



SESSION 10: Whole-Brained

— Session Objectives

- 1 **Review the key findings on Whole-Brained from the IRG Growth Study**
- 2 **Learn about common pitfalls and ways to drive creativity and empathy in yourself and team**
- 3 **Understand how AI is transforming the creative industry and the ethical considerations involved**

Prereads

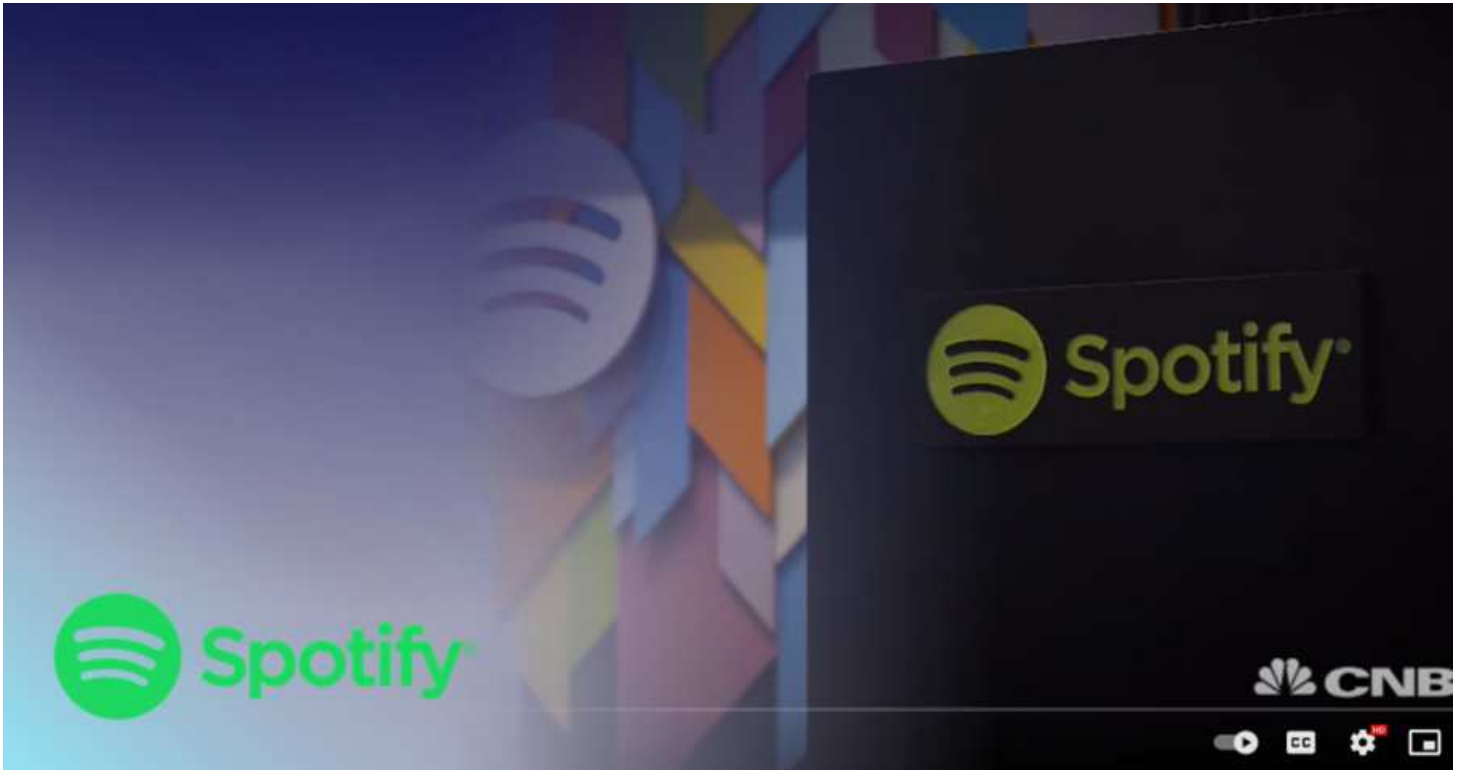
To help prepare and inspire you, please enjoy these optional prereads.



How Gen AI Can Augment Human Creativity

(15 min)

Whilst there is tremendous apprehension about the potential of generative AI, this article explores one of the biggest opportunities it offers which is to supplement human creativity and overcome the challenges of democratizing innovation. *Click [here](#) to read.*



Spotify using data for creativity

(6 min)

Global Creative Director, Alex Bodman, gives MMM his insight on how the deliberate and symbiotic linking of data and creativity gave way to the famous Spotify billboards advertising. *Click [here](#) to watch.*



Empathy in Artificial Intelligence

(25 min)

This article from Forbes explores the limitations and opportunities for empathy in AI. As AI advances, so too is it learning what empathy is, and how to express it. [Click here to read.](#)

— Session Introduction

Press the play button to start the video.



And the data shows that this mix is essential for companies to stand out at delivering humanized growth.

In this session, we will talk about the opportunities that become possible when you bring together cutting- edge technology, analytics, and creativity.

The role and potential of AI is a critical topic that we all need to understand, both in terms of what it can bring, but also in terms of what we need to watch out for and pro-actively manage.

Enjoy.

— Live Session Details

Tuesday 21st May - 11AM ET

— The HOW of Humanized Growth

The three building blocks that encompass the HOW for humanized growth are Open Culture, Anticipative Organization, and Whole-Brained. Together, these building blocks provide the essential ecosystem for supporting humanized growth.

This third HOW session focuses on Whole-Brained; Frank van den Driest takes us through the key findings from the IRG Growth Study.

Press the play button to start the video.



Transcript

important as first deciding WHO is on the bus. WHO is on the team that identifies unmet needs, recognizes evolving experience opportunities, and develops winning solutions? Well, this important question brings us to the third and final HOW building block: **Whole-Brained teams.**

What do we mean by Whole-brained teams? Well, that a company works in such a way that key strategic questions, strategies, and activities are addressed from a left-brain, a right-brain, and a heart perspective. In other words: both analytical, creative, and empathetic. The IRG Growth study found that overperformers are twice as effective at bringing in Whole-brained talent.

Now that may sound quite logical and easy, but the reality is that most companies are quite 'disbalanced' in their ways of working. Over the last decade, there has been a significant pendulum shift that needs some re-balancing in many companies.

If we take a step back, it's quite easy to understand what has happened – especially in the Marketing function; Marketers have for decades been seen by their peers as the 'spenders' of the company. Huge advertising budgets were often the scorn of colleagues in finance and sales. And even marketers themselves used to "joke" that they didn't know which half of the spend was wasted!

Now, all that has changed dramatically with the advent of the internet, digital spend, and all the possibilities of data gathering and analytics. Over the last decade, and accelerated by the rise of tech companies, we have seen a massive rise of a more analytical and programmatic approach to marketing. And the IRG Growth study confirms that indeed overperformers start their strategic planning based on solid data.

But today's reality is that there is now too much data available. In our Marketing2020 study, we introduced the term 'Infobesity' to describe this. And our most recent growth study confirmed that no one is really complaining about the availability of data anymore.

But with this exponential growth of this data-based analytical approach to marketing, many companies have thrown out the proverbial 'creative baby' with the bathwater. There has been a significant decline in creativity and brand differentiation. Just think of Forrester lamenting about 'Digital Sameness' that we discussed in the Evolving Experience session. And COVID has shown all companies the importance of bringing more empathy, true understanding, clear purpose, and humanity into the marketing mix.

Starting with data at the heart of decision-making, we find that it takes *human insights* to unlock the power of data. (visual) That it takes *human creativity* to unleash the awesome power of technology. And that it takes *human empathy* to inspire with true brand and corporate purpose.

We will delve into the world of data analytical best practices, taking our learning from Growth Tribe, the IRG digital capability program partner. Learning what it takes to put data at the heart of strategy development at every level of the organization.

And we look into where things are going.... In the very near future; Artificial Intelligence, semantic mapping, and even the rise of 'synthetic humans' in advertising. The opportunities, but also the significant risks – and ways to mitigate and prepare for an even more digital future.

We also focus on the role of leaders at a very personal level: How can we role model and drive a whole-brained approach? Starting with an understanding of when we are most creative and when we are most analytical, recognizing that this may differ throughout the day or week. And recognizing how we as leaders can build and support teams that represent and respect an analytical, creative, and empathetic approach to problem-solving.

But arguably most importantly: learning how to listen more effectively - in a way that every single team member can contribute their unique view and perspective.

— Common Pitfalls

There are some common pitfalls when it comes to balancing creativity, analytics and empathy.

Select the images to find out more.



A dominant side



Data for data's sake



Unbridled creativity



Lack of empathy

— Leading Whole-Brained

Being whole-brained is about bringing together creativity and analytics with empathy. This applies both to a team, but also on an individual level. We need to nurture these aspects in ourselves and those around us.

Here's how to drive creativity and empathy in yourself and your team.

Select the headings to find out more.

Enable working at best

People's rhythms and moments for creativity are not uniform. For example, if your creative time is early in the day, why begin with answering emails? Understanding and listening to our own preferences will help unleash our creativity. And the same applies to those you lead or collaborate with. Imagine asking your agency where and when they feel best and most comfortable to showcase their ideas – it probably is not in one of their client's corporate offices.



Expose to diverse experiences



Encourage differing perspectives



Represent diverse consumers



— AI in Marketing

Whole-brained organizations bring together creativity and technology. Artificial intelligence is incredibly powerful, and it is changing dramatically how technology and creativity work together in marketing.

In this next video Perry Nightingale, Senior VP for Creative AI at WPP, shares how AI is transforming the creative industry.

Press the play button to start the video.



Transcript

My name is Perry Nightingale. I'm the Senior Vice President for Creative AI at WPP. When you look at AI, value creation over the next 20-odd years, it will be marketing and services that will provide most of the growth, not supply chain, not infrastructure, not global transport, or global supply. It is marketing and services where the key value creation in AI will be seen. One big sign of that in the world we see now is the digital advertising market, which is powered by AI. Underpinning the global digital ad market are algorithms that target you with media and put the appropriate content and messaging in front of you at the appropriate time.

Half of that \$330 billion a year goes to Google and Facebook. So, roughly \$105 billion to Google, roughly \$70 billion to Facebook. They have the most well-funded, most advanced AI departments in the world, probably, with the exception of NVIDIA. Because of that, my role is to look at the ability of machines to one day create adverts by themselves. For the last 10 years, even during this AI revolution, the impact of digital advertising of those \$330 billion worth of messaging, 70% of the impact of that is still human creativity. It has held steady all that time.

I lecture at Oxford University every year on computational creativity to the Exec MBA and the MBA. That same presentation is called, "Will Our Machines Ever Be Truly Creative?" which is far

As well as looking at computational creativity, being the largest buyer of Creative Software, having probably the largest collection of artists anywhere in the world. My role as SVP of Creative AI is also to look at how we will make our work in the future. What does making content look like in 10 years' time? I spend a lot of our resources looking at that question, designing what we call Creative Workflows of the future.

The reason for that is that the volume of work we have to create increases all the time. Every year, there are new channels, there are new data points on people. We have to create ever more variations of the work. The idea behind looking at dual screen and looking at creative hours, how can we speed that process of creativity up? In this case, what we did was train an AI on images of scarlet macaws in the wild, roughly 20,000 images of scarlet macaws in the wild were trained by the system. We chose this NGO in particular because their mission is to prevent wildlife trafficking. We've done a number of very large and successful campaigns for them around the world, especially in China.

The idea was that we couldn't film these birds physically. We couldn't include birds physically in the ads because, that's the mission of that charity to stop that, so we have to create them with AI. You're seeing, actually, this use case in a number of a number of different places, especially during lockdown where we can't get brand sponsors to come to the studio and stuff, AI is being used to create those people synthetically.

Having fed the images of the scarlet macaw into the system, GauGAN, which I'm sure if you follow NVIDIA, you will know well. Before we could train the system, we had to segment those images. We had to take the 20,000 images of the macaws and we had to supply 20,000 corresponding maps of which region of the image was the bird, and design a special system to do that using Deep Labs. We would segment each one individually, and then feed these pairs of images into GauGAN to be learned by the AI. That took roughly two or three days on, I believe, eight 32 gigabyte B-100s. We're lucky at WPP to have resources to do these types of experiments. And after that, about 36 hours, I think roughly, teaching itself how to paint parrots, we have a human sketching on the left-hand side, and an AI is creating a photo-realistic image of a scarlet macaw in roughly four and a half seconds.

This is an astonishing achievement for technology. It would be a decade, probably, to learn to paint parrots as well as this machine can do, and it's almost possible to tell them from the real thing and in a number of these instances. But because this is an AI and not the physical world, we can even see impossible parrots that couldn't have existed in the real world. Square parrots and perfectly circular parrots as well. A lot of clients will say, "Why on earth are

sketching and then machines generating corresponding imagery.

— Synthetic Humans

Next to content production, humans are the second biggest cost for advertisers. In this video Perry shares the developments around synthetic humans, and highlights some of the ethical considerations.

Press the play button to start the video.



Transcript

that we have, and the different regions that we operate in, really does offer efficiencies and effectiveness, if we can do that. We've been exploring, for a number of years, as have all content producers, really, using AI to generate people synthetically for these adverts.

Now, a human face, whilst it may look like something specific to us, it's really just a collection of pixel values to an AI. It's closer to an Excel spreadsheet, really, in spirit. If you get enough of those images that are labeled, and in this case, I'm using the dataset Celebrity A, this research was done three or four years ago. Celebrity A was, I think, about 32,000 images labeled by a University in Hong Kong. These ones have eye glasses. These ones are smiling. These ones have wavy hair. It allows you to apply those features back onto a human face.

This is Danny in the office on the left, and the AI has applied those transformations onto the face that it's learned from the patterns and the labels. This is using Glow, which was produced by OpenAI in 2018, I think, something like that, looking at the date of the work. I realized quite early on, really, as I was doing that piece of research, that we would see a time in our industry where those things would be hooked up to the media targeting algorithms that we have today. The more you clicked on smiling people, the more ads would begin to smile back at you, the more you click on blonde people in ads, the blonder those people in the ads would go, the more you clicked on older people in ads, the older those people would get, and the more you clicked on guys in your advertising, eventually that's all you would see.

It's interesting that having presented this to thousands of people, I've learned a lot about how people respond to this technology. The older you are, the more this concerns you. The Exec MBA, Oxford, which is 45 years plus typically, they're deeply concerned, really at the very top line of this. Just altering someone's facial expressions feels quite an alien thing to do. Yet if you're a 17 year old living in Singapore or East London, you're entirely indifferent to this, and you're probably using these features in your social media today anyway. It's not universal, the feeling threatened by this, but equally it's not universal to not care about it whatsoever. We do a lot of thinking about how the public and how society will respond to this.

It's very, very, very important to look for bias in your datasets because these things will be amplified. In fact, this is a vast improvement over Celebrity A where there were enormous problems. If we dialed up the attractiveness vector, which was one of the labels in Celebrity A, that's a subjective label anyway, but we were interested to see what would happen. You'll notice here that Danny in the office gets whiter, and that's because of a bias in the data set with the labeling. More white people were labeled attractive in that dataset.

Of course, these data sets were never intended to be the de facto data sets for this type of

in our society and they will grow bigger.

Another thing that we're thinking about is how will society respond when these things become video? When they become more realistic. You're looking here at a video avatar from a startup we work with, and NVIDIA work with, called Synthesia. These will only become more and more and more real. They will only become more and more and more sophisticated. You will have video calls with these avatars in five years. When conversational AI eventually becomes more sophisticated and more reliable, you may well have working conversations with people that aren't real in your office environment. You may see ads. You may see adverts for people that have never existed. We've seen deep fakes, if you call them that, being used to produce adverts where we haven't been able to get people out of lockdown. Celebrity endorsement will change completely with these technologies. You will have a celebrity come in, or a sports person come in, say a few generic lines to camera for 15 minutes, walk out, and then they'll never be shot for that campaign again. The agents will approve a transcript and AI will generate these things.

It sounds like science fiction, but startups are pitching this to our clients today. My department has to think about this now. Also the ethical implications of doing that. One area around that is also this idea of homophily, that if we create people on the fly based on what you're likely to click on, what we see is a convergence, quite rapidly, within the space of three or four days, of a conversion on the face of the person doing the clicking. We've known about this effect in media for a long time. It's been in the news for politics in the last four or five years across social media. But in mass media, the issue is more that this creates a media landscape that looks like you.

Homophily it's something that we've had since we were very, very young. Babies at the age of six months reject people who don't look like their parents. That's a learned behavior that probably goes back thousands of years. Anecdotally, this might be the reason people tend to choose pets that look a bit like they do, to lighten the idea a little bit. But we have to ask ourselves as a society, do we want to create a world that just looks like we do?

It's another area where we're fiercely debating in the moment is diversity. If we can't afford to shoot ads that look like everybody, and we always end up having to shoot the same person, which typically tends to look like the person making the ads, which is a big problem in our industry. Could we not use AI to create diversity? Could we do not use AI to create different ethnic minorities to appear in the ads? This is a fiercely contested topic right now. I don't believe this is right. I don't believe it's transparent. I don't believe it's morally right for anybody involved in the equation. The people viewing the ads, the people making the ads, the

none of the people in ads have ever been real. Is this not a better solution to having the same person in the ads over and over and over again?

— Workbook

Please answer the following questions:

**Where are we leading and lagging with Whole-Brained?
Why? What is blocking or facilitating success?**

— Key Learning

- 1 **A whole-brained approach means bringing together the left and right brain together with the heart (analytical + creativity + empathy)**
- 2 **Leadership in this area requires appreciating and promoting diversity of perspective and experience**
- 3 **AI will become an incredible tool for driving creativity forward... but not to replace human creativity**

— Session Reflection

Please answer the following question:

Based on the learnings from this session, what actions can you take now to make an immediate impact?

Please formulate as concretely as possible, including WHO, WHAT, by WHEN.

— Leadership Perspectives

In our Humanizing Growth Series webinars, we speak to leaders about their experiences with driving Humanized Growth.

Press the play button to start the video.





Want to hear more from Daniel? Click [here](#).

Want to hear more from Lubomira? Click [here](#).

End of session: Close window

If you have any questions on either the live session or this online learning platform, please contact Program Manager Leanne Rathore at leanne@instituteformrealgrowth.com