



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

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





## Partner institutions



Artevelde University College Ghent, Belgium  
Luk Bouters



Stuttgart Media University, Germany  
Jörg Westbomke



Linköping University, Sweden  
Tommie Nystrom



Ryerson University, Canada  
Gillian Mothersill



University of the West of Scotland, UK  
Robert Sutter



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

- **It recently became apparent that the project's growth fit very well into the model for team progress outlined by the American Bruce Tuckman.**
- **Groups that work together over a lengthy period tend to follow the same pattern of behaviours.**

## Introducing Bruce Tuckman (1938 -- )

- **Director of the Academic Learning Lab at Ohio State University**
- **Tuckman’s article “Developmental Sequence in Small Groups” (pub. 1965)**
- **A business classic**
- **Current work involves student motivation factors, including goal-setting, planning and incentives to influence self-regulatory behaviours in students (including avoidance of procrastination).**

- **Most groups undergo four stages of development if the team exists over a lengthy time period.**
- **Tuckman's four stages of team development:**
  - **Forming**
  - **Storming**
  - **Norming**
  - **Performing**

**And....**

- **Adjournment or Mourning**

## **CIGN Project Phases**

- 1. Research (October 2014 – February 2015)**
- 2. Module identification (April – July 2015)**
- 3. Module development (July 2015 – March 2016)**
- 4. Field testing (March – April 2016)**
- 5. Implementation May 2016 (continuous)**
- 6. Evaluation (September – November 2016)**

## 1.0 Forming

- **Pre-existing relationships between the partner institutions**
  - **Faculty/staff visits and exchanges**
  - **Student exchanges**
  - **Joint research projects**
  - **Common goals (and issues)**
- **Developing interdependence**
- **Developing mechanisms to deal with conflict**



## 2.0 Norming

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

**Achieved norms:**

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

## Project Goals:

- **Enabling education for cross-media design and production across borders and languages**
- **Developing curricula and methodologies**
- **Assessment of course modules**

## 3.0 Storming

- **“Storming” in groups can occur at various points in the process.**
  
- **Fortunately, internal storms have been few, but the external storms can arrive at any time, and from a variety of sources:**
  - **Elections of new political leaders, terrorism attacks**
  
  - **Local changes**
    - **changes in university leadership**
    - **new curricula**
    - **changes to local budgets**

- **Internal and external program reviews**
- **Keeping to timelines**
- **Our goals are clear, relationships are established well and we move forward, facing the storms as they come**

## 4.0 Performing

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

- **Management team meetings followed in Vilnius, Lithuania, Edinburgh, Scotland (2016)**
- **IC Leipzig (2016)**
- **Submission of Report 2 to EU**
- **Management meeting in Stuttgart (November 2016)**



## Presentations and publications:

- Refer to the CIGN web site:

[www.cign-education.eu](http://www.cign-education.eu)

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

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



## Tuckman's Revision (with Jensen, 1977)

- **What happens to successful teams once the project comes to an end?**
- **Tuckman and Jensen extended the original model to include two logical options at the end of each project.**

## 5.0 (Option A) Mourning

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

- **May be a planned ending**
- **May be a forced ending**

## 5.0 (Option B) Adjourning

- Occurs when a team reaches the end of the mandate, but decides to continue
- May involve re-forming the group with the same partners
- May involve re-forming the group with additional partners



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

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



**May 4<sup>th</sup> and 5<sup>th</sup>, 2017**



## INVITATIONS and a REQUEST

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



**THANK YOU**

**For your support and input**

