students mentioned that they have been working during holidays, while none of the females have had any working experience except with helping their mothers. 56% of the students said they have a goal in my life or they know that they can work on one now. However, only 30% of them knew what inspires them. However, 65% believed that they think now that they can participate in changing their status today. While 90% of the students participated in this survey believed that now they had a lot of good information and ideas now that can change their life. However, only 45% believed that they can change the world.

After, taking further training 90% of this students group believed they have started doing things that are important to their future. Actually, even 70% of them believed that now they can get more involved in practical topics that can change how people look at role of youth in the society. 30% of them they believe now that are persistent to achieve their goals and believe that if they fail they would get up again and again.

The IP workshop shown to have increased the visualisation of the students in the extent of the contribution they think could give to the world. The

feedback even from the school master that this group of students started to create even more positive change with their colleagues.

Concluding Discussion

Productivity is more likely to result from appetitive feelings like interest and inspiration as a synthesis of the literature reviewed. IP needs inspiring mindset that comes from critical thinking that develop the method of acting and the ability to associate things from different disciplines. This inspiring productive mindset can be developed by development of the 'spirit of inquiry' that help us to consistently renew our view of the world, re-define key inputs for improving decision making and make us more resilient to accept what are questioned or challenge to.

Organisations and communities should take care about factors affecting IP. This can be done through focusing in the creation and retrieval of IC and overcoming all the psychological barriers that prevent inspiration to flow easily.

Finally, would conclude that inspiration would stay to be a strong enhancer of unique competitive productivity that focuses on 'pull thinking' that help on being selective on what to produce and when and why to produce it in relevance to a targeted outcome and legacy. However, to conclude that there is a need for more studies in this line of research area to support and illustrate the level of change that IP creates.

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CHAPTER SIX

REFLEXIVITY IN APPLYING “INSPIRATION ECONOMY” RESEARCH: CHANGING THE GAME TO MAKE THE RESEARCH GROUPS “RESEARCHERS”⁶

Introduction

The main research idea focuses on how the world is in need of a new economy and proves that the theory of IE can be applied in different contexts. The researchers found that the social and cultural contexts of the research field can shape and modify the use of qualitative research methods through a reflexive analysis of the research study, as the research methods were modified in order to implement IE; this was done to prove the theory rather than merely to validate the data collection method. Thus, the chapter examines how proving the theory shaped the research process rather than vice versa. The work therefore engages with the researchers’ position through

⁶ Ahmed, D and Buhji, M (2018) **Reflexivity in Applying “Inspiration Economy” Research: Changing the Game to Make the Research Groups “Researchers”**, *International Journal of Qualitative Methods* Volume 17(1), 1–8, SAGE Publications.
<http://journals.sagepub.com/doi/pdf/10.1177/1609406917749156>

reflexive analysis because they were foreigners although they were also the creators of the IE theory.

Today more than ever the world is in search of different economic concepts that makes sense. Most of us, however, are more followers than creators of our fate and it is due to such materialistic economies that rarely manage to engage with or control fate. This research calls for a transition from this position as IE comes from within us and serves all of us, without depending on resources or external power. An inspiration-based economy, it is believed, can be built by many enablers and different inspiration-generation theories, without which a competitive and sustainable future cannot be envisaged (Buheji & Thomas, 2016). Therefore, it was important for the researchers to prove the validity and reliability of an IE model and to implement it in the context of another country rather than only in their own region. In addition, using research groups to collect data, not only makes group members believers in discovering and applying the model, it also helps in conducting research without resources by using research groups; this is an overarching IE concept.

What is known

Various methods, such as focus groups, group interviews, talking circles and observations, have been used successfully in social research projects for many years. However, by addressing reflexivity issues, the use of sequential or serial focus groups means that the repeated meetings allow deeper knowledge to be elicited.

What this study adds

The researchers believe that this is one of the few field research studies which has collected data via research groups rather than by individual researchers only. The details provided in this chapter concerning the process, its potential benefits and other considerations will help guide other researchers in the field, especially those interested in applying the IE method in other contexts. The study demonstrates that IE is an appropriate and effective method to explore opportunities in different contexts.

Background

Since the late 1980s, a growing body of literature has criticised the idea of the neutral, detached researcher and has promoted the use of reflexivity in social research (Okely and Callaway, 1992). Reflexivity is the process of looking both inward and outward with regard to the position of the researcher and the research process (Shaw and Gould, 2001). It is also part of the production of knowledge (Blaxter et al., 2006; Hammersley and Atkinson, 2002). Clearly, researchers will always have an effect on the setting and the people they are studying and data collection may be modified by their presence. They also play an important part in analysing and interpreting the data that are produced. In short, researchers cannot avoid having an impact on the process of research (Kosygina, 2005). However, in this study, during the whole process, from deciding on the scope of research, to the collection and interpretation of the data, the effect of the research leaders was minimised by the involvement of research group teams.

This study concerns the field work research experience of the researchers during their stay in Bosnia and Herzegovina

and argues that IE theory can change societies without resources and power; it can also be applied in different contexts. This was not only proved by the researchers but also by research group members who have acted as researchers in some situations.

What is the Inspiration Economy?

This is an economy that focuses on discovering the potential and raising the capacity of human beings where their abilities are the currency of competition and the source of a planned outcome and legacy. Thus, IE is a mix of many disciplines that leads to inspiration practices which motivate the spirit to a level that creates waves of inspiration in socio-economic development. These mixed disciplines and practices can include, for example, entrepreneurship, innovation, risk-taking, and seeking/creating opportunities, along with a focused and change-driven mind-set. It is a type of economy that would be based on the abilities of our societies and organisations to discover the potential and capacities of human beings, and then capitalising on these through inspiration (Buheji & Thomas, 2016).

Setting

The IE theory and model was applied by the founders of this concept in different countries within the Arabian Peninsula, mainly in the Kingdom of Bahrain, an area known for its petroleum resources, though IE was applied in the area without resources. Apart from oil, the Kingdom of Bahrain has very limited resources and therefore this was a good context within which to apply IE in the beginning. It could be argued that, since the founders were insiders in

the region, different types of resources and power might have been used, such as their positions, networking... etc. Therefore, the founders decided to prove the theory in a totally different context: in an ex-communist country, with limited resources and where they were total outsiders in cultural terms. The research was therefore applied from July to November 2016, mainly in the city of Bihac within the Una Sana Canton in Bosnia and Herzegovina.

Research Design

This study explored the IE model by implementing it in Bosnia and Herzegovina. It adopted a qualitative ethnographic case study approach and applied it through formal and informal teams, groups and organisations, using observations, individual and group interviews, focus groups and surveys carried out by the teams.

Teams were divided according to the main issues and problems that were observed (see Figure 2) during the researchers' first field visit in April 2016. After that, the teams' studies and data collection were conducted in July 2016, as shown in Figure 1.

Figure 1: Research time line

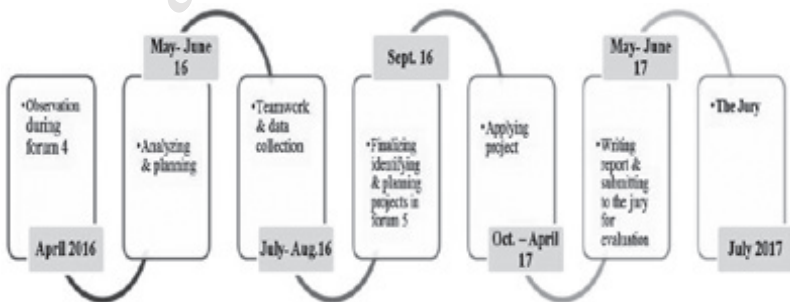
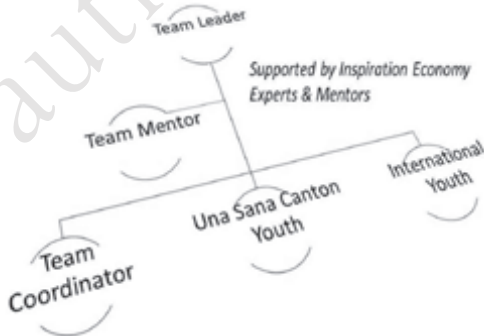


Figure 2: Teams



Each team was led by a member of the Bosnian youth with an academic mentor, the group consisting of young people from the Una Sana Canton in Bosnia. By September 2016, an international group of young people and mentors of the IE joined the team to support the data interpretation. The team structure is shown in Figure 3 below.

Figure 3: Team's Structure



Each team had a clear mandate and objectives for the expected outcomes. In addition, they all had at least one institution

that they worked with and where they applied their prototype. Moreover, before the teams were divided and structured, a daily workshop was conducted for one week in early July 2016, to make sure that all team members had a good understanding of their roles and what was expected of them.

The young people participated in the project voluntarily after it was announced in local media and in social media with support of academics in Bihac University and a few schools. In addition, each young person who participated was source for bringing more people on board, rather like a snowball technique, which is used when a researcher is able to recruit a small number of participants who can then introduce them to further people who can be recruited (Blaxter et al., 2006; Cohen et al., 2003). For example, one volunteer team leader was a daughter of one of the academics; she later brought with her most of the young people from her high school and from her neighbourhood. In addition, the team leader of the values team was member of one of the NGOs that was participating in the project; she brought her brother who then introduced his school which became a partner in the project as well. This demonstrates that a snowball technique was used to introduce both individuals and institutions. In total, the final team numbered around 100, of whom 80 were young people. 50 of these worked on the research continuously while 30 participants were involved intermittently.

As observation is the main tool in IE, it was therefore used from the early stages to identify areas of work; teams were then divided accordingly. From there, a great many interviews, focus groups and surveys were conducted. In total, the data collected by all the groups totalled 1095 acceptable samples. Most of these came from young

Bosnians although some of the interviews and focus groups were conducted with academics, service providers and policy makers who worked closely with young people, such as the Minister of Education in Una Sana Canton, Bihac University, the Chamber of Commerce and Industry, etc.

Table 1: Data Collection

Team Group	Focus Group	Interview	Questionnaire
Quality of Life	12	11	200
Youth Volunteering	9	10	400
Values	16	6	60
Entrepreneurship	7	4	35
Migration Mitigation		18	268
Visitors and Gov. Officials	8	12	19
Sub Total	52	61	982
Total	1095		

All the data were collected in order to find opportunities, apply them via prototypes, and then measure changes that could be made without resources. As shown in Figure 4, research groups were involved in the third stage of the research while the final findings of the researchers were also dependent on the findings elicited from the research groups.

Figure4: Data collection timeline and methods used by the researchers and research groups



Research groups not only helped in collecting data, but also in analysing them and presenting them in a forum, with a view to making future plans to apply IE and create changes in society. The research groups managed to collect a sample of around 2000 responses using different data collection methods, as mentioned earlier. However, after validation, only 1095 of the responses were taken into consideration, especially responses to the surveys. In addition to their observations, interviews and focus groups, all of which were conducted without any direct interference from the researchers. The research groups received guidance from the researchers with regard to the surveys, the analysis and ways forward, but the main work was carried out by the research groups. This made the group members strong believers in the findings and made them eager to create changes in their society by using IE model techniques. All these data were collected and analysed in less than two months, which shows that a lot can be done with minimal resources. Thus, the secret of motivating the research groups was that they were given responsibility and were informed that they would present their data in a forum with coverage by the media. In addition, the research groups were divided into teams and were informed that, after a year, there would be a competition among the teams according to their prototypes and the subsequent changes they would make to their society.

It may be argued that this methodology is an action research method which involves a research group collecting data and assisting the researchers in improving the research (Sagor, 2000). However, this research group was involved in choosing and validating the main issues, in deciding

how the data would be collected, and in collecting and analysing the data themselves. In addition, as an applied research method, each group implemented their work in a different setting and institution. Moreover, the research groups continued to work on these projects even after main researchers had left the country. They will achieve the final results and analysis of stage six of the research cycle in July 2017, as explained earlier in Figure 4 when they can, as a final step and as different groups, present their research to a jury. At this point, the research groups and teams will be evaluated according to the outputs of their research. From there, the researchers will make a compilation of all the data and findings which will all become part of one main research study about young people. This explains how this research used a novel method.

Outcomes

Although this chapter has tended to present the project from methodological viewpoint, some examples of the outcomes are given to allow a better understanding of the research.

The first outcome concentrates on the efforts of the value team. This team was established as a result of the observation that there were a great many betting shops in the area. As the team started to search using Google maps, they found a minimum of five betting shops were situated around each school; they also realised that not all betting shops are identified on Google maps. Therefore, they tried to construct a model where they worked with one school and brought activities into the school so that students would have mental protection against betting. Hence, the

overall goal was to build a model school which was free from students who gambled. The goal was to achieve this without depending on the support of the law.

A second outcome concerned enhancing the role of young people in voluntary work and in NGOs, and to see how this could create influence in global affairs. In one of the studies that was carried by the inspiration and youth economies' projects, in collaboration with young Bosnians, it was found that few NGOs really address the needs of young people and their roles in the socio-economy. The team found that young people need to ensure the provision of extracurricular classes. It assessed the effectiveness of the voluntary programmes for the young in BandH then moved on to focus on the most essential types of Youth NGOs needed for Bihac and the Una Sana Canton.

The third outcome involved creating a model with regard to the role of young people in improving the QoL, with the project showing their role in having a positive influence on social wellbeing. The team focused on the journey of the young in creating a better socio-economic climate by focusing on selective indicators such as: Youth Health, Youth Education, Economic and Physical Safety, Governance and Basic Rights of the Young, the Natural Living Environment, and Leisure and Social Interactions.

The fourth outcome concerned creating migration. The migration team managed created role models to show how to mitigate the risks of migration where migrants are encouraged to: return, contribute, and migrate with plans to come back with entrepreneurship projects and/or explore potential opportunities in Bosnia. Live successful models were presented to young people during the conference.

Reflections on positionality

This section offers a reflection on the positionality of researchers in relation to this study. It highlights the multi-layered nature of positionality and therefore the need to reflect on a range of issues including nationality, ethnicity, religion, gender and being founders of IE. While it is necessary, for the purposes of this chapter, to discuss these issues separately, the researchers recognise that these divisions are artificial as they interface with each other. Hence, the researchers were both insiders and outsiders in different circumstances, which can be the situation of most researchers (Ahmed et al., 2011; Dwyer and Bukle, 2009).

Trust

A key component of a good research relationship is trust (Ryen, 2004; Ahmed et al., 2011). Trust has been associated with a positive experience and the research groups gave researchers open access to their premises and talked freely about issues related to their organisation and society.

A key factor that shapes the kind of data generated in any study is the relationship between an interviewer and an interviewee (Green and Thorogood, 2004; Ahmed et al., 2011). One of the important aspects emphasised by Ryen (2004) concerning interviews is trust. She noted that 'Trust is the traditional magic key to building good field relations' (2004:234). Where there is trust, for most interviewees, the interview can be a positive experience as they get the opportunity to talk about their lives, personal experiences and stories. However, interviewees will not talk in this way unless they trust the interviewer (Green and Thorogood,

2004). Green and Thorogood noted that, although such relationships can have advantages, such as making access easier, they will also have certain disadvantages, such as assumptions concerning shared meaning. The researchers were trusted by the research groups because of their shared academic background and because of their previous work in forums and journals.

Insiders

Being academics and dealing with academic circles helped the researchers to gain access to the respondents (D'Cruz and Jones, 2004; Gibson and Abrams, 2003; Labaree, 2002; van Heugten, 2004; Ahmed et al., 2011). Some of the academics were colleagues who had attended previous IE forums; this helped in achieving a better understanding. In addition, having taken part on a forum allowed the understanding of the concept to be clearer before the research period as sharing experiences and understanding with some participants gave some insight into their perspectives, as well helping in gauging their understanding of verbal communication and body language (Gilgun and Abrams, 2002; Labaree, 2002).

In addition, the researchers and research groups shared the same religion and this appeared to help some participants to interact more freely, encouraging them to share their experiences (Gibson and Abrams, 2003; Ahmed et al., 2011). This allowed both the group members and researchers to use the word “we” when relating issues to religion while the research groups used “us” in referring to other positionalities.

Outsiders

While having an insider status can have its advantages, it can also have certain disadvantages, such as the assumption of shared understandings that are not made explicit (Green and Thorogood, 2004). It was common for participants to assume that the researchers had no understanding of some issues, which gave them a chance to tell their full stories or give detailed accounts.

One of the elements that made the researchers outsiders in some situations was that most of the research groups members were young while researchers were aged 40 and 53. Although the researchers tried to make their style of discussion and power accord with youth, the age gap remained a situation in which the young people felt the researchers did not understand them.

Speaking a different language also, on certain occasions, made the researchers outsiders, especially with service providers who mostly did not speak English. With youth groups, this was generally not an obstacle and, in addition, the young people often acted as translators for service providers.

Recording

In some research, such as that of Cotterill (1992), it may be difficult to know when to switch on a recorder and start the proper interview when working with friends. This is because, in such a situation, informal talk will continue within the interview although it is not necessarily relevant. However, Cotterill (1992) asserts that some people find it more difficult to talk to strangers because they cannot be natural; they have to be more formal or try to give ideal

answers and hide their own views as they think these may not be accepted. They may not mean to do this or they may be used to adopting such behaviour with strangers. Interviewees may respond differently to the same question when they know the interviewer better and trust the interviewer more. In such cases, there are advantages to interviewing people you know. On the other hand, Cotterill (1992) explains that when the researcher is a stranger, it may be easier for interviewees to talk as the relationship between interviewer and interviewee will cease with the end of the interview, which can make disclosure more comfortable (Cannon, 1989; Cotterill, 1992; Ahmed et al., 2011).

The order of topics may be an important issue, especially in discussing sensitive issues (Sands et al., 2007; Ahmed et al., 2011). The researchers tried to adopt a suitable approach and kept sensitive issues until the end of the interview when participants were more relaxed. Therefore, all questions about criticising the way services were run were asked at the end as the relationship between the researcher and the research groups were more comfortable at the end of the interview which could make disclosure more likely (Cannon, 1989; Cotterill, 1992; Ahmed et al., 2011).

Contextualising and modifying research methods

Impact of Gender

General literature has been published on how personal status and gender influence topics that are deemed acceptable to talk about, and the ways in which access may be limited (Finch, 1984; Labaree, 2002; Oakley, 1981; Pini, 2005).

A discussion of gender issues was not the main topic in this research. In addition, most of the research groups were affected by communist thought. However, meeting cultural barriers was most likely since this was a rural area where gender could be barrier to accessing many premises, especially for women NGOs and those working with young women. However, as the researchers were a couple, this helped in overcoming this barrier.

In addition, the researchers utilised the device of fictive kinship to neutralise cross-gender relations, using fictive kinship terms such as 'brother' or 'sister' or 'daughter' when speaking with participants, especially with females. This is a common practice in Muslim society because it means that each person deals with another with respect and as socially neuter (Al-Krenawi and Graham, 2000; Al-Makhamreh and Lewando-Hundt, 2008; Hudson, 2005; King, 2005; Ahmed et al., 2011).

In Muslim society, body language differs depending on gender. For example, shaking hands or making any type of bodily contact between different genders is not common for religious cultural reasons. However, here the issue was slightly different since, although it was Muslim country and most of the research groups members were Muslims, barriers were crossed, even by hugging, with the male researcher on many occasions. This was not the case with female researchers which shows that the power to cross barriers lies with women while, on the other hand, men show respect to women.

Requesting informed oral consent

Working with foreigners may result in reduced feelings of autonomy when it comes to taking part in research. It

can be helpful if the research is introduced to them by professionals who work with them or who work locally (Valentine, Butler and Skelton, 2005); this approach was used in this research.

There are both advantages and disadvantages to this approach. Firstly, it may make interviews easier as the interviewee has already agreed to be interviewed. However, it may also mean that the researcher is not able to present the research in the way s/he intended and this, in turn, may affect the relationship between the researcher and the professional in question (Beresford, 1997). In this study, some of the interviews and meetings were arranged through a local intermediary and so, while the researchers spent more time in the country building their own network, meetings started to be arranged immediately without an intermediary.

At the beginning of each interview, the purpose of the study, and what would be done with the research data and recordings, was explained by the researchers to the research groups (Costley, 2000). In addition, it was explained that all video recording would be uploaded to the researchers' channel in YouTube for teaching purposes and for spreading the concept. Burgess (1982) asserts that a number of advantages can be gained from offering this explanation since it results in discussion that can itself be considered as feedback. It was emphasised that the interview could be stopped at any time and that interviewees did not have to answer any questions they did not want to.

The researcher asked for informed consent orally from each interviewee. Written consent was not sought as it would have complicated issues more, especially since both

researchers and members of the research groups spoke different languages.

Confidentiality issues

Being foreigners, the researchers had the advantage that the research groups considered them as outsiders and this made them describe things in detail. This sometimes allowed them to reflect on issues and think about them in different ways; they had never carried out this kind of reflection before as they were used to taking everything for granted.

One of the main methods in IE is that any researcher should work as if he/she knows nothing about the field. This helps in avoiding prior assumptions which might affect the research's findings. Therefore, being outsiders to the society helped in applying this model.

The social configuration of space and time for interviews

As the researchers did not have a permanent office, most of the focus groups were carried out either in research groups premises, such as the University, NGOs, sports clubs or in a hotel restaurant located in the city centre, to make the venue accessible and neutral to all. All were reassured that group conversations would take place in locations that would maintain privacy and that no interruptions would occur during the conversations by any one not involved in the research. Most interviews were recorded, which meant that privacy was less of an issue regarding the conversations. In addition, interviewees always had the right to stop the recording if they wanted to maintain their privacy with regard to any issue. The interviews could have been carried

out in interviewees' homes. However, then there would have been less control over privacy as other members of the household would want to participate (Green and Thorogood, 2004; Ahmed et al., 2011) and also provide hospitality.

It was important to be flexible when interviewing by adjusting interview timings and lengths to the circumstances of individual participants. If an interviewee was tired or needed to end the interview because of other commitments, another appointment was arranged. This rarely happened, as most interviewees enjoyed talking and wanted the interviews to last longer as they said they had never talked to anyone about these issues before.

Both researchers are Bahrainis who do not speak the Bosnian language. Using translation made some focus groups and interviews longer, and was sometimes an obstacle to getting information at first hand. Gillham (2000) suggests that, ideally, researchers should spend time with the interviewee before the interview takes place to establish a relationship. Beresford (1997) suggests that it may be helpful to involve a familiar person in the interview. In this research, this was the case in some focus groups and interviews but not, however, in all. For example, when interviewing a youth groups there was no need for translation and therefore interviews and focus groups were conducted directly. This was done mostly without having any of the older group members present as these were mostly in a position of power, as teachers or family relatives. However, as the sample consisted of young people aged 16 and above, they could be interviewed without involving anyone else.

Conclusions

This chapter addresses how social and cultural contexts affect research methods and the process used for data collection in different social and cultural settings. In this case study involving young people, issues of informed consent, gender, and the social configuration of space and time, modified the way in which the research was carried out.

This chapter has shown how the positionality of the researcher is key, with insider – outsider status requiring reflexive reflection (Blaxter, Hughes and Tight, 2006; Gibson and Abrams, 2003; Hammersley and Atkinson, 2002; Kosygina, 2005; Shaw and Gould, 2001). The device of using fictive kinship terms was also used to neutralise gender differences (Al-Makhamreh and Lewando-Hundt, 2008). There are particular issues of positionality in relation to conducting research in a foreign country which need to be considered.

Informed consent is a major issue in research. It is accepted by many ethics committees that, in certain contexts, oral consent can be given and recorded by the interviewer as being given on a consent form (Gordon, 2000). This research shows how oral consent is also appropriate in research in countries where verbal agreements have more weight than written ones and when interviewing foreigners or vulnerable people (Beresford, 1997; Costley, 2000; Valentine, Butler and Skelton, 2005).

Therefore, data collection helps researchers to understand a situation and have measures in place before starting any project as they can then use this information to compare a situation before and after. This means that the

research groups will collect data again that will be added for further research. Hence, introducing competition, giving responsibility, obtaining publicity and involving them in changing their own society was the motive for using group researchers. This results in sustained research, creating change for a longer period.

The uniqueness of this research was that it involved a research groups in the research. This not only helped in the data collection and analysis, but also in achieving results, proving that the IE model can be applied in different contexts.

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CHAPTER SEVEN

APPLICATION OF DIFFERENTIAL DIAGNOSE IN INSPIRATION ECONOMY LABS⁷

Introduction

Inspiration has captured and continues to capture the interest of so many cultures and organisations, yet it is just been more clarified in its source of recently by the work of Thrash and Elliott (2004, 2003). As psychologists they and other started to see clearly that inspiration is a status that can be ignited by overcoming challenges and also solving problems.

The world is also in search today for more positive solutions that come from hidden opportunities. Therefore concepts that help to explore or unleash opportunities are more and more in demand in real life. DD is one of the concepts studies and reviewed to see its potential ability to help in this strive for better solutions (Richardon et al, 2005). In searching for an inspiration opportunity, the technique

⁷ Buheji, M and Ahmed, D (2016) Application of Differential Diagnose in Inspiration Economy Labs – A LITERATURE REVIEW, International Journal of Applied Business and Economic Research,13 (8) 3681-3687, IJER Serials Publications. <http://serialsjournals.com/serialjournalmanager/pdf/1485155370.pdf>

of observation was discussed by Buheji and Thomas (2016) in the handbook of Inspiration Economy to be the best methodology for unleashing hidden opportunities. With focused observations specific experiments are identified to answer the hidden questions. In learning from the mystery stories of Sharlek Homes, Hintikka (1983) shows how the observation of facts would result in Homes concluding, for a theft case for example, that the watchdog did not bark as the horse was being stolen. Based on this important observation, as Hintikka mentioned, Holmes would start an abductive process that leads to question who is the watchdog trainer? And since the stable master is observed to be the owner of the horse then he would be in the area under question.

The techniques that Sharlek Homes used is more scientifically evidenced today through the DD used by the medical community. Since there are no enough literature review that have covered the application of DD in areas other than diagnosing the patients and narrowing down the problem in relevance to treatment, the following literature review is considered to close a main gap in literature for both researchers and practitioners, especially for those whom are considering to create a change with minimal resources.

Literature Review

Introduction to Differential Diagnosis

DD is a technique first used in medicine to distinguish between a particular disease and condition from others that present similar clinical features (Richardson et al.,2002). With DD techniques physicians are trained during their medical studies to systematically identify the potential

presence of a disease where multiple alternatives are possible. Thus as a professional medical problem solvers they are expected to use a process of elimination that shrinks the “probabilities” of candidate conditions to negligible levels, by using evidence such as symptoms, patient history, and medical knowledge. Thus as professionals with DD those physicians are trained to take challenges and to come up with more definitive diagnostic checks. Actually, through DD physicians become better forecasters of possibilities and probabilities with more focused evidence gathered to eliminate the unlikely.

Mechanics of Differential Diagnosis

DD is based mainly on four steps: evaluation, calculating the risk factors, setting proper diagnostic criteria and then being open minded for other conditions to consider (Richardson et al., 2002). The DD depends on the depth and the quality of the assessment of symptoms to be considered. For example, the physician is expected to check the severity of breathlessness, cough, sputum production, wheezing, chest tightness, weight loss or anorexia; or the change in alertness or mental status, fatigue, confusion, anxiety, dizziness, pallor or cyanosis, or whether the patient have a chronic cough or sputum production. Hence, DD opens up many possibilities for diagnosis that would help to related and interpolate or even associate between different symptoms.

Also, other observation that DD known to focus on is the medical history of the patient. For example, patients would be checked for their allergies, sinus problems and diseases. Thus DD in medicine have successful case studies in reducing the risk factors and minimising the exposures

of the patients whether in the process of diagnosis or interventions.

In order to understand how DD work, let us see how the profound knowledge physician would decide to admit an emergency patient with chest pain problems. The physician would check and evaluate all the data prior to hospitalizations and would ask for vital signs including checking the respiratory rate, pattern, effort and make pulse oximetry. Based on this he/she would start to build an “association” with the situation of the extremities and do inspection for the chest to see the palpation and percussion of the lungs. Observations as hearing of wheezing, crackles, and/or decreased breath sounds should part of holistic diagnosis. Here the final refinement of decision have to be linked to be pulmonary and not pulmonary. (Richardson et al, 2005).

If the decision to go into pulmonary prognosis then it would focus on potential probabilities of its being asthma, bronchogenic carcinoma, bronchiectasis, tuberculosis, etc. If human choose to go into non-pulmonary prognosis then they need to suspect congestive heart failure, Hyperventilation syndrome/panic attacks, vocal cord dysfunction, etc.

Application of Differential Diagnosis for non-medical problem solving

The mechanics of DD can be analogically analysed. In problem solving and lean thinking, Dr Shrinivas Gondhalekar (called Dr G) from India, whom I was fortunate to work with, is one of the few people that managed to apply DD and even develop its utilisation outside medical discipline (Gondhalekar and Sheth,2005). Dr G considered the technique to be unique since it enhances our brain

ability to break the logical thinking and use “backward thinking” instead of the standard problem solving “forward thinking“. Dr G experienced that through using the DD he seen solutions transcends from being based on knowledge to being solid on profound knowledge.

Learning from Differentiation Diagnosis and its application in Inspiration Labs

The learning from DD methodology and how it is applied in medicine is that if human want to apply it affectively and make it to a more igniting source for inspiration. Need to start to specify humbly scope of inspiration targeted, by first observing the physical content. Then, the need to start the “Differential Diagnosis” journey that lead to more discovering of opportunities, forecasting and visualisation, as shown in Figure (1).

Figure (1) represent the role of Differential Diagnosis in Inspiration Labs Journey



Based on the DD analysis would have usually two main mind map paths, same as the issue was discussed regarding rolling out a prognosis of either the observations lead to a pulmonary or non-pulmonary relate diseases.

Such elimination decisions usually enhance our ability to create more focused observations for unrecognised needs. Continuing in using DD surely raise our curiosity to find hidden opportunities and make us more satisfied with opportunity explored. Differentiation between those have and have not would lead to more new profound knowledge that enhance our ability to forecast for the future.

Figure (2) represent how Differential Diagnosis would raise our ability



In IE researcher have tried to develop the utilisation of DD to further enhance the capacity of the people ability to observe and improve later the capacity of the organisations to find opportunities without extra resource.

Further Opportunities Discovery through Differential Diagnosis

Hoekzema and Palmer (2005) shown that there are various methods of performing a differential diagnostic procedure, but in general, it is based on the idea that one begins by considering the most common diagnosis first. Only after ruling out the simplest diagnosis should the clinician consider more complex or exotic diagnoses.

Richardson et al (2002) shown that to discover more opportunities from DD one have to complete the following steps:

1. Need to gather all information about the sample targeted and then create a symptoms list.
2. Lists all possible causes (candidate conditions) for the symptoms.
3. Prioritizes the list by placing the most urgently dangerous possible causes at the top of the list.
4. Rules out or treats possible causes, beginning with the most urgently dangerous condition and working down the list. Rule out—practically—means use tests and other scientific methods to determine that a candidate condition has a negligible probability of being the cause.

Then it should remove diagnoses from the list by observing and applying tests that produce different results, depending on which diagnosis is correct.

Application of “Threshold Model” in Inspiration Labs

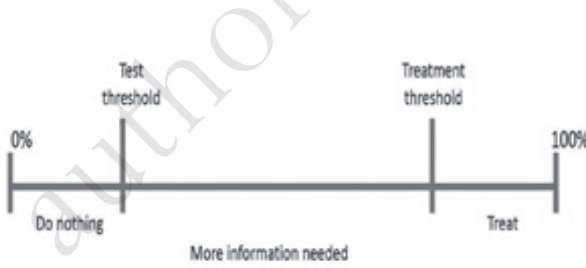
The “Threshold Model” was developed by Stephen Pauker and Jerome Kassirer in the 1980’s. Threshold model

provides a framework for self-controlled thinking about diagnosis. For example, with Threshold Model can help the DD practitioner to rule out the diagnosis since he/she will know when to stop ordering a test, “rule out” a diagnosis, or even begin a treatment.

The threshold model help to be intendent in our judgement as it would help each investigator to interpret tests and even act differently in different scenarios. The model is known to challenge evidence-based practice to move from implicit to explicit decision-making.

The threshold scale help to close the gap that faces the investigator usually during DD since it would help to decide on when to start taking sample and when to start making judgement for treatment, or explore further opportunities. Figure (3) shows Threshold Model Scale.

Figure (3) Threshold Model Scale



Hoekzema and Palmer (2005) given examples about how to optimise the use of the scale. For example, depending on the probability known as the scale test which lead to the treatment threshold to be move. So, if the physician has a probability of more than 60% that the patient has the flu, then the diagnosis would be followed directly by treatment. But if the probability was less than 10%, would no longer

worry about it. During the middle of flu season, if the patient comes in possible flu-like symptoms, the “pretest probability” and is about 30%. Hoekzema and Palmer (2005) mentioned that if the pretest probability of 30% (typical in flu season). These values are “post-test probabilities” and depend on three things: the pretest probability, and the sensitivity and specificity of the test.

Differential Diagnosis and Pull Thinking

Dr G in his book *Chronicles of a Quality Detective* mentioned about the importance of comparing the results between two samples. He focused on how comparative analysis mindset would be very for DD journey. Through DD pull thinking mindset Dr G emphasized that the power of ignorance supersedes the power of knowledge, if it manage to challenge humbly the mindset to see the opportunities in a problem from different angles.

Differential Diagnosis as a Dynamic Process

Richardson et al (2005) seen that DD is a very dynamic process which is based on intuitive style of thinking. DD found to begin at the onset of the sample presentation directing further questioning, examination, and diagnostic testing. Understanding the utilisation of DD in inspiration labs help to create a more unstructured approach that continuously evolving towards finding and exploring opportunities.

Conclusion

DD as a technique found to help investigators to challenge established facts and actually renew available

knowledge. This literature review shows that the scope of the problem (or prefer to all it challenge) under investigators would define the total journey.

The implementation of DD, outside medical discipline found to raise the curiosity and create a positive spirit of finding solutions or exploring more opportunities by making people more involved. This technique found to be highly useful for inspiration labs since it would to further ability to find suitable observations and exploring more new opportunities.

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CHAPTER EIGHT

UNDERSTANDING MECHANISMS OF RESILIENCE ECONOMY- LIVE APPLICATION ON A COMPLEX BUSINESS MODEL⁸

Introduction

The concept of 'resilience' was first adopted within systems ecology in the 1970s, where it ignited the research of the cybernetics along with the complex systems theory. Resilience today became an operational strategy and part of many risk and development management programs.

RE is a new concept and field that is still in its early exploration and it focus on balancing the welfare impact whether in time of piece and disaster. Therefore, RE does not only depend on the physical characteristics of the event or its direct impacts in terms of lost lives and assets. (Duval and Vogel, 2008; Rose, 2004).

RE mechanisms targets to establish welfare impacts in the business model which depend on the ability of the

⁸ Buheji, M. (2017) Understanding Mechanisms of Resilience Economy- Live Application on a Complex Business Model. *Advances in Social Sciences Research Journal*, 4(14), pp. 52-64. <http://scholarpublishing.org/index.php/ASSRJ/article/view/3484/1977>

economy to cope, recover, and reconstruct and therefore to minimize consumption losses. This ability that RE build in the business models can be referred to as the microeconomic resilience. (Duval and Vogel, 2008).

This study would try to understand from the literature review the influence that the mechanisms of RE can bring in the different business models and specially in complex one and then explore how this have been used during inspiration labs that brought major improvement to the reservation and conservation of a country essential natural resources, that water. (Fernandez, 2006).

The chapter discusses the economic resilience from different relevant points as culture and environment and what learnings can be taken relevant to 'stability'. Particular resilience practices are focused on as resilience in decision making, material diversity, investigations resilience, social integration and resilience towards sustainability in natural resources which is the focus of the context of study.

Literature Review

Definition of Resilience

“Resilience” is about the ability to absorb shocks while continuing to function. It’s a word that has gained a lot of currency in recent years as more and more people realize that they have some big shocks headed their way: financial shocks, energy shocks, environmental shocks, as social unrest and international conflict Rose (2004).

So resilience focus on the mental and then physical ability to recover quickly from depression, illness or misfortune. The physical property of material that can

resume its shape after being stretched or deformed; elasticity. The positive ability of a system or company to adapt itself to the consequences of a catastrophic failure caused by power outage, a fire, a bomb or similar (particularly IT systems, archives). While the word resilient means able to endure, be bendable, be flexible, be strong without cracking, or with high ability to manage the impact of tribulation.

Resilience means human would be more ready to act as humans where mistakes are prone however, management of mistakes is what they should be ready for.

Resilience and Persistence

Resilience needs persistence which is a continuance course of action in spite of difficulty or opposition. Persistence build the ability to recover from misfortune or change. Perrings, C. (1998) Collaborative work between ecologists and economists has used the ecological concept of resilience to explore the relative persistence of different states of nature. The concept of resilience has two main variants. One is concerned with the time taken for a disturbed system to return to some initial state and is due to Pimm (1984). A second is concerned with the magnitude of disturbance that can be absorbed before a system flips from one state to another and is due to Holling (1986).

Understanding Resilience from Nature

The ecological concept of resilience focus on change in economy-environment systems. The linkages between resilience and the stability of dynamical systems as

biodiversity and the sustainability of alternative states. Walker and Cooper (2011).

Recent developments in modelling the resilience of joint economy-environment systems suggest the advantages of analysing change in the system as a Markov process, the transition probabilities between states offering a natural measure of the resilience of the system in such states. It is argued that this 'emergent property' of the collaboration between ecology and economics has far-reaching implications for the way individuals think about, model and manage the environmental sustainability of economic development (Duval and Vogel, 2008).

Resilience and Adaptation

Resilience reflects a general consensus about the necessity of adaptation through endogenous crisis (Wong-Parodi et. al, 2015). The generalization of complex systems theory as a methodology of power has ambivalent sources. While the redefinition of the concept can be directly traced to the work of the ecologist Crawford S. Holling (1986), the deployment of complex systems theory is perfectly in accord with the later philosophy of the Austrian neoliberal Friedrich Hayek.

Since resilience deals with aspects of stability and adaptation it offers then system equilibria, thus offering alternative measures in relevance to enhancing the capacity of a system to retain productivity following disturbance. This support the IE main requirement, i.e. the ability to shift towards capacity vs. demand. Levin et al. (1998). Therefore, resilience became an enabler for managing the diversity in

the work Place and in managing the endogenous integration within the society.

Resilience in Business Models

Birchall (2009) focused about the importance of resilience designs in the business models to minimise economic crisis and improve the positive impact; using cooperative enterprises as a reference. Birchall showed how the consumer, worker and financial cooperative models all remained financially sound; reporting an increased turnover and growth despite the high economic instability. (Nsouli, 1995).

Birchall showed how the cooperative model of enterprise not only survives crisis, but also able to withstand crisis, maintaining the livelihoods of the communities in which they operate.

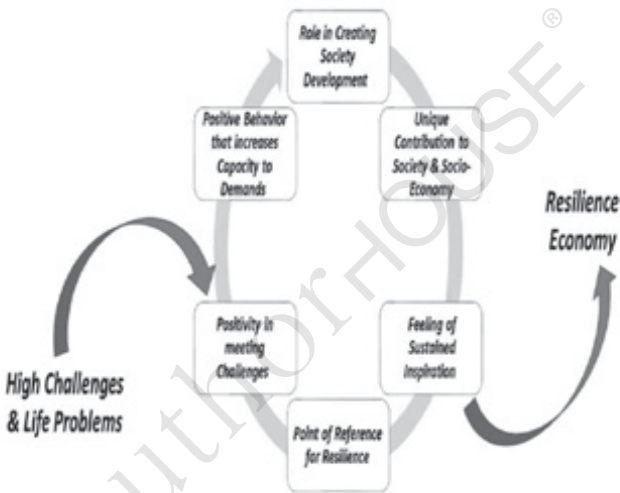
Therefore, establishing a resilience in business models can contribute to the organisations inspiration and effectiveness since it raises its ability to undermined changes in the internal and external environment in a very efficient way as mentioned by Sosna et. al. (2010).

Sosna and his team showed that resilience mechanisms built in business models of Spanish dietary products that was threatened by economic recession and heightened competition lead to help the business flourish and survive more and more. Resilience in the model of the dietary organisation made it outperform its competitors by a wide margin.

Resilience in business model means that it build a model that would meet high challenges and different life problems. It is a model that needs positive behavior in

meeting challenges which leads to increasing the capacity to demands. The role of the model is also be a source of inspiration and directly or indirectly improve the overall socio-economic development. The model should help to ignited sustained feeling inspiration where is can be a point of reference for RE, as shown in Figure (1).

Figure (1) Components of a Resilience Economy Business Model



Demand for Resilience Mechanisms in Our Societies

Resilience mechanisms is rarely discussed in literature, even though it is highly demanded for all types of sectors and business in our societies and communities. Whatever the social status, the level of civilization and type of social fabric, resilience mechanisms can play a great role in creating better outcome with minimal resources. Resilience in the designs of business models is highly needed today for the mindset of the middle

class and decision makers in our societies, or those individuals responsible for the community services and development.

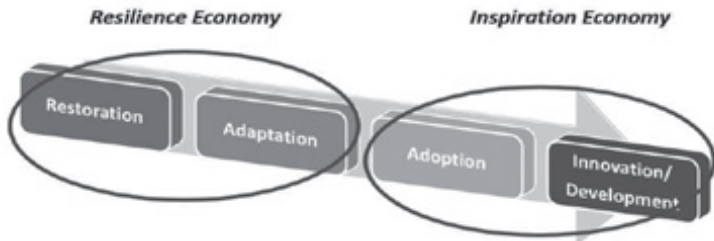
There many factors that influence the identification the type of resilience needed in business model, one of these factor is the problem that trigger the need for establishing a resilient mechanism. Therefore, there is a need to determine the particular behaviour of resilience that can be used to deal with the social problem.

Introduction Resilience Economy

RE is spreading more and more in different disciplines research such as in politics, economics, technology, finance, urban and environmental issues, security, social problems, psychology, problem solving, legal issues and policy management (Kumpfer, 1999). RE requires identifying the scope of the business model in relevance to it socio-economic role, through recognizing or analyzing the model problem or challenges.

RE is much related to IE as mentioned in the work of Buheji (2016). RE requires restoration and adaptation while IE focus on adoption and innovative development with minimal resource. Please refer to Figure (2)

Figure (2) Relation of Resilience Economy and Inspiration Economy



RE focus on managing the deviations in the socio-economic mechanisms. Non-Resilience is considered a weakness in considered a weakness in the business model and it is an abnormal state because it does not reflect the social aspect of humanity.

RE focus on the studying the business model that lead to the current living conditions of poor immigrants. For example, there is a need for more resilience practices from Europeans, whom accepting African and Asian migrants every day in their countries and where those migrant are settling in urban cities that are known for their social mobility. There is a need for resilience practices in dealing with people from the underdeveloped areas of the Slums, where deep poverty, crime, delinquency, rift families and ethnic strife are preventing youth from seeing their dreams possible or achievable.

Same applies in the issue of dealing with the business model that guarantee the sustainability of essential water and energy supply. The business model need to be resilient enough to minimize energy or water loss, while maintaining continuity of services. RE therefore aims to study the deviant behaviour and identify the social problem and then find means to solutions that would help develop the socio-economic status.

Business Model Resilience and Deviant Behaviour

When individuals realize the existence of a business model problem they are working on, they take different and varied positions towards this. The positions of each individual differ according to the degree of proximity or distance from the problem. Their ability shift to focus on

distancing themselves from the problem; instead of deeply understanding the opportunities of resilience in the model itself. (World Bank, 2013).

Since resilience is about mitigation and management of feelings or practices that leads to the indifference, people need to control their attitudes and practices in a way that would enhance the business model resilience.

In almost every type of specialty when the industrialization and urbanization increases the socio-economic problems increases in a very disorganized and deviant way that affects the human behaviour and the way the business model is delivered. This applies even to water utility services which is the context of this chapter.

The resilience mechanism helps to build socio-economic disintegration in the business model between the concerned parties, thus establishing Total People Involvement that would undergo with the value system in the community targeted.

Resilience is considered a compact against any socio-economic disintegration that lead to more dependence on specific resources in the business model. Resilient models do not mean conforming to the standards and values of the community, but it is about ability to adapt. For example, building RE model in order to manage the issue of migration from south to north would need more resilience in education of immigrants to solve their problems by creating for them mindsets that would build self-fulfilment supported by mentorship and educational programs.

The concept of perverse behaviour refers to deviation from causes of consistent behaviour. The behaviour of an

incompatible business model usually creates a challenge to the legitimacy of social norms. Resilience can overcome the uncoordinated business processes efforts which leads to behaviourally deviant practices.

Resilient models prevent the interference between socio-economic problems, deviation and disintegration. With resilient models all sources of frustrations would be dealt with as early as possible to avoid reaching disintegration breaks out.

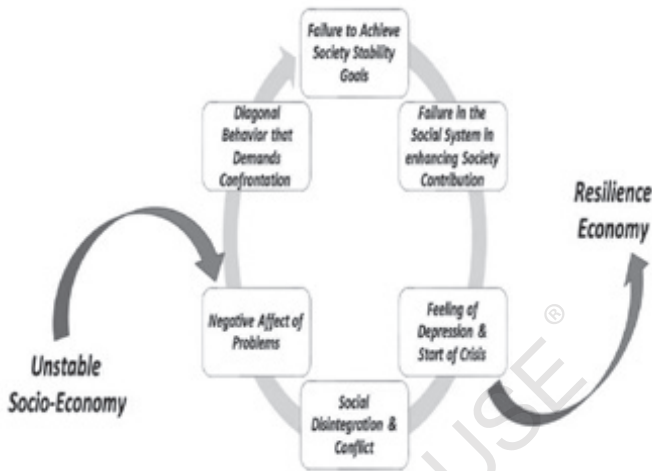
From Unstable Socio-Economy Practices to Resilience Economy Mechanisms

Today more than ever before there is a need for resilience mechanism to make our communities readier to be challenged as opposed to what might learned from interaction and from challenging current state of our lives. RE mechanisms focuses on the classification of the business model problems that an organisation or a community faces towards pattern of stability adaptation.

In order to shift from unstable socio-economy to a resilient economy there is a need first to deal with the set of recurrent problems resulting from adapting to the external environment. To direct the outcome of the set of problems to satisfy the different business model component needs.

In order also to shift from unstable socio-economy there is a need to build mechanisms that turn the negative affect of the problems to positive one. This would eliminate gradually the negative behaviour that demands confrontation and increase the probabilities for achieving the model stability, as illustrated in Figure (3).

Figure (3) Shifting from Unstable to Resilience Economy



In order to build resilience in the business model people need to be more aware of the problem, the clearer the problem becomes the more it can create a transformation from unstable socio-economy to a RE. The resilience mechanisms should help overcome problems and overcome the possibility of any mental rejection.

Therefore business models problems can be classified into fundamental business model problems linked to the lack of basic failure to deliver services or products relevant to the core of the business model, or non-satisfactory business model problems, or synergetic business model problem that is linked to the bad relations between different stakeholders of business model or the problem.

Role of Resilience Economy in Managing Complex Models

The resilience practices help to mitigate the level of problems in the business model. Resilience mechanisms can mitigate the strong impact of problems on the surrounding socio-economic conditions, or minimize the adverse conditions and results that are mainly caused by socio-economic problem affects, or reduce the harmful conditions which are directly or indirectly the product of the socio-economic problems on the business model.

RE mechanisms help to manage the challenges caused by the vulnerability of problem failures and raise the targeted business model adaptive capacity, as Figure (4) shows. The larger the population density that the business model applies for, the more complex the problem becomes and the more diverse its causes and sources, and the more its forms and types Röhn et. al. (2015).

Figure (4) Role of Resilience in Managing Challenges



With the spirit persistence and the mechanisms of resilience, the creation of successful business models even in complex environment is highly possible as this leads to greater insight that, in turn, leads to new waves of seeing hidden opportunities (Buheji, 2016). Once this resilience is established in the targeted culture, the inspiration starts to enhance our abilities to see solutions inside each difficulty, thus helping us to focus on sustained resilient models outcomes.

Creating inspired RE business models need to maintain diversity of solutions with high levels of communication. This establish resilient business models that can apply formula for sustenance of change. Complex business model, need to go through four stages, as shown in Figure (5). The first stage concerns going through a shift in cultural focus from 'what is wrong' to 'what works' in the business model. This means the need to be more resilient in terms of observing and discovering. Once it can absorb opportunities of resilience better outcomes can be generated.

Figure (5) Journey of Resilience in the Inspiration Labs



Development of Resilience Economy Mindset through Inspiration Engineering

Studies show that the business model is healthy (with high communication) and is profitable (with high value added) practices. The healthier and profitable the business model is the more its mechanisms would be resilient. stability that will lead to acceptance; this establishes the first cycle in learning resilience. Moveing towards greater sustainability, will feel the importance of abundance thinking.

Resilient mindsets will develop individuals and communities that are cooperative and self-sufficient, self-initiated and proactive (Birchall, 2009). Moreover, resilient mindsets lead to more positive thinking, making more likely to be risk takers with a high ability to manage uncertainties. This is shown in Figure (6).

Figure (6) Characteristics of a Resilient Mindset



Therefore, it could be said that resilience mechanism creates inspirational edge in the business model. Once the resilience of the model is started change agents are needed. The spirit of resilience can establish research and development clusters within the organisation. It can deliver more focused goodwill working practices that are reflected in socio-economic business model outcome.

At the start of process of observations and exploring opportunities in the business model, the capacity for resilience automatically raised. Ability to absorb what is learned during the exploration stages will increase our ability to find more opportunities thus enhancing our knowledge and inspiration sources. (Buheji, 2006).

Synthesise and absorb the results of observation, will let it start to shift towards a new realisation of 'what can be done' to change and develop our mindsets about the business model, as illustrated in Figure (7).

Figure (7) Capacity for Business Model Resilience during after the Inspiration Lab and its Role in Changing Mindsets



Reivich and Shatte (2003), authors of 'Resilience Factor', found that overcoming life's hurdles requires us to break down a problem into parts and determine which one can be solved first; then fix what can be fixed and then let the rest go. Resilience in Inspiration Labs is developed gradually based on this practice. Through practising more and more, the capturing of opportunities, understanding the challenges, and working on the development of a model, can clearly reflect and learn from the inspiration journey.

With the presence of resilience absorption techniques, the amplification of the problem is in control, thus to avoid reaching a situation where the general public works on their discontent and discomfort. RE can mitigate the possibility of amplification of the problem and minimize its size and effects in a way that it can be easily handled by the reformers.

Methodology

The research methodology employed in this chapter is a qualitative case study. The case study was chosen as a method because it is suitable for situations that include complex and multiple variables and processes (Yin, 2003). A longitudinal case study that was carried over a period of 6 months examined the complex business model of the water production management in the kingdom of Bahrain. With this kind of qualitative method, it was important to capture the resilience mechanisms used during the inspiration lab that lead to creating a RE compliant business model in relevant to water production with minimal water loss.

The case study enabled an investigation into real-life events about specific evidence of resilience practices that

started with interviews and observations. The chapter attempts to address the research question: “How can RE Mechanisms work to inspire complex Business Models?”, i.e. ensuring the transformation of the model to be more robust and agile.

As is typical in case studies (Meredith, 1998), the case data were collected from multiple sources: thematic discussions, workshops and interviews with water authority representatives, besides concerned stakeholders. Following the principles of action research, the researcher and the actors in the case wanted to solve the urgent immediate problem of business model and this reflected on the development of process of problem-solving and great experiential learning teamwork.

The interviews and trial and error field testing under what is called inspiration labs helped to get the water authority decision makers and key stakeholders more attached to the development of better business model that handle water loss in a country that is surrounded by sea and with no sweat water except from the little remaining wells.

The business model of water production and supply directorate was based on the supply of pure water from main stations to every consumer in the most efficient way, i.e. with minimal loss. Through Inspiration Engineering and Labs and unique approaches in problem solving resilient business model was pushed with the purpose to minimise the water loss even with the fast expansion of the water network system, due to boom in population.

In this case, the socio-economic issue was minimising loss of the 40% leakage in the utility water supply network by inspiring the water authority as an organisation, and

enhancing its teams' ability to discover early underground leakages and losses through observation and forecasting, and then by applying a level of intelligent decision making. The techniques went through the following main steps in order to gradually enhance the mechanisms of economic resilience in the water authority business model:

Step (1) Understanding the Problem be Solved

Starting any problem solving cannot be without understanding what is the essence of the problem, i.e. realising the amount of water loss in the country because of system leakage between the source (the main water desalination stations) and delivery points (customers' water input points); despite the increase in the maintenance budget for water pipes and the overall water network.

Step (2): Realising the impact of the problem on natural resources in the future.

Start by understanding the taxonomy of 'water loss' and its differentiation from 'water leakage', then applying this differentiation to check the difference.

Step (3): Outline the Scientific Method for Problem Solving

In order to outline the problem, there is a need to start setting proper resilience analysis of the business model and how the water authority handles the water leakage incidents and accidents by asking the participating teams to:

- a) Codify the type of water loss and leakage.

- b) Classify the categories of water loss and leakage in terms of place, time, type of area, pipe designs and detection equipment.
- c) Specifying the relation and the correlation between seen (visible) and hidden (invisible) water loss (both from an analysis of previous history and field observations).

Step (4): Studying Attitudes in terms of Inspiration Economy Requirements

Without understanding the attitudes towards the business model problem cannot be solved, thus in this stage there is a need to start:

- Identify the types of emergency readiness relevant to stopping water loss (both the seen and the hidden).
- Identify the average length of time taken to rectify a loss of water by type and area, besides the type of field response team needed.
- Understand all the challenges in compacting water loss and leakage as regards the type and amount of consumer areas, the age of the water network, the level of consumption, the type of real estate (i.e. normal domestic consumer, public consumer or private company, etc.).

Step (5): Start Reasoning with regard to the Problem to ease the Complexity of the Water Supply Business Model (by Applying Suitable Convergent and Divergent Thinking Approaches).

Using both convergent and divergent thinking is very

important for creating an opportunity from a challenge or a problem. In order to achieve this, there is a need to:

- Start reasoning the type and amount of water leakage by the level of building heights and the size of population.
- Use reasoning to re-engineer the process of water loss and water leakage, and the way this impact the response team readiness. This should help to identify and then remove the non-value-added steps.
- Train, drill and deploy teams to effectively isolate the area network from the main water supply network.
- Enhance water loss detection equipment in areas that are prone to experience hidden water loss due to their history, type of design, and forecast data.
- Start piloting projects in three main areas/types of water consumer: old areas, new areas, large consumers.

Step (6): Start Re-phrasing the Problem

In order to solve a complex problem, there is a need to re-phrase it, by:

- Categorise the type of challenges in each area and segregate the issues of illegal connections that count for part of the water loss problem.
- Design specific water pipes for tight areas which would be unique in size and thickness; these include characteristics to make them flexible yet robust.

Step (7): Reducing the Problem's Complexity

Both the business model and the problem complexity were reduced throughout the inspiration lab journey in order to create more resilient economy model through:

- Understanding the types of defect in water meters that lead to slow detection and hence slow response of the emergency team.
- Understanding the places where leakage occurs inside houses and study trends or repetitions in terms of the types of connection.
- Building a 'Water Loss Intelligence Programme' that will enhance (i.e. inspire) the Water Authority to respond proactively to potential water loss on time and with high availability, better efficiency, and more effectively.
- Applying a 'Mitigation of Risks Programme' to support the 'Water Loss Intelligence Programme'.

This project helped to reduce the business model complexity and make more resilient and also reduced the country water loss by 30%. The details of the numbers of all the above were removed to maintain confidentiality.

Discussion and Conclusion

Working on applying RE mechanisms on national critical issues as major water loss could be a very strong technique to handle complex business models of different nature. With resilience mechanisms focused on the business models development and problem solving can improve the

welfare impacts on many types of socio-economic issues. Micro-economic resilience, can manage the distribution of losses or mitigate causes of vulnerability. When systems are economically resilient it would be more ready mitigate risks and absorb shocks.

In resilient economy improved business models can influence positively more the socio-economy and enhance the learning outcome. The learnings from the water authority loss and leakage case study is that business models can far more resilient if it focus on its socio-economic system and work on to compensate its immediate losses, however complex it is. Therefore, it is advised that more research work is done to freely generalise the importance of resilient economy mechanisms and its ability to minimize welfare losses for any type of business model regardless of its given magnitude.

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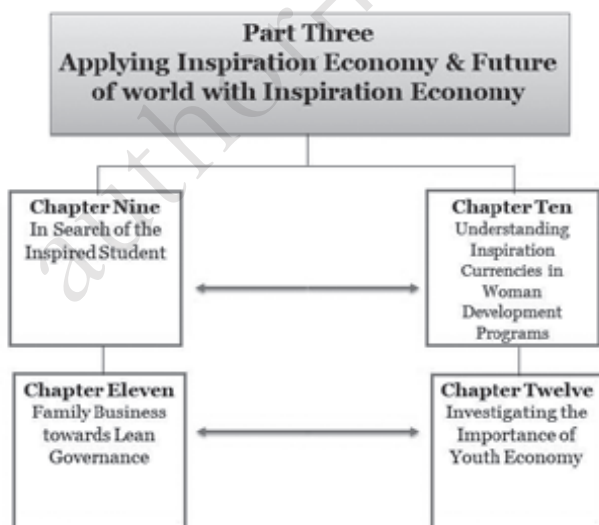
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Part Three

APPLYING INSPIRATION ECONOMY AND FUTURE OF WORLD WITH INSPIRATION ECONOMY

Figure 4: Part Three Structure



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CHAPTER NINE

IN SEARCH OF THE INSPIRED STUDENT: MEASURING OF YOUTH INSPIRATION IN HIGH SCHOOL “A YOUTH ECONOMY”⁹

Introduction

There are numerous possible causes of inspiration and especially in youth and undergraduate students. One of the main causes that are repeatedly discussed and indirectly seen in literature could be the lack of students' engagement with real life situations (Meece et al, 1988).

Psychological experiences play also an important role in creating a generational effect where students are turned to be youth with life-purpose-full, even before attending university or joining the labour market. Jere Brophy's (2010) cites some key points reported by McIntyre on encouraging students and then inspiring their motivation. Brophy (2010) mentioned also the importance of gaming as a tool to inspire students towards problem-solving and curiosity.

⁹ Buheji, M (2017) In Search of the Inspired Student—Measuring of Youth Inspiration in High School—A Youth Economy- American Journal of Industrial and Business Management, 7, pp. 785-797, http://file.scirp.org/pdf/AJIBM_2017062217064036.pdf

This curiosity can be raised by voting or class discussion which lead to more interaction and element of discovery.

Inspiration as mentioned in previous work can empower the student to be an active learner and to engage with different topics, communicate with his/her classmates (Buheji and Thomas, 2016).

Stubb et al (2011) explored doctoral students' experiences in terms of scholarly communities and socio-psychological well-being. The Stubb team study examined how experiences related to students' engagement led to enhancement of self-reported stress, exhaustion, and anxiety. Stubb et al (2011) showed that scholarly community as source of burden (56%), but experiences of inspiration and empowerment were also frequently reported in the answers (44%). Feelings of empowerment were positively related to study engagement and negatively related to stress, exhaustion, and anxiety. This was seen earlier by Meece et al (1988) team too.

Inspired and empowered students found to be more likely to engage themselves in the educational process and complete their work in a timely manner. This situation found to support the students own learning and growth. Stubb et al (2011) and Meece et al, (1988) shown that the experiences and self-reported negative emotions indicated that students who experienced their own scholarly community as empowering and inspiring, also experienced less stress, exhaustion, and anxiety in their studies.

In relevance to the above, Souitaris et all (2007) followed by Plucker (2010) shown that the entrepreneurial spirit based programs could raise the attitudes and the overall students' entrepreneurial intention and inspiration. The findings contribute to the theories of planned behaviour

and education. Plucker seen also that student aspirations are related to several educational outcomes, including academic performance, affective health, attrition, and leadership skills. Inspired students found to be ready for mentoring, filled with self-confidence and excitement (Plucker, 2010).

The research background of this study came from a project that was carried out by the researcher to shift the assumptions and paradigm of the criteria's measured today in schools that focus on students' competitiveness in the Kingdom of Bahrain and their fitness for the labour market. The context of chapter focuses only grade 12 students, i.e. last year high school students. The importance of this chapter is that it illustrates what criteria's need to be built in the future for measuring students' competitiveness for instable socio-economy and shows the importance of doing more studies in relevance youth economy and its best development methodologies.

Literature Review

Creating waves of inspiration through blending Achievement Goals in Students Learning

The study of Zakrajsek (2004) setting challenging goals and student achievement. Both laboratory and field studies consistently demonstrated decades ago that setting specific and challenging goals leads to enhanced performance. In addition to the immediate increased student achievement resulting from setting goals, completing challenging goals is also closely related to increased self-esteem and self-efficacy.

Janzow and Eison (1990) mentioned about the importance of achievement goal orientation as a technique

that comes from educational psychology (Ames and Archer, 1988). If humans, including students, manage to set high goals it would have a tremendous impact on how they pursue their goal (Buheji and Thomas, 2016).

The literature is still in thrust for studies that would show how students' competency might be linked or cannot be linked to their level of inspiration. Researchers do not have enough evidence how such students are likely to persist if they make an error, or have to put forth a lot of effort because either of these two outcomes would label them as incompetent. However, a recent study of Svinicki (2004) shows that more competent students found to prefer to perform tasks that they know they can do, but they're not willing to take any risks for task that are not structured in order not to fail.

In order to create waves of inspiration, teachers should create interest in their students to be more willing to try new things, ask questions in class, and seek out new ideas. Teachers as per Feldman (1997) should encourage their students to teach, because as if they are teaching themselves. Franklin and Theall (1995) study shows that inspiring students are fun to teach because they share enthusiasm for the content and appreciate the inter-disciplinary relations between the concepts under study.

Locke et. al (1981) found that students once engaged in discussions of a complex topic, might glimpse some mastery goals to keep up with the flow of ideas. Students with goal orientations are found here to be related to personality where learners either mastery oriented or performance oriented.

Middleton and Midgley (1997) confirmed that there are this can be divided into performance approach orientation

and performance avoidance orientation. Individuals with a performance approach orientation want to be the best, to appear to be the most competent. As a result, they will work hard and put in a lot of effort in order to surpass their peers. Individuals with a performance avoidance orientation are trying to avoid making mistakes and appearing incompetent. They are the ones more likely to hold back and not take risks in order to lessen their chances of failing. They take the known path, the unchallenging tasks, and they frequently are reluctant to show their work to others until it's perfect (Johnson and Johnson, 1985). If students develop goals it can influence what they choose to study. Through goals their persistent would grow and their abilities to face difficulties would develop (Svinicki, 2005).

School Pedagogical Team Role in Creating Inspiration

Although there is evidence that setting students challenging goals has a number of positive outcomes, there is a need to have a pedagogical team in each school whom are ready to create and manage these challenges.

Developing challenging learning environments for students by inspired teacher create learning environments whereby students set goals that challenge themselves. Inspiring students set and achieve challenging goals. Johnson and Johnson (1985) confirmed that students with encountered with a learning environment that answer their many life related questions are more stimulated to contribute more. The Johnsons study shows that inspiration that lead to achieving goals must come from the students.

Svinicki (2004) discussed factors that influence student

learning and motivation that teachers need to be aware about. While Janzow and Eison (1990) wrote about the new directions in teaching and learning that leads to such motivation. Janzow and Eison warned that teachers need to be careful about the student high orientation toward grades is very high. Janzow and Eison asserted that students displayed two basic orientations toward their studies: a grade orientation (working for the grade) or a learning orientation (working to learn).

Janzow and Eison (1990) even described how instructors identify their students tendencies. Students are usually interested in learning something from their classes, but the students also believe that the real currency of the marketplace is still the grades.

If the instructor reacts to a student error with interest and support rather than criticism and withdrawal, students are more likely to view their mistakes in a constructive light. They wouldn't try to hide their mistakes and miss the opportunity to learn from them. Even the model that the instructor presents to the class when mistakes are made influence the student. Rather than becoming defensive or trying to bluff through an error, if the instructor acknowledges the mistake and models how someone should approach correcting that mistake, the students have learned a very good lesson about how they should cope with their own mistakes.

Building Self-Determination and Students Inspiration through Learning from Failures

Students found to be motivated when they are engaged in behaviours they value because they are intrinsically interesting

(Svinicki, 2005). Self-determination theory asserts that individuals are more motivated to work at a task if there was an element of choice or control involved (Hill, 1994; Javed, 2012). Individuals who have choices associated with their efforts are more likely to adopt a mastery orientation. Self-determination need not to be in a risk-free environment since learning is a risky business. Johnson and Johnson (1985).

Helping students become reflective about their learning so that they base their self-worth on how far they've come rather than on how they compare with others is an important component of getting them to adopt a mastery orientation. Hedberg (2009). Encourage the development of a learning community in the class where everyone is expected to make progress and encouraged to help everyone else make progress. The bottom line on encouraging students to adopt a mastery orientation involves giving worthwhile assignments where the focus is on learning and making progress rather than being perfect.

Research on collaborative vs. competitive reward structures seems to indicate that minimizing competition and rewarding collaboration results in better learning, for a whole variety of reasons (Boyer et al, 2014). Recent efforts towards shifting grading methods away from norm referenced comparative forms of grading to criterion referenced individual achievement grading will also help move the students' focus away from how they compare with others to how much progress they have made and how much further they need to go.

Even the shift to portfolio type grading as opposed to tests as the basis for grades plays a role in shifting student attention toward mastery. In the case of performance avoidance oriented

students, their goal is to play it safe and only do what they know will be successful, (Angelo and Cross, 1993).

In reality there is nothing wrong with failure; the problem lies in our reaction to and interpretation of failure. For many individuals, failure is an indication of lack of ability (Meece et al, 1988). For others failure simply means that they do not know how to do that specific thing at this specific time. In fact a much healthier interpretation of failure is that it is an opportunity for learning.

In order to build students inspiration teachers should focus on wrong answers not as failures, but more accurately as misunderstandings. No student sets out to give a wrong answer; as far as they're concerned, they're giving a correct answer. Instructors should can use errors as teachable opportunities for learning which would inspire students on how to react to mistakes with renewed determination to understand instead of being resistant to learn (Feldman, 1997).

Make the classroom a safe place to take the risks involved in learning by the way you treat students' attempts to learn and encourage building community of learners in your class, where everyone supports everyone else's attempt to learn. If possible, give the learners some choices in what or the way they learn (Angelo and Cross, 1993; Boyer et al, 2014).

Inspired Students as Self Directed Learners

Research now shows that one of the main characteristics of the inspired students is that they are mostly self-directed learners, (Grow, 1991). Self-directed learning students won't be of the type of students whom depends on the teacher to make most of the learning decisions. i.e. they won't ask "What do you want in this assignment?" "How

long should it be?” “Do I need to have references?” “What do I need to know for the test?” “How many homework problems should I do?”

Grow (1991) found that self-directed learning starts with good set of learning skills that can help teachers design learning activities and assignments that establish the foundation for self-directed learning. Giving student learners some control of their learning processes is considered to be the first step in developing their internal locus of control. This control is found to build self-efficacy.

Research has repeatedly shown that self-directed learning students must have confidence in their ability to succeed instead of focusing on what they cannot do. Teachers need to create learning experiences that help students discover that they can do things they do not think they can (Meece et al, 1988).

Cassidy (2006) showed that innovative applications of traditional classroom tools can raise the interest of the students if it is blended with new social media. Other research seen that goal-setting exercises can maintain students' commitment and enhance their intrinsic motivation keep them on track. It helped to raise the opportunities to draw on popular literature and culture while maintaining academic rigor, (Cassidy, 2006; Deci and Ryan, 1985; Angelo and Cross, 1993; Hedberg, 2009; Boyer et al, 2014; Erwin, 2010).

2.5 Deepening the Learning of the Inspired Students through Critical Reflection

Inspiring students means that teacher need to reach deeper levels of understanding where students must be able

to construct meaning out of a purposeful combination of their experiences and academic materials. All too often, however, this important academic depth is sacrificed to breadth.

Critical reflection is one of the best ways to overcome this common problem. Researchers seen that teachers need to intentionally design critical reflection activities that motivate students to get engaged in deep dialogue through analyzing, reconsidering, and questioning experiences and content knowledge (Middleton and Midgley, 1997). The students should be challenged and motivated to explain how their understanding on the subject can be enhanced through the incorporation of meaningful critical reflection activities. Through deep dialogue and interventions the students would address their misconception and even achieve more matching of their goals (Hatton and Smith, 1995).

The reflective exercises to course-based learning outcomes and use effective strategies for engaging students in questioning prior knowledge and assumptions found to enhance the reflection to challenge simplistic conclusions and help the students to become transformative learners as confirmed by Hedberg (2009). Studies even shows that consistency of experiential learning offer greater reflective opportunities for the students that they would carry throughout their, (Middleton and Midgley, 1997; Hatton and Smith, 1995; Grow, 1991).

Methodology

This research used a quantitative methodology. First a pilot study were carried by the Department of Education top management and senior teachers in the two best schools

in the Kingdom of Bahrain to both illustrate the most suitable way for data collection through both interviews and questionnaires. Before the interview carried out general concept of inspiration was explained to the pilot study participants supporting the researcher. There was general guidelines to support raising a flag for those that carries symptoms and characteristics. These symptoms and characteristics can be seen from Student Learning Goal, the student passion and dream for development, the student differentiation and contributions goals, the way the student see the Curriculum, the student school-wide relations, the personal non-educational achievements.

Two main students general codification criteria's were established in order to segregate students inspired from the competitive students and other normal students. The Inspired Student Criteria was summarized by a moto called (Evolving Spirit) and it was made of the following five sub-criteria's:

- 1- Carries spirit of Aspiration, Persistence, Perseverance, Self-Actualization, Life Purposefulness, Spirit of Volunteering and Contribution
- 2- Ability to meet challenges
- 3- Have positive influence on others
- 4- Bring in creative outcomes
- 5- Have a Source of Inspiration

The Competitive Students Criteria was summarized by a moto called (Fitness for Purpose) and it was made of the following sub-criteria's:

- 1- Best in Learning and Education
- 2- High Grades

- 3- Best Skills
- 4- High Experience in specific area
- 5- Hard and Dedicated Work

In order to measure these students' two main teams were set. The first team was focused on schools and pedagogical process and faculty, while the second team was focused on assessing the curriculum design according to the outcome of the study.

An Inspiration Pedagogical Design Team (IPDT) was established with the following purposes:

- 1- Explore type of the inspired students
- 2- specify the area or source of inspiration
- 3- create possible positive directions
- 4- Learn best practices to create more inspired and high level of inspiration

Another team called the Inspiration Curriculum Team (ICT) was established for:

- 1- Analysing and then Re-Engineering the curriculum towards being more inspiration
- 2- Improve learning techniques and strategies
- 3- Raise the Capacity of Teachers to optimize the inspiration curriculum
- 4- Employment of Inspiration Sources for Development of Pedagogical Process

Data Collection

A team of senior pedagogical leaders in Department of Education were selected to lead the interviews with

students in two of the leading schools in Bahrain. Both teams Inspiration Pedagogical Design Team (IPDT) and the Inspiration Curriculum Team (ICT) and after going through the pilot experience of how to interview students started a deep dialogue with the researcher to prepare train the trainer kit for 117 teachers that were selected from all high schools in the country to execute the inspiration assessment interviews. These interviews were supported also by surveys and the execution of the study were supervised by the 117 trained leading teacher to ensure the proper data in their relevant areas or schools thus ensure the research reliability. The pedagogical team from each school was consisting of more than 15 teacher to support the throughput of the study as efficiently as possible while it is being collected in the same time from all schools. 17000 targeted students were invited for the interviews and the survey from all high schools from both genders.

The teams worked together to identify the top answers, that revealed by students as they were confronted with challenges that explore their level of aspiration, persistence and perseverance.

Defining Sources of Inspiration Partners

Part of the study was to identify the sources of inspiration that influence the inspiration of the students. Due to the complication of this process the researcher in collaboration of Educational leaders identified selected entities that would help to measure and track the inspired students or supply the study with different data. Hence, part of the research design was to define these partners based on collaboration

towards both LLL and inspiration based outcome and these partners were:

- | | |
|--------------------------------|------------------------------------|
| 1- Main National University | 4- Ministry of Labor |
| 2- Higher Education Authority | 5- Labor Fund |
| 3- Quality Assurance Authority | 6- Ministry of Central Information |

The identified partners agreed to give data in relevant to the defined inspired students based on students tracking by the national identity number periodically.

Data Analysis

Based on the students survey and interviews only 58% of students believe that they have time to discuss in class and 55% believe that they are given enough time to practice exercises.

In order to pilot the study, as discussed in the methodology, 300 students were interviewed from two of the best boys and girls schools. Out of these students 132 were selected with characteristics of persistence and perseverance towards a life main goal. The students were asked to name only one main reason they think was the reason for their inspiration. Table (1) represent the main causes seen by the students for their inspiration.

Table (1) Main causes seen for Students Inspiration.

Random Causes of Inspiration Student	Number of Students
Learning from Failure	8
Influenced by Success Stories	2
Life Accidents	4
Volunteering	20
Role Model in Family	12
Peers Influences	14
Community Influence	5
Socialisation with People	3
Welling to Sacrifice	1
Love for Discovery	2
Curiosity	7
Love the Challenges	9
Family Conditions	12
School Programs	3
Teachers	2
School Leadership	1
Economic Condition	4
Social Media	23
Total	132

After the survey and the interviews with the students, another survey was carried for 100 selected high school teachers. 63% teachers agreed that now they are clearly trying to give more time to discover their students' inspiration and about 90% believe that now they would use all their authority to take better positive decisions.

The survey and the interviews shown that only 49% of the mentioned characteristics of the inspired could be

measured. i.e. the schools didn't have the different measures to test the students' inspiration. This means that 51% of the measures could not be collected by the current practices.

Total 7117 Samples of the 17000 students were codified to either Green (Inspired Students) or Red (Non-Inspired Students). %40.11 (2855 students) were found to be inspired and %59.89 (4262 students) were found to be not inspired, even though they might be competitive students. 16% of those inspired are from Scientific Cohort and 14% of the Business and Management Cohort, while 6% from Industrial and 5% from Schools of Arts and the rest from other small specialties. 69% of the inspired students comes from parents with basic education or below a bachelor degree. Only 18.2% comes Postgraduate and Higher degrees parents. More over the results shows that 69.4% of the inspired students comes from a family of above 5 till 9 members. Actually 21% comes from large families of 10 members or more. Only 9.5% comes from small family size (less than 5 members). 56.2% of the inspired students found to come from well-established housing facilities (i.e. family owns villa), 30.6 % staying in flats, and 13.2% family sharing accommodation.

Strangely the majority of students 1033 (36%) out of the 2855 inspired students are found to be of grades B (very good) i.e. between 80-89% of grades. Only 812 (28%) of these are A students. More astonishing that 1010 (35%) students are blow 80% grades (i.e. in the grades of C to F)!

Discussion and Recommendation

This study brings in lots of areas of important issues that are rarely covered in literature and body of knowledge. The first issue is that further studies in different areas of

the world with the same category i.e. high school would surely support the generalization of this important study. The second issue is the need to think from now about the criteria for the inspired students' development through establishing: Inspired Student that: discover themselves, manage the labour market demands and help in the creation of LLL (Boyer et al, 2014).

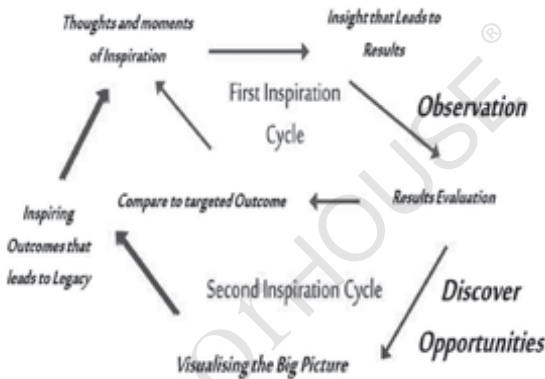
This study raises the importance of school obligation to: discover the inspired students, help the low inspired students and/or the non- inspired ones raise their inspiration. There are 3 main questions each school should look for in its students' outcome. The first is that whether each of the students are unique and hard to copy. The second issue is about whether these students are a source of inspiration for their schools. The third issue is whether these students of demand by the capital market, as shown in figure (1).

Figure (1) illustrated the main questions that each school would look for in its students consistently



This study also raises the importance of studying the inspiration cycles that raise the observation and opportunities for each student to achieve his/her desired outcome. The research has proposed the following framework in figure (2) to be tested or challenged by future research studies.

Figure (2) Proposed framework of cycles of inspiration that create inspired students with targeted outcomes that lead to legacy



Students can have thoughts and moments of inspiration that come from class and extra-curricular activities as these moments are challenged with specific performance the students' observation abilities would rise and also their ability to discover opportunities would be higher. This should raise the ability of the students to visualise the big picture (Middleton and Midgley, 1997).

Conclusion

This research focus on shifting the efforts of the educational leaders towards creating more inspired students

that are able to influence more positive outcome in the global socio-economy development and stability. Even though the chapter have limitation that it have been carried in one country and it was done over a period of two years, the way and the amount of data collected give it strong push to be generalised in other countries where the inspired students are still not identified and where the issue of high grades represent students competitiveness and future success.

The chapter shows the importance of measuring both inspired students' and the conditions that created their inspiration. Schools are encouraged as per the study results to measure the amount of inspired students and their sources of inspiration as their expected outcome. The chapter also shed an alarming situation that the current measures of educational competitiveness might not cover the school inspirational efforts and sources.

The data analysis and discussion shows that it can bring in more inspired students to the market starting from high school. The study have established some criteria's that can be used to both measure the inspired students' and to develop them.

Inspiration as a process, not only it can empower the students to be an active learners, but also found to help them to be more engaged with high entrepreneurial spirit. Tracking students' inspiration can enhance the educational outcomes, including their academic performance. Inspiration found also to be highly linked to students challenges which the pedagogical team can set as part of the learning goal.

Grades as per this study is not linked with level of inspiration. Thus, inspiration can occur whatever the grades or even the economic conditions of students. This study raise

the flag that inspiration can be created and even increased amongst students, if teachers are willing and able to go beyond the course requirements.

This chapter concludes with recommended learning framework that can increase the students' ability to both observe and capture opportunities. Yet, further studies are recommended to both test the framework and generalise the study results in both high school and beyond. It therefore highly recommended that future researches done to more illustrates what criteria's need to be built in the future for measuring students' competitiveness for sustainable developing socio-economy. Also, it highly essential more students carried in relevance youth economy what would help to develop it methodologies.

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CHAPTER TEN

UNDERSTANDING INSPIRATION CURRENCIES IN WOMAN DEVELOPMENT PROGRAMS¹⁰

Introduction

This chapter call for a transitional thinking and for an economy that is designed and built by all. IE is an economy that comes from within us to serve all, without the currency of the dollar (Buheji, 2016). Hill (1994), in her publication “Exercising Influence” emphasised that such sources of power bring in a currency would create a type of influence. This currency, according to Hill, depends on the key players that would attain first key competencies and then lead to creating the desired outcomes.

Currency, is something valuable that possess and which can be traded for something is wanted or needed. So, any currency is about what to create or trigger, what is targeted, i.e. can regenerate. Creating IC when influence others to do or add something they or their community want. Thrash and Elliot (2003) were one of earliest researchers who identified inspiration as an important psychological construct that can be re-generated.

¹⁰ Submitted to Journal of Applied Social Science

The currency of inspiration as per Thrash and Elliot (2003) is about the power to inspire and to kindle inspiration in others. It is worth to note that inspiration as a medium or spiritual currency has been used for long time by different religions indirectly, as noted by Hedge et al. (1878). A number of religions have used different methods to utilise an IC to inspire its followers to act. Therefore, Hedge et al. (1878) asserted that faith and inspiration enhance the currency of inspiration as they offer different sides of one fact. In the following literature review we'll try to understand what is the currency of 'IE' and how it is built, after understanding the history of non-materialistic currencies. The 'power of visualisation' is explored in relevance to both effectively creating and sustaining the IC. The role of IC during economic instability is seen and compared to its role towards focused society development.

History of Non-Materialistic Currencies

There are lots of non-materialistic currencies that came throughout contemporary history to challenges the dollar or paper based currency. Hargadon and Sutton (2000) mentioned about how new ideas are considered precious currency in the new economy, even though generating them is not a mysterious process any more since innovation have been more systematized during the stages of its production and testing. Knowledge as a currency can be managed to where demand is highest and barriers lowest as experienced by Leong and Pennell (2007). Therefore, today 'knowledge enhanced' products or services can command price premiums over comparable products with low embedded knowledge or knowledge intensity. The pricing and value

of products and services in a KE are becoming dependent on the context.

Wang and Mainwaring (2008) studied closely the human currency interactions for the sake of developing human programing. Such studies along with earlier projects of the author show that currencies in the end means something valuable that are possessed and can be traded for something wanted or needed, (Buheji, 2016, Buheji and Ahmed 2017). Currency is then valid if it has something to offer what others want. So, having a strong currency means that it can create an influence with it or even drive change through utilising it effectively. Examples of currencies other than money can range from having specific technical expertise, to specific organisational knowledge, to having differentiating will, even having unique knowledge, etc. Even today gratitude, recognition, appreciation, listening, respect, assistance with tasks, are also considered small currencies. Grants and budget allocation are also considered types of currency (Emmons & Stern, 2013).

Grover and Davenport (2001) mentioned about the importance of knowledge-based currency in creating organisational positioning, affiliation, relationships, networks, or knowledge and skills. Cohen and Bradford (2005) even devised a model that could be used to enhance IC through focusing on the big picture (vision), and the practice and value of excellence. Then, resources, information, assistance and support, recognition, visibility, reputation, networks/contacts, inclusion, self-concept, challenge, ownership, gratitude and involvement were all considered another type of currency.

Currency of 'Inspiration Economy'

Inspiration is “the” most important tool can be given to someone whom loved and care about during their life journey since inspiration is about belief that turns into love and messages of trust. Inspiring others means open their minds, hearts, spirit and the rest of their body’s senses to their ability to achieve what was thought to be impossible (Buheji, Saif, & Jahrami, 2014).

IE is an economy that focuses on raising our capacity to discover the potential of human beings’ abilities to be the currency of competition and the source of a planned outcome and legacy. Thus, the IE is a mix of many disciplines that lead to inspirational practices that motivate the spirit to a level that creates waves of inspiration in a socio-economic development which lead to IC. These mixed discipline practices can involve entrepreneurship, innovation, risk taking, opportunity seeking/creating, along with a focused and change-driven mind-set. It is a type of economy that capitalise on the abilities of our societies, organisations and human-beings to discover their potential and capacities for inspiration (Buheji M., 2016).

Since inspiration has been proven over history to be a source of energy that fuels socio-economic development and creates influence in reality without the need for major extra resources, inspiration engineering can be the vehicle that create such a stable evolving economy. Therefore, IE as a concept help to build inspirational currency based on challenges and visualised insights, leading to sustained capabilities in innovation and learning.

Today more than ever the world is in search of different economic concepts that makes sense. Most of us, however, are more followers than creators of our fate and it is due to such materialistic economies that rarely manage to engage with or

control our own fate. This research calls for a transition from this position as IE comes from within us and serves all of us, without depending on resources or external power. An inspiration-based economy, it is believed, can be built by many enablers and different inspiration-generation theories, without which a competitive and sustainable future cannot be envisaged (Buheji & Thomas, 2016; Ahmed & Buheji, 2018).

This is an economy that focuses on discovering the potential and raising the capacity of human beings where their abilities are the currency of competition and the source of a planned outcome and legacy. Thus, IE is a mix of many disciplines that leads to inspiration practices which motivate the spirit to a level that creates waves of inspiration in socio-economic development. These mixed disciplines and practices can include, for example, entrepreneurship, innovation, risk-taking, and seeking/creating opportunities, along with a focused and change-driven mind-set. It is a type of economy that would be based on the abilities of our societies and organisations to discover the potential and capacities of human beings, and then capitalising on these through inspiration (Buheji & Thomas, 2016; Ahmed & Buheji, 2018).

IC is a means for empowering people to see their internal potential and shift them to be producers instead of being purely consumers. Therefore, through IC people are expected to evolve and to shape more and more the communication medium without any saturation. Those that would capitalize on this now would be the richest and also the most powerful influencers. However, IC produces passion, and passion might have a high production cost and therefore it is not fair to measure it the formula of immediate financial return, but rather on the level of legacy return.

IC can be created by two stages. The first stage of this currency manufacturing is when people are being “inspired by” ideas, behavioral learning, concrete life decisions or others things or individuals. The second stage of this currency making is when people are being an “inspiration to” our society or our legacy. Here once people reach this stage they would achieve higher value of this currency capacity as they would create more of re-orientation, sense making and empathetic thinking that would differentiate the competency ad capacity to creating actual change.

Currency of ‘Inspiration Engineering’

Inspiration Engineering target to prepare organisations and societies to be a resource free that survive and thrive on human ‘intrinsic powers’ and then less in other ‘extrinsic resources which are exposed or discover with the consistent attempt and eagerness to learn from both failure and challenges, Buheji and Ahmed (2017). Inspiration Engineering is a powerful tool that builds confidence in our societies and in our abilities to create better legacies that can influence both societies resilience and its economic status.

With the changing base of our life inspiration engineering would become a very important tool for generating IC. This can be pragmatically done through focused planning that create IC compliant people whom create changes with minimal materialistic resources.

Building Inspiration Currency

Inspiration will need at least three stages to occur as per Bloom’s taxonomy: analysis, synthesis and evaluation; in order to occur. Each level will need one or more different

practices in order to attain its full potential. These different practices are considered types of IC, Buheji and Ahmed (2017). For example, for the level of *Knowledge* it might have to collect, describe, identify, list, show, tell, tabulate, define, examine, label, name, retell, state, quote, enumerate, match, read, record, reproduce, copy and/or select in order to trigger inspiration. There are knowledge activities that might lead to IC are: events, places, and vocabulary and key ideas.

In an IE these activities and practices will be the actual currency that creates the real economic prosperity for a country or a society.

IC is built when 'Inspiration Engineering' try to achieve a sustainable legacy, as shown in Figure (1). Inspiration Engineering create 'waves of inspiration' to influence the socio-economy, create inspired mindset, to create stronger IC and create better LLL. The outcome of all these four things are path towards sustained legacy.

Figure (1) The focus of Inspiration Engineering towards Sustained Legacy



Currency of Inspiration links between Thinking, KE, Happiness Economy and Inspiration Engineering. Buheji and Ahmed (2017).

Power of Visualisation in Sustaining Inspiration Currency

Visualization was defined by McCormick et al. (1987) as seeing the unseen as a method. It is a dynamic process of modelling the behaviour of any systems. The large volume of information typically generated during dynamic visualisation necessitates tool support is a very important for IC, (Pacione et. al, 2003). The visualisation is the first pivot stone of any inspiring practices to help move a community or an organisation's towards seeing the big picture and increasing the imagination while managing expectations, (Buheji M., 2016). This visualisation helps to enhance the organisation's ability to innovate and generate inspiration again.

Visualisation in an organisation can be enhanced by field visits, gamification, networking, and filling in questionnaires and surveys. Through visualisation, the capacity of both individuals and collective reflections create a major currency (Baker, 2007).

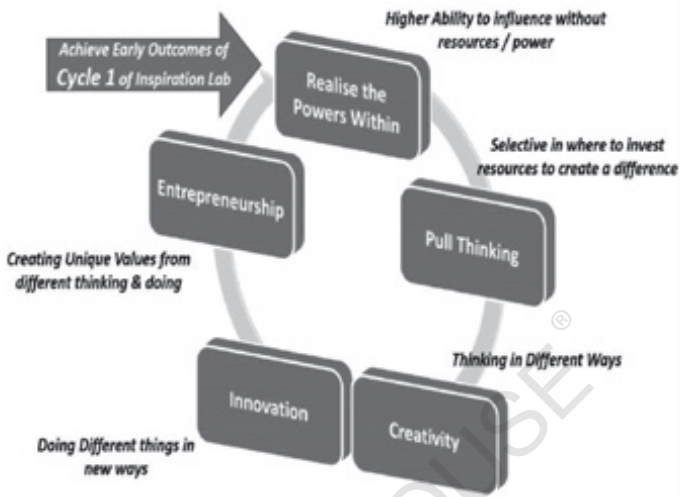
Inspiration Labs that the researchers first presented in (Buheji M., 2016) and then (Buheji and Ahmed, 2017) set up a culture within the community or the organisation that create focus through the art of visualisation. Once the organisation or community leaders start to visualise the big picture, the observations and gathering of data from a situation would start to be of relevant meaning and thus their curiosity and intentional exploration would open for them lots of inspiration opportunities that will turn into an IC.

IC has been shown to exist where people have a better ability to visualise outcomes, even in times of high fuzziness,

as shown in the researchers earlier work (Buheji and Ahmed, 2017). The more individuals can survive this fuzziness with a firm belief in what is coming next, all will be clearer and individuals will create a better realisation that will be a more valuable type of IC. Therefore, the research experience shows that more individuals manage to influence others to visualise, the more individuals can help them to divert their currency to change people, or at least create with them effective action.

Through inspiration labs the targeted community start to realise the powers within and thus develop a higher ability to see and realise how to influence without resources or power using their intrinsic currencies. In Buheji and Ahmed (2017) the repeated success of the case studies that generated IC process shown that a selective pull-thinking starts, once the community start to realise their intrinsic powers as shown in Figure (2). This is where the mind becomes more selective about where to invest resources to create a difference. This leads to creativity: i.e. thinking in different ways and this, in turn, helps in doing different things in new ways: i.e. innovation. This all leads to creating unique values from different thinking and acting and this leads to the spirit of entrepreneurship as shown in Figure (2).

Figure (2) Drivers of Inspiration Currency



The IC which is built into the model also plays a role in renewing knowledge and competitiveness, helping to shift our capacity to make an accurate and proper decision gradually. Researchers started discovering the strength of our IC through the curiosity and intention to build a business model with a spirit of innovation and entrepreneurship. Exploring socio-economic situations using sequential queries that start with ‘what’ and then ‘why’. Based on understanding the benefits and opportunities that the business model offers, Then move to the next stage in developing the model: i.e., asking ‘how’ and then understanding the barriers and the trends.

Inspiration Currency during Economic Instability

With economic instability and the increase of uncertainty everywhere in the socio-economy, the world is looking for diversification in currencies that will aid the development

of human beings. Although there is limited research as yet on inspiration-based economy, the currency of inspiration is becoming more important as a performance indicator, Strange et al (2006). However, the literature review, can link and measure the role of currency in all the up-and-coming economies that are creating a transformation from 'traditional thinking' to more 'transitional thinking'.

Inspiration can enhance ability to adopt or even create what seems to be impossible and, once inspiration is used as a currency for differentiating our competitiveness, it can extend our thoughts and visions to view what can be expected, thus raising our forecasting abilities as shown in earlier work of Buheji and Ahmed (2017).

The logic of Inspiration Currency

Inspiration is becoming most essential social and human capital for any successful business. Inspiration comes more when you deliver your heart, and you visualize it in your mind the energy moves. Inspiration if used as a currency it would makes a difference as to your energy and thus capacity. What you focus on matters and this would move from being a scarcity based individual to abundance based individual.

Oleynick et. al. (2014) mentioned that under optimal conditions when the idea is actionable there are enough capacity to do, the process of being "inspired by" gives way to the process of being "inspired to" which motivates action. Regarding the transmission model, creative inspiration often takes a specific form of transmission called actualization (Thrash et al., 2010). Here is where IC is created and ready to be shared or transmitted from an idea to a finished product or service. The concept and logic of inspiration is being

created from the time of its being just may be a momental Aha moment as per Topolinski and Reber (2010) till the time is converted to a suggested awakening and finally till individuals create the necessary reflections that leads to more abundant thinking thus become a value currency (Buheji and Thomas, 2016).

Role of Inspiration Currency towards Focused Society Development

IC can a very effective source for focused society development. Through being selective in spots of IC individuals can divert the technical expertise, knowledge of clients and partners, and appreciation of the organisation employees or followers to enhance the organisation achievement and outcome. Proper utilisation of organisational opportunities increases its visibility, besides it differentiates its cultural acceptance and tolerance (Ngome, 2013).

Since IC thus is highly related to challenges, or even what are perceived as life's chronic "problems". For example, researchers believe that instability will not be resolved in education without having the total involvement of students in both class and school management (Buheji & Jahrami, 2014). This type of IC should help to raise our capacity to respond to life's challenges and thus build virtual observations and reflections in order to overcome life's blind spots. The more the blind spots are discovered the more the more the organisation can develop.

Importance of selecting Inspiration as a currency

In order to see, handle, manage the highly disruptive innovation of products and services, in reality individuals

have limited choice of not to choose inspiration, as without inspiration individuals cannot see the huge folding of things and thus cannot see how to use between these folding and unfolding disruptions. Thus IC would help us absorb and then ride smoothly this radical disruption and with high adoption capabilities in accordance with the speed of human highly evolving innovation.

This study is coming with many innovations that would capture our attention more, yet are going to fade rapidly. Inspiration can enhance our mediation ability to adopt and even create what seems to be impossible. Once inspiration is used as a currency for differentiating our competitiveness, it can extend our thoughts and visions to what individuals can expect, thus raising our forecasting abilities. So instead of using magic sticks or money or knowledge to extend who we are, inspiration can be used to extend cognitive, mental, physical and spiritual abilities.

Once Inspiration become a realized currency we'll shorten the gap between human systems and technological sophistications. Inspiration architects would look on what patterns of inspiration waves needed in their socio economy that would help develop the society with minimal resources or with no extra resources. Maximizing the power of inspiration means individuals can release innovative products and services overcoming whatever type of challenges and thus ensuring more survival.

If the power of inspiration is used into a means of exchange currency individuals can yield a substantial transformation for an entire society rather than just attempting to adopt new version of something consumers

already use and need, with inspiration one or society can see the same thing from different perspective.

The benefits of IC is that it work within different environments ranging from simple to more complex one as engineering. So, it is a currency that would help to enhance and transform basic and classical experiences to a more universal and modular systems with great adaptation.

Methods

This study explored the IE model by implementing it in Bosnia and Herzegovina. It adopted a qualitative ethnographic case study approach and applied it through formal and informal teams, groups and organisations, using observations, individual and group interviews, focus groups and surveys carried out by the teams.

This study concerns the field work research experience of the researchers during their stay in Bosnia and Herzegovina and argues that IE theory can change societies without resources and power; it can also be applied in different contexts. This was not only proved by the researchers but also by research group members who have acted as researchers in some situations (Ahmed & Buheji, 2018).

The IE theory and model was applied by the founders of this concept in different countries within the Arabian Peninsula, the founders decided to prove the theory in a totally different context: in an ex-communist country, with limited resources and where they were total outsiders in cultural terms. The research was applied from July to November 2016, mainly in the city of Bihac within the Una Sana Canton in Bosnia and Herzegovina.

Study Design and Population

A Non-Profit Organisation (NPO) dedicated for Woman Development serves a population of more than two million, 39% of them woman above 16 years old, was selected to explore how its IC could help in optimising its goals and outcomes. The organisation has three main active chapters. Only one chapter was selected to be the model for the other two. A team selection from Woman-NPO management team, trainers and youth.

This case focuses on creating an 'Inspiration Currency' by using the methods of the IE based on the researchers developed and published work in Buheji (2016) and Buheji and Ahmed (2017) and (2018). This case study, present a social change agent that works to create entrepreneurial jobs for women in a developing an East European country... This is one of the best organisations that works as an NPO; it is very strong and firmly focused but it is still struggling to deliver tangible rewards compared to market demands: i.e. equipping women to be strong and competitive. This research studied how to create a currency of inspiration that would the NPO competitively Lead.

Re-establishing Inspiration Currency in Leading Women's NPOs

The Women's NPO team were asked to re-evaluate all the type of services delivered with a focus of creating an outcome that really different the services that leads to realised woman development and not only woman services. The team had many sessions to explore the opportunities available within in their services and the blind spots in relevant to influencing the socio-economic status of women

in the country or the region. The team carried first a comprehensive research of the type of women's development needs in the different fields of services delivered by the NPO.

All the strategic plans were reviewed with fresh eye with focus again on the main outcome that is creating a currency or currencies that lead to women's development. Such mindset made the NPO team explore the effectiveness of the Women's Empowerment Programme in terms of entrepreneurship compared to the actual development needs of the women. This trigger clear focused measures on the Women's NPO IC in relation to women's Continuous People Development (CPD), LLL and QoL.

In order to create focused IC, the team assessed the different projects and interviewed the beneficiaries of the different services relevant to women education, women health, women entrepreneurship, women contribution and women skills based on need and priority.

The team was asked by the researchers to evaluate the sustainability possibility, as shifting from cost centres to profit centres. The type of research needed in the field of women's development were also evaluated as the team wanted to explore the type of currency that can be generated from this.

The level of strategic planning was evaluated in relation to the realised social impact measurements. The team also re-evaluated the type of 'Competitiveness Training Programme' needed for women in relation to the developments and changes needed in the socio-economy. The outcomes of the tailoring program and other similar popular courses relevant to labour market were evaluated relevant to the role of these job creation programs in

creating a currency for women development not only women finding jobs.

All the programs were evaluated again by the team on whether they participate to increase women's contributions to the economy and the QoL.

Results

After clearly define and/or re-defining the role of the NPO in creating a realised women's empowerment and development in relevant to the women situation in their community lots of new learning and unlearning occurred in the participating team and clearly new mindset started to occur regarding the big picture of this NPO role.

All the types of training programs were shifted to focus on the women development and competitiveness and not only on employment or satisfactions with the skills gain. i.e. the value of each program were voluntarily re-evaluated from these points by each of the trainers.

The following new key performance indicators (KPI's) were set:

- a) The percentage of women who became job creators
- b) The percentage of women who became employed and earned decent salaries?
- c) The percentage of women beneficiaries who became self-sufficient after the empowerment programmes?
- d) The type of women who are really influenced by empowerment programmes.
- e) The type of Women's Empowerment Programmes conducted by the NPO that have resulted in success stories.

- f) The percentage of courses which became profitable (directly or indirectly). i.e. the type of profit, which are relevant to society, and which proven to be value added?

Besides the above the NPO leaders started an initiative of women focused market study in collaboration of the youth of the NPO. The study focused on what does the society need from women and what criteria are required for a market study? Then each program was weighed again according to its role in development and according the market study.

A business plan was put the strategic leadership in collaboration with the project team to encourage women to create real changes in themselves, their families and in society. The target here was to create a currency that enhance the competitive spirit of women, moving them from being dependent to being independent. A new Key Performance Outcome (KPO) measure was developed to see how many of women graduates were unemployed or were employed after the NPO programme and what happened to all the women who applied and were accepted or not accepted?

Discussion

Finding the right IC is not easy, but it easier when focus on setting the right questions. That's what the above analysis shows. The currency of inspiration can be a strong source of any development once the purpose of all the practices and observations are linked to a specific visualisation. From the sequence of the case it can be seen that all blind spots

declared by the different questions would be a source of development.

The analysis of the NPO Women Development case shows however that valuable inspiring currencies, won't be clear unless setup clear directions.

The main challenge for the IC generation is to overcome the demands of inter-cultural communication that is relevant to seeing a suitable big picture: i.e. the highest value which in this study was the realised women development.

The NPO in this case study managed to differentiate its IC when it started to see things from different perspectives, i.e. the core is developing women and not training women only. This lead the NPO to explore its currency in proactively discover potentials of the market and deal with profit centre to create more independent model for the organisation sustainability. This brought another currency that optimise the utilization of resources, including the untapped human potentials. The IC which is generated by autonomous and intentional learning directs competences in three inter-related areas: knowledge, skills and awareness.

The case study shows that the utilization of IC in organisation similar to this Women Development NPO, i.e. by it government or private entity can generate help to review the sources of sustainability, including i.e. sources of income, level of women membership, depth of entrepreneurship programs, the value added of women health programs into the realised QoL, the profit of the commercialised courses, the return of the training, coaching, mentorship and psychological counselling programs.

Thus it can be clearly observed through this case study that IC can generate a now knowledge management system about the current and the potential programs that can raise the organisation capacity vs. the demand; i.e. without raising resources as number of trainers and number of workshops, etc.

Setting the visualisation helped to create a weightage matrix for each course and activity in this NPO relevant to the outcome expected to be realised. The matrix could include the following variables: people's demand, market demand, income, cost, empowering people, empowering society, needs of family, and family members' dependence on the women, etc.

This case shown that defining how the priorities for women are specified, especially in terms of their need for specific focused developments helped to bring also currency relevant to innovation projects for women with low incomes, such as considering how to utilize knowledge of textiles to build a new textile industry.

- a) Evaluating the reality of the growth in Women's NPO services in order to move the organisation on to a higher stage with resources: changing the number of attendees, classes, etc.
- b) Studying Human Capital Development (HCD) by collecting live data from programmes and then auditing and analysing them (by number crunching).
- c) Building aspiration into HCD via success stories in women's development. Survey inspiration using reverse thinking: how people make developments with minimal resources.

- d) Making systematic judgments about who to choose for training courses and balance between those who can pay, and those who are in need will be accepted free of charge.

Originality/value

As the world is trying to discover what would be the shape of the next economy, inspiration is considered by certain authors in many communities would start believing that the world is worth living. With inspiration minds can be used to think of what is wanted rather what is seen. Inspiration based economy is believed to be built in many enablers and different inspiration generation theories, without which competitive and sustainable future will not be seen.

The original contribution to knowledge of this study is its consideration of an approach that can transfer inspiration to currency. The study show that this can be applied for different categories as there is a need to develop an approach in this area with changing in economy. While most of empirical experimental part of this study took place in a country with limited resources and use to depend mostly in oil the model can be used in developed and development countries.

Conclusion

Based on the literature review and discussion, benefits of IC show to be beyond its capacity to works in different environments. The case study shows that IC has great powers of adaptation that helps to enhance and transform basic and

classical experiences of any organisation towards a more universal and modular systems.

IC in this case help the organisation to review its status towards development which help to move the organisation to a higher stage without committing extra resources: i.e. changing attitudes and behaviours. The organisation leaders started to question the way women services are delivered and measured, by re-examining the courses and the way evaluations are carried out.

The exercise of IC also increased the productivity through raising the role of each supplier (be it a coach, a trainer, etc.) to more than just training: i.e. improve the design of how a process is done to deliver a women development.

The currency of inspiration found to help the sustainability of the organisation as it engulfs the organisation with new learning practices. For example, the Women Development NPO re-defined the type of sponsored attendance and shifted the organisation from being focused on the 'amount of training' to being focused on the 'number of inspiring workshops'. Also the variety of opportunities in relevant to the business of women's development scale: i.e. quantifying greater independence or examples of more of job creators became more clear.

From the learnings of this case study it could be said that IC is more than a tool, it rather a development project that can help even to re-brand the organisation starting from the way it visualises its role towards the community till the way its measure its value added social benefits services.

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CHAPTER ELEVEN

INSPIRING GCC FAMILY BUSINESS TOWARDS LEAN GOVERNANCE: A COMPARATIVE STUDY WITH JAPANESE FAMILY BUSINESSES¹¹

Introduction

Similar to many countries all over the world family businesses are more recognized today to make a great contribution to both developed and developing countries as a main driver for sustained economy. (Patel, 2012)

Family Businesses (FBs) have similar challenges and hurdles as other organisations, whether in dealing with the changing instable economy, or increased competition, or in sustainability of the business development. There are actually ten of most common FB challenges that were specified by Thompson (2016). These challenges found to be very similar to the family challenges facing GCC FBs (Al Masah, 2016)

¹¹ Buheji, M (2017) Inspiring GCC Family Business towards Lean Governance: a Comparative Study with Japanese FB'S. Vol. V, Issue 7, July, pp.75-88. ISSN 2348 0386, ijecm.co.uk/volume-v-issue-7/

Besides the normal hurdles to any organisation, f FBs go through other extra challenges as family internal relation problems that comes with generation gaps and both formal and informal culture changes. The uniqueness of FB's is that their challenges comes also from pressure within, as the pressure to hire family members and under estimating the value of the business from f FBs (Colli and Rose, 2009).

In GCC, FBs comprise most of the private sectors activities in the Gulf. They also account for over 90 percent of all commercial activities in the GCC, compared to rates ranging from 65 to 80 percent in other regions of the world. (Al Masah, 2016; Augustine, 2015; Al-Zayani, 2014). However, many researchers find difficulties in estimating the size of FBs incomes and assets due to the lack of accurate published statistics.

Ward (1997) was one of earliest researchers for whom pointed out that most FBs goes for stagnation and proposed studying "best practices" that can revitalize the organisations and enhance its performance. Therefore, a literature review is done to see what type of literature gap can be addressed which would set the basis for the criteria for the comparative study. Therefore, comparing best practices of FB in leading countries can help GCC FBs to regenerate its necessary capacity areas.

Recent research has shown that continued FB governance can be efficient and accepted amongst the targeted community if it affects resource development and help in better strategic positioning and higher firm values. Today the mean age of family control in FBs globally is 60 years. Only 30% of these companies survive into the second generation because of their sustained capacity till that time to both develop resources

and differentiate its positioning. If these FBs manage to do this 12% would be viable towards third generation, or even would pass towards 3% of them towards fourth-generation or beyond. (Gallo and Point, 1994).

Therefore, the purpose of this study is to explore what could improve the current beliefs in GCC FBs to adopt more 'Lean Governance' practices that would help to enhance its legacy and expand its capacity for surviving for many more generations.

Literature Review

Definition of Family Business in GCC

There is no one definition for 'family business' that is internationally accepted, however they all meet in being a family owned and managed as prime criteria. GCC FBs as any other FBs are usually controlled by family members, however it might be managed by expats. Hence it could be said that FBs in GCC are FBs that comprise ownership, business, family as (Taguiri and Davis, 1996) defined it, however with less on full control of the business details specially for large FBs in the region.

FBs in GCC have a mix of consideration for the most important factor of FBs between family relation and business issues. Therefore, the researcher believe that the definition of Chua et al. (1999) is the most suitable. Chau and his team viewed FBs as businesses that are governed with the intention to shape the vision of the business held by dominant coalition controlled family members in a manner that sustain across generations of families.

FBs play a significant role in developing and strengthening

the economies in countries all over the world. They are considered as the backbone of the economy as they have vast potential for generating wealth, employment and welfare to the country and its citizens. A FBs can be defined as “a business where its ownership controlled by a single family, in which the family members control the direction of the business through their ownership rights and management roles” (Ernst and Young, 2011).

Family Business Lean Governance (Between opportunities and challenges)

Lean Governance is a concept that was proposed by Buheji (2016b) and tackles the agility between FBs governance and its sustainability for future generations. The role of lean FBs governance is to ensure competitiveness rather than just continuity while managing the transformation and regeneration of Gulf FBs.

Usually FBs have the following opportunities that make them more unique and healthier than others. FBs as organization usually have a spirit of high commitment and dedication from both family and business owners and where family members are ready to work hard. The other main opportunities of FB's is that they usually reinvest their profits in business focusing on long term growth. The FB's usually also unique in both capturing and transferring knowledge and experience within the organization. However, the most important opportunity of FB over other competitors would be the internal common family drive to maintain the family name as a brand associated with the business (Patel, 2012).

Never the less, FBs goes also through challenges that other organisations do not necessarily face. For example,

FBs tend to work for long time with insufficient funds to finance their growth. Besides such organisations usually have incompatibility of incentives among family members or even company employees. Therefore, the main challenge of such companies is that they do not survive more than 24 years and only 3% of them up to the fourth generation (Thompson, 2016).

Opportunities in FBs found to increase and decrease by nature of management style in the family or the business owners/leaders. The FB authoritarian management style, is different than the closed management FB style and it is surely different than the FBs of specialized or Hi-tech management style. The more the management in the FB is open ideas the more they can see and utilize opportunities free of any restrictions.

Besides above GCC FBs are usually unique in their both social and Physical assets and relationships. For GCC FBs that stayed more than 30 years' human assets are considered to be very important competitive differentiation.

GCC FBs and their current governance practices

GCC FBs are considered to be the backbone of Gulf economies and contribute about 80% of non-oil GDP. Many FBs are not yet convinced about the issue of governance frameworks, even though some FBs in the region are starting to have their own governance initiatives and are characterized by flexible structures that start with the goal to attract external talents and reduce family interventions.

More than half of the FBs in the region will split because of lax planning for successions, as per Abdul Aziz Al Ghurair (2015). Succession plans are rarely discussed in

GCC families and rarely discussed and/or decided early, before a chairman is 60. In a study, undertaken with the management consultants McKinsey, found that the majority of GCC FBs owners are relatively young – between 40 and 60 – with more than half of them transitioning from the second to the third generation. This is a critical process, as just 15 per cent of those businesses will survive it.

The ranking, which looked at governance systems, succession planning and philanthropic efforts, puts the 25 biggest FBs in the Arabian Gulf below the average on the global league table. The report McKinsey also found that 60 to 70 per cent of Middle East businesses are owned by families. Yet family-owned businesses contribute about 80 per cent to non-oil GDP within the Middle East region, according to the Deloitte consultancy. Nearly half of respondents in a survey published last year by Deloitte said they reviewed succession plans only when a change in management required it, and 41 per cent did not have leadership contingency plans.

There is however an increasing trend of governance that has contributed to activating the role of community partnership and this has contributed to the GCC FBs Corporates Social Responsibility (CSR). Today many simple governance practices target to increase the capacity for progressive delivery of responsibility to the second or third generation, or prepare future generation of leaders. However, again the literature has a major gap when it comes about the value delivered for the third generation to sustain the businesses stability and competitiveness, especially in the rising threats and risks from both internal and external businesses environments.

Davis (2007) focused on only three components that is needed to take about to overcome FBs challenges: the smoothness of the periodic (typically annual) assemblies of the family, the family council meetings that strengthen the family communication and last but not least the family constitution which carries family's policies and guiding vision and values and ensure family competitiveness. Davis believed that families in business need to nurture members' feelings of trust and pride concerning the family and business as well as build a sense of teamwork to keep a family committed and disciplined in its relationship to the business. Since FBs dominate the economies of the Gulf; approximately 98 per cent of commercial activities, proper introduction of lean governance to the first or second generation, with involvement of third generation would really develop the economy and the business opportunities. (Bahrain Family Business Association).

One of the successful GCC FBs whom managed to establish success story through their effective governance practices is Jawad Business Group where its headquarter is in Bahrain and operates over 600 stores in GCC. Jawad FB managed to transform and diversify itself into a multi-cultural organization with business interests across GCC states including convenience stores, distribution of FMCG goods, fashion and footwear, restaurants and coffee shops, while maintaining a high standard of quality services linked to it brand (Jawad Business Group, 2015). Jawad group practices of lean governance, smooth shift between generations while maintaining focus on being lean and agile is what made them a success story, even though they might call it this way.

Abdulaziz Al Ghurair, chairman of the non-profit FB Network in GCC (FBN GCC) expected that in the next 10

years \$1tn will change hands from generation to generation, so it is critical to see this transition take place smoothly while enhancing the economy competitiveness, since Al Ghurair mentioned the risks of FBs split due to weak or non-acceptance of governance programs. It can be understood this when it recognize that nearly half of FBs participated in the Deloitte survey said they only review succession plans when a change in management is required and where 41% of them admitted they did not have a clear leadership contingency plans. (Gersick et al, 1997).

Characteristics of Arab Culture that influence GCC FBs

GCC FBs characteristics are highly influenced by Arab culture which do not tolerate the absence of a framework that contributes to the ability to control its organisation management. Arab Families cohesion and integrations, increases the possibility of difficulty to conduct business in a full strict governance system. (Palaiologos, 2015).

The owner or the FB creator usually like to take business risky decision without referring to a governing board or strict policies. Usually also a robust framework with clear financial reporting would not be easily accepted by many small and even medium sized FBs. This does not help to early detect the weaknesses in the company. Therefore, you'll rarely see any logical organization in relation to FB company divisions that are really distant from family divisions, if the FB is small size and not yet developed towards a third generation managed company.

From experience in Deep Dialogue sessions, the idea of a "family constitution or charter" can help companies and

FBs deal with very important challenges as managing the expectations of individuals within and outside the family, besides development of mechanisms for the transition from generation to generation. Buheji (2016b).

No matter how cohesive Arab families are, recent history shows that many of the challenges faced by these FBs have not been taken into account, and this ultimately leads not only to the loss or weakness of the company but to the separation of families.

The involvement of family members in business is also associated with business success rate (Shaheena and Adrin, 2002). Such businesses have more than one family member performing significant managerial responsibilities.

A FBs can be described as an interaction between separate and connected systems at the same time which are the family and the business, in which both of them are governed with uncertain boundaries and different rules. Also, the FBs may include a numerous combinations of family members who may play various business roles (Collins and O'Regan, 2011). Not only FBs are contributing to the prosperity of the economy but also, the franchising opportunities adopted by those businesses, which is the core ides of this study.

Palaiologos (2015) define Arab FBs as the nexus of kin-based relationships and entrepreneurial images or networks. Arab FBs help to create value for the family and embed it in the social context, preserve family loyalty, spread the sense of belongingness to all, and enhance the family image in the social setting. The value could be monetary or non-monetary or both. Its governance is communicated within the traditional setting enacted by senior people where knowledge is transferred horizontally and vertically over

the generations. FB Firms growth in Arab world is still rare and mostly focuses on entrepreneurship than the firm life cycle development (Delmar, Davidsson, and Gartner, 2003).

One of the seen future economical of FBs in the Arab world in general and in GCC specifically is that they are becoming more and more dependent on franchising business. This type of business has become widely spread especially after the recent economic downturns which has led to collapse many businesses and companies, except hospitality and food related businesses where many individuals and families tend to start their own businesses by opening a franchise. This complicate the issue of having acceptance for lean governance where production and competitiveness depends on the level of FB business model independence.

Developing Lean Governance from Japanese FBs

Japanese FBs known to last more than 100 years on average due to their innovation and self-renewal as per Goto (2006) and Korsten (2016). There are today more than 20,000 FBs that work as the backbone of the Japanese economy, out of which about 1,200 companies operates in the last 200 years. Besides there are about 400 FB companies been in operation at least since 300 years ago out which about 30 Japanese FBs been surviving for more than 500 years Goydke (2016)

About 7 FB companies have been in the Japanese market for more than a thousand years due to simply two main reasons; they were able to both self-govern their activities from generation to generation and also develop their management methods in more lean and innovative way that met the fast development of new Japanese industrial society Goto (2006).

Most of these long-lasting (and renewed) Japanese

FBs operate in one of three areas: the field of trade and manufacture of goods for daily life, such as food and medicine, hotels and hospitality services, paper, metal, smelting and traditional cultural products and services, beside the latest industrial services. Zata (2006).

There is still clear scarcity in the literature in relevance to understanding the style of Japanese FBs and the developed governance system they managed to imbed as a culture in almost all these companies for many years. Therefore, an early attempt of a comparative study between Japanese and GCC FBs might help to see the missing points that need to be address or inspired in non-Japanese FBs, especially in GCC.

Sources of Inspiration Currency in GCC FB's

Many FB's try to preserve their knowledge assets and their accumulated experiences in order to utilize it for better value proposition. This is called currency of inspiration that can enhance the family values and their modes of trading as per Buheji (2016a). Therefore, Sharma et al (1997) seen that family relationships can be a source of influence on FBs performance, i.e. a source of IC that need to maintain and even continuously develop.

IC therefore is very important for GCC FBs. Selected sources of inspiration can play a great role to maintain the organization to more than 2nd generation. In a study conducted in Bahrain for the Family Business Association, only 45% of FBs last until the first generation of their owners, then they gradually decrease to 38% for the second generation. Only 18% of Bahrain FBs last for the third generation, and less than 2% for the fourth generation.

This mainly due to the low ability to utilize the IC. The situation in Bahrain is even better than other GCC countries. The Bahrain FB Association study confirms that only 15% of these FBs have a life span of more than 51 years, while 10% only stay till 50 years and 8% sustain periods of 40 years. The study showed that 10% of these Bahraini companies stayed from one year to 20 years. (Ernst and Young, 2011).

Yusuf Kanoo Group is one of the largest companies established in GCC with Bahrain being the base since 1890. Kanoo as an FB grew rapidly from a commercial shipping company to the largest commercial diversified company in the GCC region. Kanoo as FB Group has been associated with the process of progress and development throughout the region. Kanoo's is an FB business model that showed to be more lean and agile with unique governance that managed to keep the traditional values while gaining trust for its own brand. Kanoo managed to find its suitable IC and therefore created a successful FB story that is very similar to Japanese Companies. The uniqueness of Kanoo is that it extended its success to play a constructive role in both the social and economic fabric of the GCC society (Al Masah, 2011). The company is strong and the family is cohesive and hands-on. It has its own systems, traditions and customs, yet it is governed by board of directors in each region consisting of family members and senior staff with experience and efficiency. The company's constitution is based on the fact that each individual member of the family is considered a partner in the company and is not considered an owner, but an employee with rights and obligations. The family member be it a male or a female come to work with devoted attention to work and

their progress is followed with a monthly salary like other employees. Each year, a portion of the profits is distributed to the owners of the company each according to their share. This clear safely designed lean governance practices managed to differentiate Kanoo IC from others. (Ward, 2004).

Planning FBs Capacity Development

Building community family commitment can be inspired through the development of family talents. The FBs can have community leadership development programs that are actively stimulated by the Family Council or similar settings that would contribute to the social inspiration. Other inspiration source is building of long-term planning of property, liquidity and ownership makes success stories.

FB capacity development help FBs to set and achieve development goals essential for business sustainability. This means that FBs work on developing their internal capabilities and providing access to the repository of experts and FBs members within their own network.

In this chapter the researcher would try to address the need for a framework that would enhance the capability for finding opportunities towards more lean governance.

Research Method

Two research method approaches were considered in this study to achieve the appropriate research objectives. The first approach was conducting a comparative study between the world best surviving FB's, i.e. Japanese companies, in comparison with GCC FB's based on the requirements for lean governance. The second approach was to develop a

better understanding of the lean governance based on the comparative study and in relevance to the literature review.

Data Analysis

The method of governance in Japanese FBs is what has ensured its continuity for more than 100 years. From reviewing the literature, it clear that the Japanese FBs are unique and very hard to copy due to their objectives clarity and long-term perspectives, difficult geographical conditions and cultural values ideas that are mixed with corporate governance.

The Japanese are unique too in the way they set their goals based on core strengths that are followed by clear guidelines that become family secret recipe and then linked to reflect the Japanese FB philosophy that protect the long-term prosperity. Therefore, Japanese FBs usually found to hang a kind of short curtains outside the store or factory or operate a museum that symbolizes the family commitment of business reputation and continuity from generation to generation.

The other unique governance of Japanese FBs is the management style which considers employees not to be replaceable but as partners for growth. These companies are strongly committed to the process of training and internal qualification.

Many of the Japanese FBs (JFBs) have developed special frameworks to ensure healthy relationship with the larger community. The JFBs carries unwritten norms and practices that raise the interests of beneficiaries and customers first. The JFBs are usually inspired by the words and deeds of the founder which carries the desire to constantly develop and innovate while maintaining simplicity and commitment to austerity.

The JFBs compete in waste elimination with great well

to go through humility to enhance learning and conduct. This is linked with tireless determination to preserve and inherit the values and family approaches. JFBs establish a culture that revive the company's philosophy and values continuously and in different ways - in order to strengthen the links between employees who have struggled through difficult times together and new generations.

Comparative Table between Japanese and GCC FB's

Table (1) carries a comparison between lean governance practices in both Japanese and Bahraini FBs.

<i>Japanese FB's</i>	<i>GCC FB's</i>
More than 4 of 10 FBs continue 200 years	Seven out of 10 FBs fail to implement second-generation transitions
Clear objectives that are shared between 3 generations	Only one out of every 10 companies reaches the third generation due to the deterioration of their legal status, the lack of organization of their administrative structures and the lack of implementation of the rules of governance, leading to the dispersion of their wealth and the extinction of their generations.
High ability to adapt to changes in society and competitive environment by continuing to focus on the interests of those who depend on their activities,	Only Gulf FBs that apply governance rules succeed in achieving fundamental objectives, all of which are aimed at protecting the rights of partners,

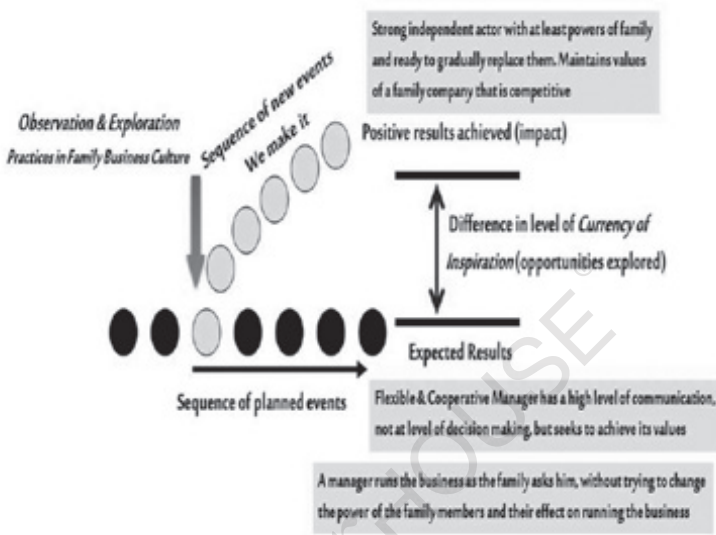
<i>Japanese FB's</i>	<i>GCC FB's</i>
Act as a responsible member of the community	Neutralize stakeholders and apply the principles of disclosure, transparency and equity among company owners.
Continuously strive to improve their own long-term capabilities	Most FBs use these rules by setting internal financial controls and providing independence for auditors
Act in an economical manner	Localization of control and risk management, provision of resources available to managers and adoption of dividend distribution policy.

Exploring the difference between Japanese and GCC FBs Practices

Besides Table (1), it explore and synthesis the literature published on Japanese FB practices would see that the powers of these family comes from the difference of their differentiated IC that managed to differentiate their competitiveness over the years and even enhance their opportunities. Figure (1) shows how the JFBs are unique in dealing with sequence of events they come through and how they would shift the company responsibilities from just the level of a manager to a flexible manager with high communication and then to a strong independent actor that influence FBs decisions. (Goto, 2006).

This power that is differentiated by the shift of results towards positive achieved results called impact is what makes Japanese FBs survive for long time and have a unique capability for self-renewal.

Figure (1) Sequence of Events Discovery that lead to High Impact in JFBs



Discussion of the Research Findings

Hence the balance between the implementation of an efficient governance system and positioning of the next generation of the FBs is one of the new challenging trends. FBs have more social responsibility towards the stakeholders and clients today, in comparison to NGOs, suppliers and employees. GCC FBs future leaders need to adapt speedily to changes in technology and regulation and they can integrate properly.

Based on the literature review and discussions of the research finding, the following framework in Figure (2) is proposed. The framework in Figure (2) shows that if it embed in the culture the following Japanese FBs practices

can enhance the capacity of the GCC FBs. As the figure shows when observation is practiced it can bring in focus, create regeneration of capability, enhance our agility in exploring more opportunities thus leading to better GCC FBs Lean Governance as discussed in literature review.

Figure (2) Illustrate Japanese Inspiration Currency that can enhance GCC FBs Lean Governance



The above framework establishes “lean governance’ that contribute to family, society and individual stability and empowerment. This should help to increase the investor confidence in the GCC FBs longevity and help to enhance their contributions and ability of attracting the best employees while raising the level of economic safety; by diversifying different sources of capital.

The consistency of observation, focus and regeneration increases the efficiency of protection and the possibility of settling disputes between FB generations. This lean

governance practice allows family projects to accommodate changes smoothly, without embarrassment. It addresses issues of ownership, employment and succession in the management of FBs in smooth way and through projects that focus on learning by doing. Also the proposed framework helps in raising the competitiveness of young entrepreneurs and inspire the vulnerable parties in the family (young and old, and women in particular) to be part of the success journey.

Conclusion

Lean Governance as a concept can be really studied and practiced in GCC FBs if it is linked to projects that enhance competitiveness. Realising the importance of using IC and sources, i.e. through projects and practices can help to build the longevity of FBs as the Japanese companies stays for many generations with high regenerating competitive capacity and well maintained socio-economic values. There are many inspiration currencies in GCC FBs that need to be explored, however the suggested framework in this chapter is only a beginning towards tackling the issues and enhancing its low survival ability.

The GCC and Arab FBs are in need today for practices that enhance their acceptance of governance without going through the complications or bureaucracy of detailed governance systems that does not influence the reality of practices. Therefore, spreading practices that enhance the family members' deep dialogue through observation, focus and regeneration increases the possibility of having better competitive GCC FB that stays longer than 4 generations similar to Kanoo Group FB and even hopefully better.

Due to both the geographical limitations and the scope of this study, further research is recommended to improve the proposed framework in a way that it would lead to more lean governance model that FBs advocates could refer to in order to create a transition towards more practices that would lengthen the legacy of the business owners for more generations to come.

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CHAPTER TWELVE

INVESTIGATING THE IMPORTANCE OF YOUTH ECONOMY¹²

Introduction - Why *Youth based Economy*?

Today's generation of young people is the largest in history. Over 3 billion people nearly half of the world's population are under the age of 25. Almost 90% of all young people live in developing countries. Young people are a valuable asset to their countries and investing in them brings tremendous social and economic benefits (Sukarieh and Tannock, 2014).

The socio-economic costs to society are going out of control. Many countries feel shattered by the deep challenges that came with the miss managed youth economy which created chronic issues as poverty, poor QoL, violence and crime, unemployment, drugs, HIV/AIDS, etc. Lots of efforts are even wasted towards trying to improve the youth rights for better LLL programs and suitable empowerment programs which unfortunately comes to late or become to week to sustain its good intentions. (PewReseachCentre, 2012).

¹² Buheji, M and Ahmed, D (2017) Investigating the Importance of Youth Economy, International Journal of Current Advanced Research 6 (3), 2405-2410 <http://journalijcar.org/sites/default/files/issue-files/1346-A-2017.pdf>

As per most of the developing countries statistics, youth between the ages of 14 and 35 years constitute more than 35% of the population in most of the developing countries, besides they also constitute 70% of the national unemployment figure. The efforts directed towards the employment of youth still constitutes limited benefits and employment security. Youth remain marginalised in the mainstream economy and can still see high poverty among young people. Besides the lack of enough startup capital even in rich developing countries, youth do not have mindset development programs that help them to break the shields around them.

Still today many youth targets to work in government guaranteed pay jobs, waiting for many years to get into such system, while not daring to take lots of opportunities around. Youth in many countries despite graduating from high schools and universities they do not know the basic roles of the economy. Till today many youths in developing countries, for example, think they either can be working in government or private sector, without being able to see the importance of both social and business entrepreneurship. This for sure slows down the cycle of the economy and waste very precious resources that turns to be a burden that the country has to feed and care about than assets that transform more rapidly our societies for a better future. Therefore, the world is need for a Youth based Economy that would focus on development of techniques which would ensure proper engagement of the young decision makers of tomorrow in the development decisions of today.

With the development of a Youth Economy (YE) driven programs would enhance the youth participation in

development of the socio economy in early stages of their life, i.e. as early as 15 years. Such YE programs will also make youth contribute more to creating youth inspiring stories that led to more stable socio-economic changes.

Role of Governments towards Youth Economy

There is growing evidence of the momentum of government towards encouraging youth participation within the development community. Governments around the world are increasingly supporting youth ministries, youth policies and youth programmes, and there is now greater recognition of most public sectors that focus on youth on the future plans would help to deliver the vision set for their countries' development. (Assaad and Levison, 2013).

Samoilenko and Carter (2015) shown the importance of youth outcome driven economy for New Zealand where governments can create a focused approach towards the youth QoL, LLL, voice and accountability, post-conflict transitions, livelihoods, resilience and human rights.

UNDP (2014) report mention how Leading Governments as Sweden, Finland, Norways, Canada, Australia and Singapore; are focusing more and more on understanding how to optimise often poorly implemented programs of youth and how to enhance its outcomes. YE would study also the benefits of youth-adult partnerships and also measure youth engagement in communities and why it matters.

Youth Economy role in raising youth opportunities

The Department of Trade and Industry (DTI) in South Africa did a study in 2012 on National Youth Economic

Empowerment and what type of Policy needed and they concluded that government need to contribute towards increasing the level of youth participation in the mainstream economy, as shown in Figure (1). Also, governments need to contribute towards increasing youth income through skills development and promotion of youth entrepreneurship. More youth participation in the mainstream economy through youth enterprise development and employment creation. DTI was asked also to focus on higher economic growth through promoting youth owned and managed Enterprises.

Figure (1) Youth Role in Higher Main Stream Economy



Further studies focused on youth apathy, and how youth are actually transforming the economy today. This means need to understand type of youth engagement including youth entrepreneurship programs, Shafik (2010). Youth today control nearly 50% of the developing world population. There are 1.2 billion 15 to 24 year olds in the world and one billion live in developing countries. This is often referred to as the 'youth bulge', as young people constitute a high

and peaking proportion of many populations. The youth bulge represents both a challenge and an opportunity for development.

Youth can really play a role in raising country's opportunities. Through focusing on youth empowerment programs focused on promoting competitive youth owned and managed enterprises, re-addressing the imbalances of the past through youth enterprise development, promoting a culture of youth entrepreneurship, promote gender inclusion and youth participation, promote transparency and accessibility, promote accountability and evaluation of youth economic empowerment, entrepreneurship and enterprise management and ownership must be encouraged as a viable career option for young people.

Today more than 24% of the world's young labour workers live in households that are below the poverty line (US\$1.25 per day). Young people who are able to find a job must accept "an extremely low salary. With developing countries being home to 87% of the world's youth, who are often underemployed and working in the informal economy under poor conditions. It is then normal that we see Youth living in poverty and cannot afford to be unemployed. Youth economy targets to help decision makers implement ideas. In developing countries, unemployment tends to be high among more educated youth, leading to the problem of educated unemployment.

In developing countries there is a growing need to tackle the excessive obsession for qualifications and certifications amongst youth. Many young people, particularly the poorest, are starting work too early without the basic skills that could make them marketable. Students are completing secondary

schools without having the skills that allow them to adapt to changes in the labour market. Increasingly, young people are moving to cities or migrating to countries with greater job opportunities, separating from their families and social support networks.

With society which raise expectations, youth are losing hope and becoming more of blame culture driven. Youth need to be enabled to innovate, to risk, to create, to search why not? For anything they'd like to achieve in life.

How youth can shift outcome through more Youth Socio-economic Engagement?

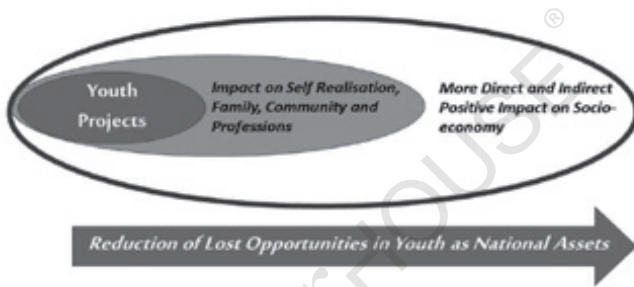
Young people can play a great role in creating more impact and outcome at faster rate than other ages as history and trend of today show that youth are more conscious of global issues like climate change and social equity than others. Instead of training young people to seek jobs, they should train students to create jobs. The most important thing is to not give up and learn new things every day.

Youth engagement programs can build a shift in the levels of power and form a sustainable connection between youth and the outside world and within or around themselves and their communities.

Youth socio-economic engagement is considered to be a must and not a luxury for every governmental organisation program. A lot of youth are facing hard times. Around the entire planet, a new and extremely large generation of youth has combined with a negative global economic climate, leading to record unemployment among young people. Therefore, the more our economies have youth driven projects as shown in Figure (2) the more youth would

have a self-realisation and would play a god role in their community. This personal engagement in the economic system, would lead to more direct and indirect positive outcomes that would lead to more sustain socio-economy. This would reduce the lost opportunities that a country would have for its most precious national assets that is the spirit and the energy of youth.

Figure (2) Impact of Youth on Positive Socio-Economy



Unfortunately, disengaged youth are increasing where they do not have a sustained connection to anything. Many young workers are disengaged from the jobs they currently have. Other youth are completely disengaged from the economy.

Today scientist are calling for a holistic youth economic engagement which means they are expected to bring in innovation, production, entrepreneurship, distribution, consumption, assessment, regeneration, and more. Time and speed of information and challenges does not allow any more that youth be engaged on selective issues. Countries whom are focusing too much on one area only of youth involvement proven to fail in many socio-economic tests to come. Youth of all ages are capable of forming a whole

picture of the economy. Actually the work of Todd and Wolpin (2004) confirms that production of cognitive achievement would make youth QoL flourish even further. Therefore, Low-income and poor youth can be very engaged in the economy in a number of ways. Success in youth engagement is elusive. Youth engagement in the economy is not magical or mysterious, but most adults refuse to see what the real issue actually is. More money is needed to effectively promote youth engagement in the economy. It is not to say that young people cannot be engaged without money, but it becomes a lot easier and predictable when there is substantial funding available. This issue is about more than poor youth or rich youth. Economies have to be successful in order to ensure sustained national existence. The issue of youth engagement in the economy is something that affects businesses, philanthropies, nonprofits, schools and governments, for sure.

Youth as Valuable National Socio-Economic Assets

Young people are the most valuable national assets. Managing these valuable assets and improving its returns quality by reducing vulnerabilities and risks creates real differentiation. Recognising youth as assets towards development; at local, national, regional and international levels, makes another differentiation. Crucially for countries experiencing a youth bulge, where youth-led conflict or crime may be a perceived risk, involving young people in meaningful activities and programmes builds social cohesion and embeds them within their communities.

Research literature strongly suggests that enhancing young people innovative and creative capacity through

non-formal learning, requires systematic, sustained and concerted action in four areas. Attention is drawn to the crucial support role played by the non-formal education workforce, especially youth workers, who are directly engaged with young people. Providing accessible and user-friendly tools and resources to improve non-formal education and youth work thus enhancing the resources to contribute more towards the economy. Recognising and validating non-formal learning in business and in the formal and non-formal education sectors. Developing effective partnerships between all stakeholders to provide a favourable operating context for the work. Thus working on closing the gap between the requirements of the labour market and the positive contribution of non-formal learning through encouraging early entrepreneurial skills in young people.

UNFPA Framework for Action on Adolescents and Youth (2007) confirm that more than half of all these highly precious assets survive on less than USD\$2 a day. More than 100 million adolescents do not attend school. Fifteen million adolescent girls become mothers every year. So they are lost as valuable assets for the country's competitiveness. Yet, in certain developing countries among these young mothers of under age 20, infant mortality rates average 100 deaths per 1,000.

The situation of European young people as per Eurostat figures is even not much better. The European economic crisis has hit the young more than other age groups. It is estimated that 5.5 million young people are still unemployed in the EU, a rate of 23.4 % (July 2013, EU28), compared to 22.9 % in July 2012 (EU27). The youth unemployment rate in the EU-27 has been around twice as high as the rate

for the total population (end 2008), and has dramatically increased over the last four years. At the end of 2012 the youth unemployment rate was 2.6 times the total rate. The total of young people not in employment, education or training, is currently around 14 million in the EU. The annual economic loss to society is estimated at €162 billion (Eurofound, 2013), in addition to the long term personal and social costs.

The OECD found that there are huge business and economic opportunities under explored in different sectors. For example, OECD studies found that there are opportunities for youth in the area agriculture, agri-business, construction, retail hospitality and manufacturing, where there are no business strategies.

If people deal with youth as valuable assets of every community, people can differentiate any country's competitiveness through the innovative and creative problem solving and solutions finding. They are the key to helping communities meet their needs and improving local people's long-term security and control over their own lives.

Methodology

In July 2016 both researchers gone on a dedicate four months trip to Northern Bosnia. Specifically, in a city called Bihac. The researchers started five youth focused projects dedicated to show the power of both inspiration and youth in creating change in the community socio-economy. The five projects were in the area of QoL, Volunteering in NGO's, Entrepreneurship, Youth Migration and finally Youth Ethics and Values. The Two youth case studies presented here for later analysis and discussion are in the area of QoL and Volunteering.

The purpose of the two cases is to show the level of youth influence on socio-economy with limited resource. Both teams were made of four youth members and led by a mentor whom supposed to facilitate the journey without deep interference in their projects. The teams were given training on how to collect data through interviews and questionnaire in different cycles and including doing piloting before launching their main surveys.

Results and Discussion

Case One – Role of Youth in Voluntary Non-Paid Economic Services

Secondary (indirect) economic impact is defined as the changes in economic activity resulting from subsequent rounds of (re-) expenditure(s) of businesses and communities or expected to be the role of government, but overtaken by other society members. The more the country or the community is developed the more you'll see that they would deal with such economy very seriously and you'll see that for example the retired, and the youth would play a good part in it. Studies show that the more youth are directly involved with the specific program/project or security event and trade partners who are indirectly involved. Weiss, et al (1996) mentioned that vulnerability can be turned into opportunities. Besides direct affect into the economy, youth have a great role to play in secondary economy which is drifted from volunteering and non-paid economy. Studying the indirect contribution of youth to the socio-economy through NGO's or even QoL is very important today for countries that are looking for sustainable socio-economy. Youth can play a

great part in pushing societies to bring its best towards better stability and sustainability. The role of youth NGOs and how it can create influence on power in global affairs. In certain countries youth NGOs provide public goods and services that governments from developing countries are unable to provide to society, due to lack of resources.

In one of the studies that was carried by inspiration and youth economies projects in collaboration with Bosnian youth found that few NGO's really address youth needs and their role in socio-economy. In a survey that covered 100 youth from different ages between 13 till 25 years old in 2016 in Bihac Bosnia, Iqbal Makic and her team found that youth NGO's in the small city of Bihac can still play a great role in creating socio-economic support and build bridges of partnership. The team found also that youth need to ensure that the support be available for extracurricular classes.

Makic team found that youth can specifically build international relations and help their communities to survive and compete globally. The team and as part of inspiration and youth economy project taken a move to assess the effectiveness of youth voluntary programs in BandH then moved towards focusing on the most essential type of Youth NGOs for Bihac and Una Sana canton needed.

The case show that youth integration can build more harmony in youth culture. It is important to understand how the youth empowerment process can be infused, different cultures mean different approaches, the cultural aspect that prevail are usually divided as the western culture vs. Eastern culture. Youth can play also a great role in wellness economy. Wellness economy is about the QoL that can be established

by society stakeholders in order to improve people choice for a better life and minimise the challenges that destroys happiness.

Case Two – Role of Youth in improving Quality of Life

Part of the youth inspiration forum that was held in Sep 2016 in Bihac Bosnia, was also focused on the delivery of some of the achievements of the youth QoL Team.

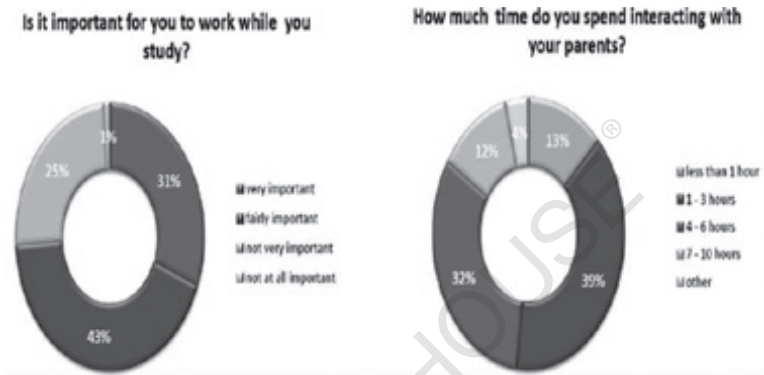
Arabella and Emina founded the team and were both the main leaders that drive creating a model in the role of youth in improving the QoL thus show how youth could have a positive influence in the society wellness. The team focused on the journey of youth in creating better socio-economic status through focusing on selective indicators as: Youth Health, Youth Education, Economic and Physical Safety, Governance and Youth Basic Rights, Natural Living Environment, Leisure and Social Interactions, Overall Experience of Life, Productive and Functional in Main Activities and Living Conditions. The survey covered more than 200 youth participants during the summer of 2016.

The results of the surveys as illustrated in Figure (3) showed that more than 59% of the youth in Bihac plan to migrate. However, 41% of youth are still interested in volunteering but never volunteered. Other marginal issues that affect the economy indirectly found to be also an issue that can be tackled by youth. These are youth health insurance, youth bullying, youth use drugs and cigarettes.

The most interesting part of Arabella and Emina (2016) project, as shown in Figure (3) is that majority of youth today are highly interested to work while studying. Also the study

showed that youth can play a greater role in family health through just increasing the time spent in interacting with the parents.

Figure (3) Showing part of the QoL team results about Working and Interacting with Parents which affects the socio-economic outcomes.



The QoL case shows that competency of the young generation will always be a matter of concern, empowering the youth isn't only done by providing them with authority, empowering them the right way is providing the youth with the right tools to use that authority such as the right skills, expertise, knowledge and developing a mindset into the youth for the proper use of that knowledge for the benefit of all.

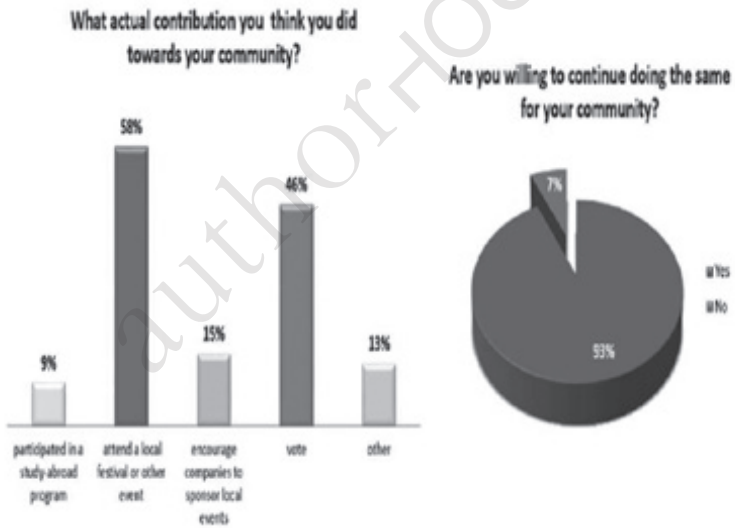
The capacity to take in the responsibility and to lead through the demanding challenges must be planted into the youth for them to take charge of the future.

Enabling the youth has its requirements and needs therefore it isn't risk free and it has pre-requisites to be acquired as noted previously, this implies that the youth

should be held accountable for the results of their decisions, the risk of empowerment bearable easily but it is deemed as a necessary risk that should be taken to ensure the growth and development of any organization or firm. During the last 50 years the process of globalization showed the world that even if the world can become one small village there would always be a cultural different, cultures and norms of a region are from the community beliefs, religion, practices and habits.

When QoL team asked youth about their socio-economic contribution to the society, youth mentioned about different ways of contribution that indirectly affect the stability of the economy. This shown in Figure (4).

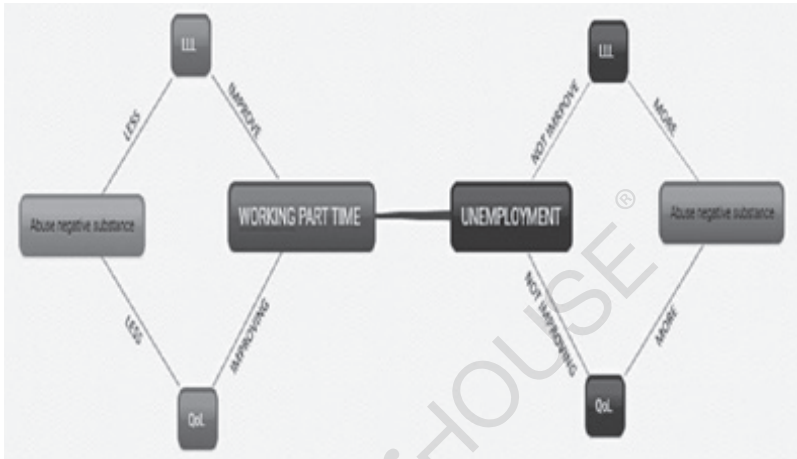
Figure (4) Measure contribution of youth to community



The Arabella and Emina team gone to further build a framework as shown in Figure (5) that would help to support the role of youth in secondary economy through

enhancing the part time work early during the education life and minimising the abuse of negative substances.

Figure (5) Proposed Framework to enhance QoL Practices in Youth



Discussion of the Two Case Studies

As shown from the two simple case studies that youth can fill many gap in the socio-economy to fill if it is given enough chance. YE could focus on realising the potential of youth in creating an independent economy where young people and youth spirit would be considered the real currency asset of the country. Youth economy would focus on methodologies, techniques and tools that would attract youth spirit that would reinforce youth capacity in leading towards a better socio-economy and thus creating prevention against youth unemployment, poverty and radical non-resilient mindsets, (Awogbenle and Lwuamadi, 2010). Youth economy would study how young people can positively contribute to development in four operational

areas: society development, organisational development, policy and planning, implementation, and monitoring and evaluation.

The case of youth role in non-paid economy shed a light on the importance of studying youth successful models. Therefore, a youth based economy would be expected to focus on understanding the psychology of youth and understand what triggers youth influence. Another angle of youth economy is that it would help to focus on examining youth employability as Brewer (2013) concluded on her extensive research. Brewer illustrated the importance of studying the relations of youth in relevance to their employers, educators, parents, and peers and try to understand what obstruct youth from producing their best.

In the other side the case of youth QoL showed the importance of having a youth economy that can focus in enhancing the youth to play a significant role in the social development of their communities and society as seen in case of the two Bosnian case studies discussed. Thus with increasing number of young graduates really have an opportunity to spread the QoL practices amongst them which later would impact the way to deal with turbulences in the economy. The QoL case shows that once people manage to bring in youth participation in development they can strengthens their abilities to meet their own needs that are actually reducing their vulnerabilities to economic instability and build communities of trust and strong social capital.

Conclusion

Through the previous two case studies and the literature reviewed, one could conclude that youth economy is an important concept that need to further explored. All producers, consumers, innovators, entrepreneurs and leaders need to study youth economy and understand their implications on their businesses. Focused youth driven economy actually can minimise the potential of youth involvement in activities that tears up the society. The case studies above shows that if youth are faced with real life problems they can create models that would lead a positive change in the socio-economy.

Enabling the youth to take effective role in their socio-economy is a vital objective that all countries and organizations need to establish. The growth of any organization or country relies on long term stability and continuous growth and development that cannot be achieved without empowering young generations. The young generation have a dream to bring a positive impact on to their societies and countries, they have the desire to ensure that their imprint leaves a legacy of their dreams and hard work. Young generations are expected to provide platform for change in their societies while they display their determination to reach their dreams, as well as empowering our economies with minimal depleted resources used. Only clever innovative governments and inspiring organisations leaders are expected to experience the difference and take early focused youth economy initiatives, then the rest of the world would learn what they are missing.

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Conclusion

IE never been explored for its profound influence on anything, let alone on socio-economic status of any society. This book explores through its different published chapters what is coming up or going on so far in relevance to IE empirical research. This edited book via selection of specific papers gives an overall understanding of concept of IE and how it can be applied through different examples and case studies that touch the basis of this yet to be even more discovered intrinsic power based economy.

The **first chapter** enables a better understanding of inspiration and then IE through reviewing its type of utilisation in forums and published researchers work, so far. The editors intentionally used this simple paper to smoothly introduce the subject. It would trigger the readers' thoughts of why such an important concept not yet well explored. The **second chapter**, after reviewing the twenty-nine problems solved in inspiration labs concludes with recommendation for future research to help further the breakthroughs in this field. Problems solving here would help to build sources for discovering more opportunities and creating inspiration currencies that creates better social and economic results and outcomes.

As moving to the **third chapter** it shows how happiness economy is very related to IE. However, this relation is

dependent on how the IC is built. Happiness here is discussed that it is related to how much it can manage from within to serve all of the community. The more human repeat this the more they are likely to increase their and the organisations along with communities' independence from external sources.

Chapter four shows how the implementation of one of IE principles as the 'influencing without power' (IWP) generate currencies that change the attitudes towards stages of synergy and opens new path for more research on both IE labs and the socio-economic value it creates. The case of how IWP helped in solving a chronic problem as the shortage of hospital emergency beds shows the differentiation that IE can bring to the literature compared to what literature available in IWP.

The **second part, chapter five** starts to explore IP as a new concept and investigates its ability to create realised outcome. It showed how IP helps humanitarian organisations in creating productivity development towards an independent and interdependent socio-economy. This exploration shows the importance of IE in creating outcomes that are beyond results. **Chapter six** opens up a new path for the knowledge community as it stresses the power of youth in the future of IE research and its outcome again. Here, the researchers show how IE projects is improving the way research are executed. Projects of high importance to many youth issues in almost all the countries in the world are executed as reference models in Bosnia and Herzegovina. The models focus on how IE would help to tackle issues as youths QoL and volunteering, besides youth challenging values, youth

entrepreneurship and how to mitigate the risks of youth migration.

Chapter seven realise that the utilisation and operationalisation of DD in IE Labs helps to discover very difficult hidden opportunities and the blind spots in chronic problems.

Chapter eight shown the importance of the mechanism of RE help to contribute to understanding of the IE and build resilient mindset. Relation this resilient mindset is deployed through giving an example of how it managed to tackle complex utility water supply network problem, known as network leakage which usually costs many countries millions of dollars annually despite many logical solutions. By approaching **Part three** the reader focus is shifted towards applying IE and what is expected from it the future. For example **Chapter nine** shows practically how measurement of students inspiration can be identified and tracked. This can be generalised to any community and regardless of age or any other demographic factors. While **chapter ten** shows how using IE in improving strategic outcome. The case on the women NGO showed that Woman Development Programs can be totally developed and reshaped through this different mindset.

Chapter eleven discussed how the use of IC can transform any business model to shift towards capacity vs. demand. The chapter shows how IE enhance family businesses (FB's) capacity to play make sustain and plan a vital role in their economic and social environment.

Final chapter, **chapter twelve** results of two field studies carried by youth in Bosnia show how the concept of youth

economy can help to bring new spirit and energy to any socio-economy.

By the end of this journey, researchers sincerely hope that this work would inspire or trigger the readers or the researchers to get more engaged in IE as a serious project that might change the world, or communities, or organisations to be more inspiring and less dependent on vanishing resources.

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Appendix 1

Brief On the “International Inspiration Economy Project”

The International Inspiration Economy Project based on the success of the collective of two year (9/2015 till 9/2017) focused concepts efforts that lead to advanced concepts development, series of projects, forums, labs, academic programs, publications, institutions, NGO societies and partners centres that helped to spread the concepts of **Inspiration Economy, Resilience Economy and Youth Economy**, that all lead to solving chronic socio-economic issues with minimal resources and based on the concept of “**Influencing without Power**”. The below Figure (1) shows the integration between the three economies that have been developed by Inspiration Economies.

Figure (1) Holistic View of Inspiration Economy Project Concept

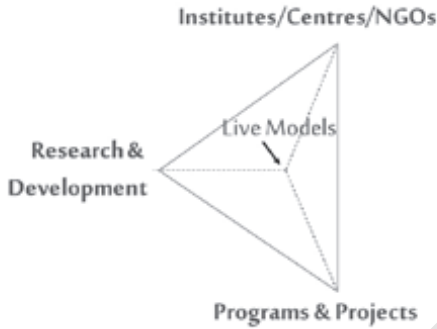


Therefore, this international project is an initiative targeting to bring positive changes at the level of experienced outcomes in the scope of socio-economy. It is a project that is going to collect hundreds of cases for cracking out human problems without using resources.

All our institutes, associations, societies, centres, projects, media, books publications and scientific journals target to do this socio-economic development through developing communities and organisations that belief in more realised effective outcomes than just results. The IE project in short is can minimise more unwanted social status, conditions, issues and/or problems as i.e. poverty, youth migration, deterioration of quality of life, etc. and its relevant impacts thus we can make more socio-economies to flourish.

All Inspiration Economy channels used in the business model targets to create a world of economic impact through inspirational societies and institutions. The main scope of the business model is reflected in Figure (2) which shows how much we need to have an integrated and coherent science to establish live models that occur and spread through three main areas: institutes and NGOs that guarantee institutionalization and sustainability of the inspiration economy journey and its development, then followed by projects and programs that make a difference and push towards do more field experiments. Then supported by an important third angle that scientific publication.

Figure (2) Main 3 Variables of Inspiration Economy



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*He has published since 2008 more than 70 peer-reviewed journal and conference papers and 17 books in the subject of the **power of thinking, lifelong learning, quality of life, inspiration and competitiveness**. Also he has **five books in English about Knowledge Economy, Inspiration Economy, Inspiring Government and Inspiration Engineering, Resilience Economy and Youth Economy**. Dr Buheji is passionate about transferring his + 500 consultancy projects experience for more than 300 organisations from all over the world, to both education and research. In addition, he serves in the editorial board of 5 internationally peer reviewed journals. He is member of many scientific communities, journals, academic review boards. Lately, he is winner of many awards including the latest **CEEMAN best researcher award for 2017**, besides being a **Fellow of World Academy of Productivity Science**.*

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