

Designers Lighting Forum

Bright Ideas Need Safe Spaces:
Building a Culture of Creativity

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April 14, 2026



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Learning Objectives

At the end of this course, participants will be able to:

1. Explain the connection between organizational culture and creative output.
2. Identify workplace factors that either suppress or support innovation.
3. Explore techniques for structuring teams to maximize creative collaboration.
4. Develop actionable steps to foster a culture that fuels design breakthroughs.





**Bright Ideas Need Safe Spaces:
Building a Culture of Creativity**

Which workplace is more creative?



Who Are We?

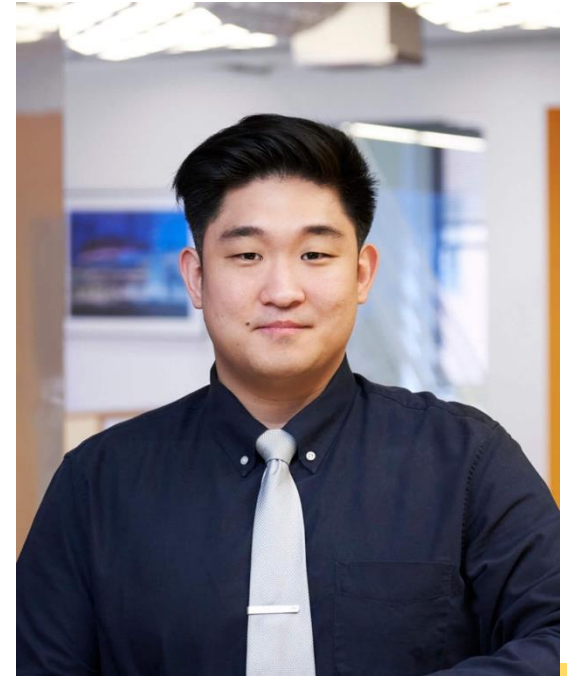


Rebecca Mintz

- Former lighting designer
- Former associate
- Former co-chair of IES BIM Committee
- Industrial-organizational psychology graduate student/researcher

David Seok

- Lighting designer
- Associate, NYC Studio Leader
- CLD, IALD, IES
- Co-executive director/founder of the Asian Lighting Community

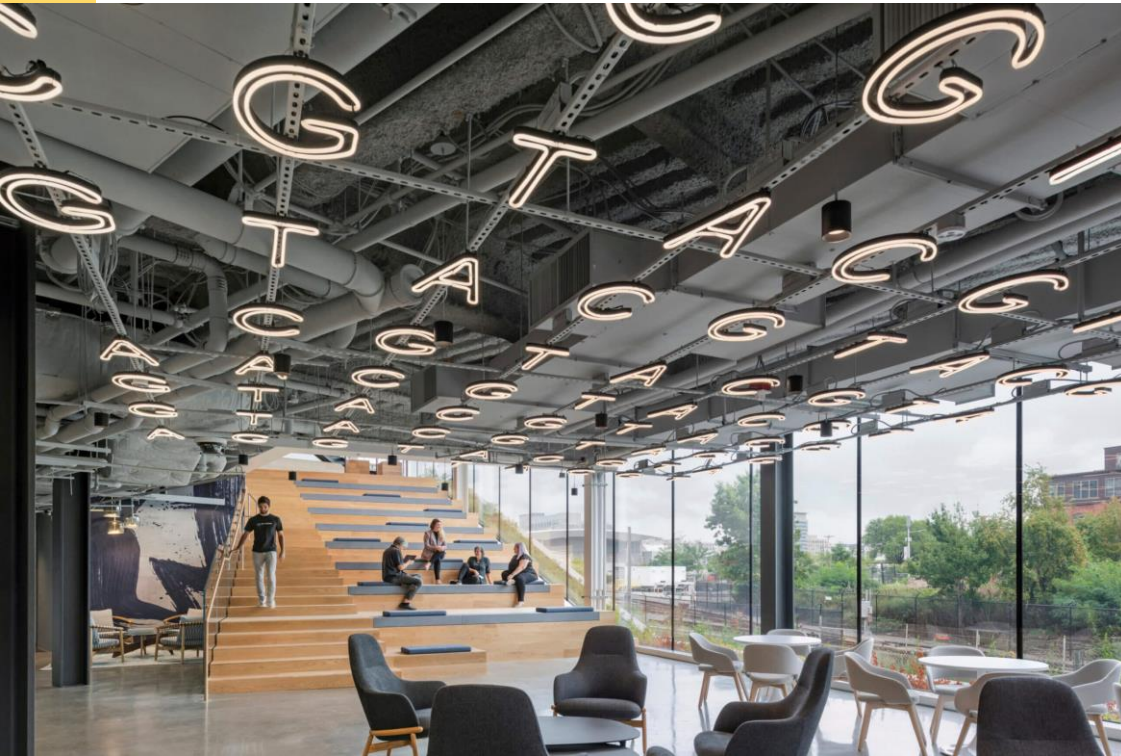


Goal

Show how **organizational culture** can be intentionally designed to **ignite creativity and innovation**



Why Should You Care?





Why Culture Matters

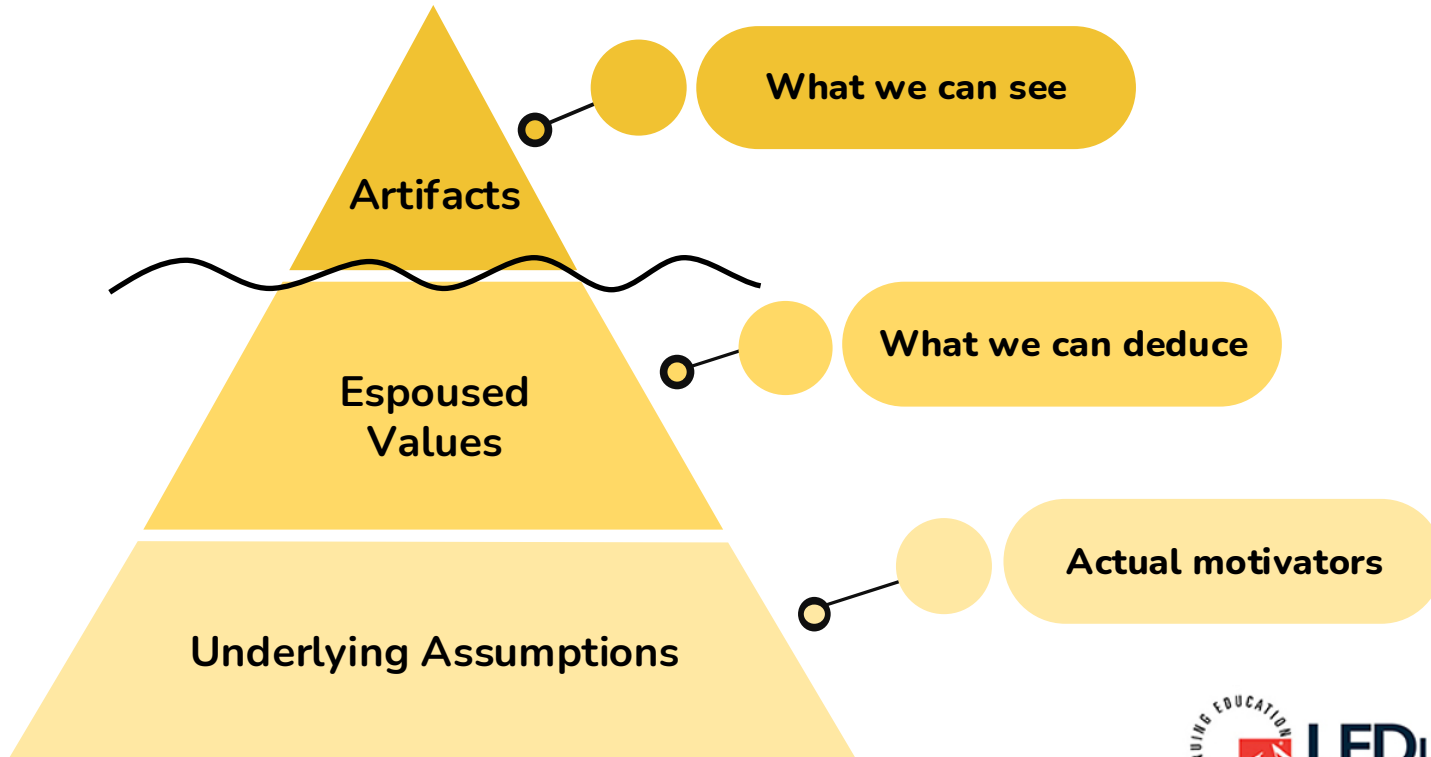
CULTURE

- "The beliefs, customs, arts, etc. of a particular social group, place, or time"
- "The set of shared attitudes, values, goals, and practices that characterizes an institution or organization"

Merriam-Webster Dictionary



What Forms Culture?



What Does Culture Impact?



What Does Culture Impact?



What Does Culture Impact?



What Does Culture Impact?



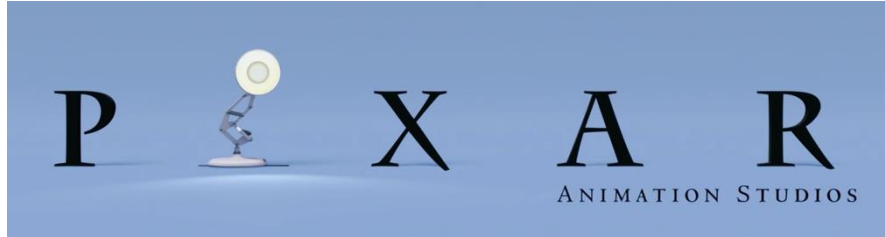
How Does Culture Impact Creativity?



How Does Culture Impact Creativity?



How Does Culture SUPPORT Creativity?



How Does Culture UNDERMINE Creativity?

 ***BlackBerry***

theranos 







**CREATIVITY
SUPPRESSORS**

Burnout / Overwork





Fear of Embarrassment or Rejection

Strict Hierarchy





Time Pressure

Individual Differences







**CREATIVITY
SUPPORTERS**

Psychological Safety

“The belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes, and that the team is safe for interpersonal risk taking”

(Edmonson 1999, p. 354; <https://amycedmondson.com/psychological-safety/>)





Diversity of Perspectives

Structured but Flexible Idea Generation



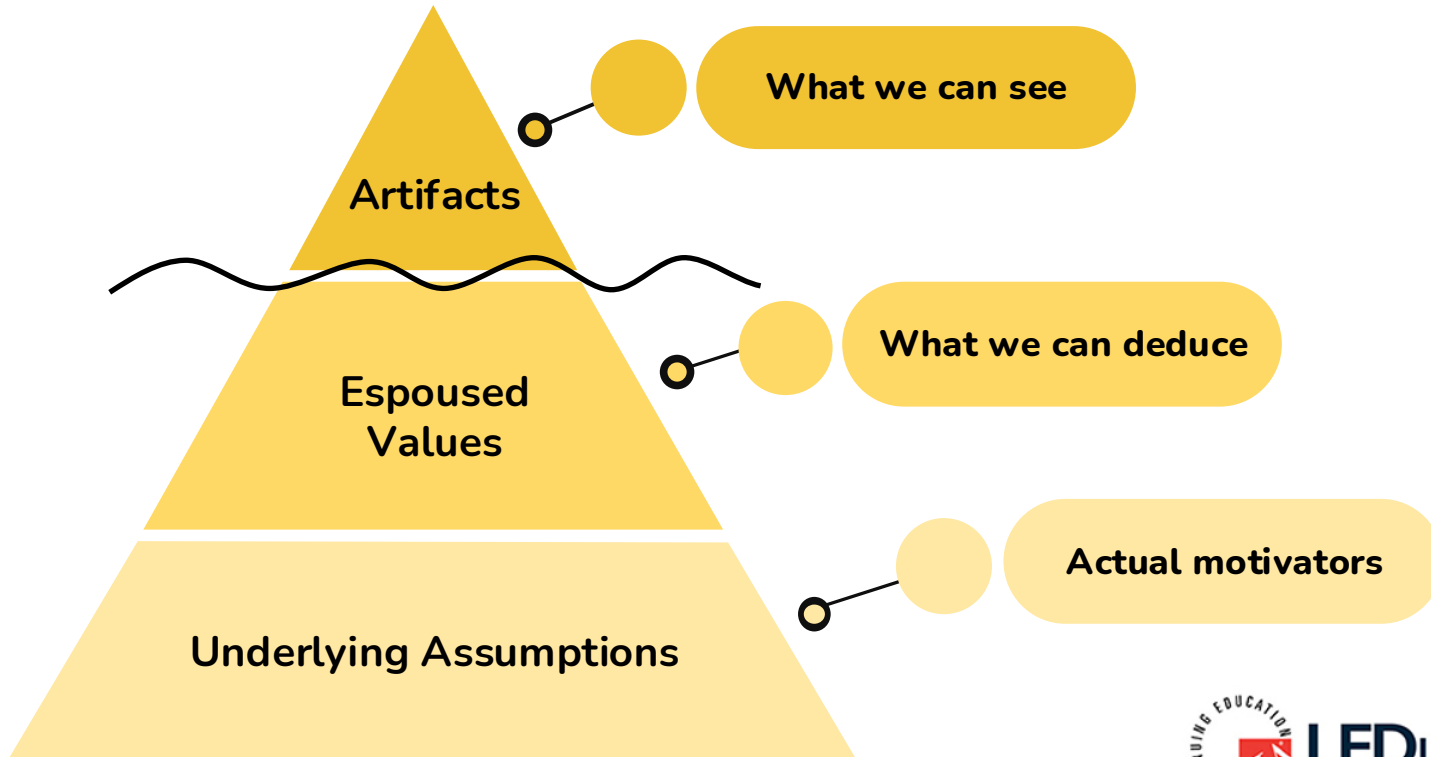


Celebrating Wins Learning from Failures

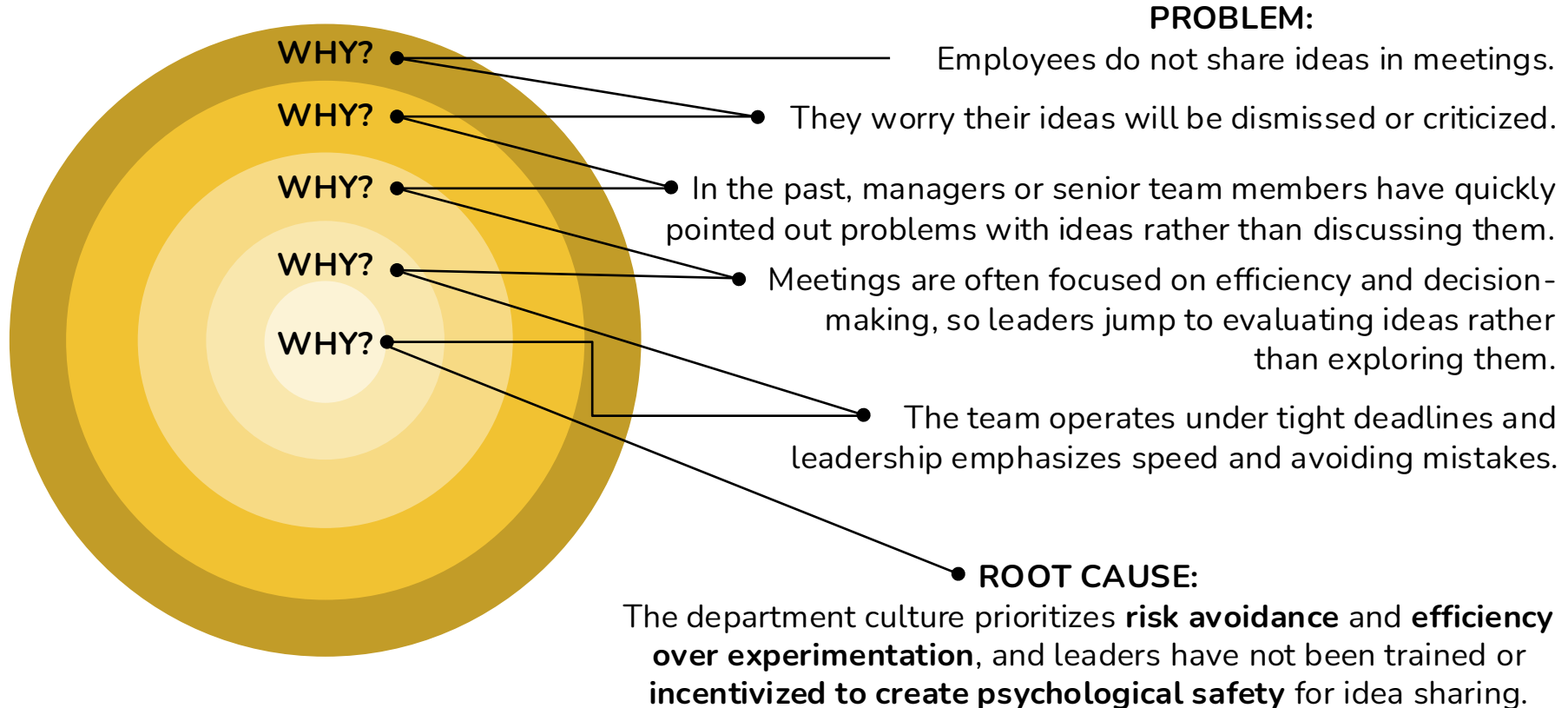


**IDENTIFYING
YOUR CULTURE**

What Forms Culture?



5 Whys – Root Cause Analysis



Artifact Analysis



OFFICE LAYOUT



MEETING BEHAVIOR



DRESS CODE

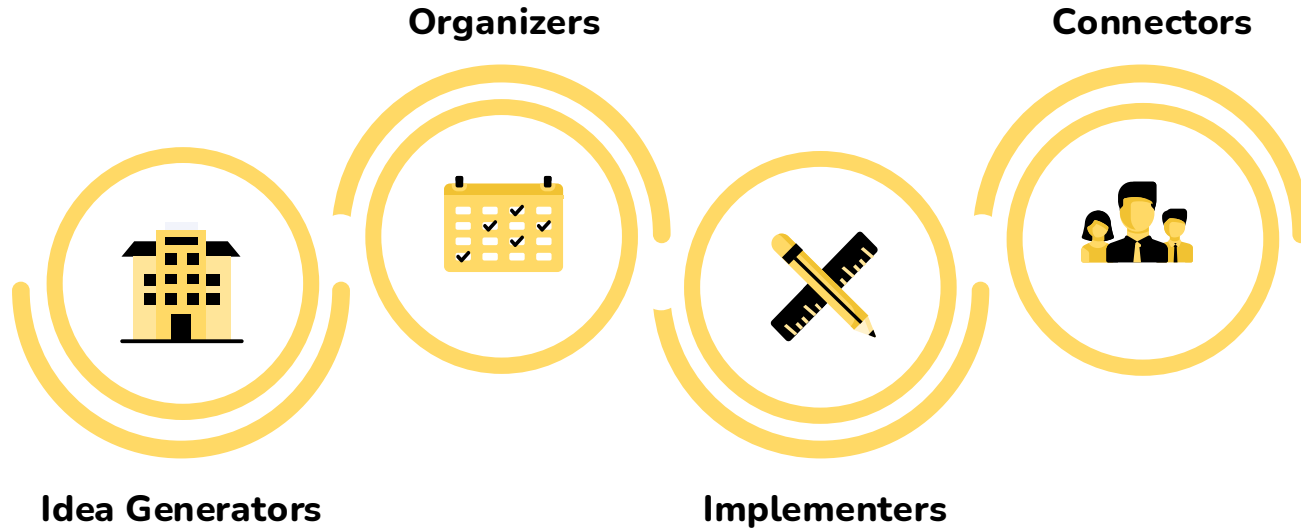


**INTERNAL
COMMUNICATIONS**



**RECOGNITION
PROGRAMS**

Understand Your People



Diagnosing Questions

1. What behaviors get people promoted here?
2. What behaviors get people in trouble here?
3. If someone had a bold new idea, what would happen?
4. What do people complain about the most?
5. How are decisions really made here?
6. Who has the most influence in the organization?
7. What would surprise a new employee the most about working here?



**TOOLS FOR
CREATIVITY**

Actions to Implement



**Reimagine
Brainstorming**



**Conduct
After-action
Reviews**



**Adopt Policies
Supporting
Creativity**



**Incentivize
Creativity**



Reimagine Brainstorming



miro Design sprint ☆ ⚙️ 🔔 📄 🔍

Day 1: map

Remember the time to find new ideas	Being connected with great board	Get out of which I can use on my old and	Being promised by Me in their research
Remember the time to find new ideas	Being connected with great board	Get out of which I can use on my old and	Being promised by Me in their research

Job stories

Situation	Motivation	Outcome
When I search for a new clients	I want to find them fast	Because I don't have enough time
When I search for a new clients	I want to find them fast	Because I don't have enough time
When I search for a new clients	I want to find them fast	Because I don't have enough time
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Day 2: sketch

Day 3: decide

Design sprint

Monday is a series of structured conversations to build a foundation—and a focus—for the sprint week. The structure allows the team to “boot up” as much information as quickly as possible—while preventing the usual meandering conversations.

Day 1: map

Day 2: sketch

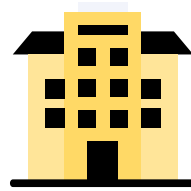
After Action Review



WHAT DID WE DO?

What was new that was tried on the project?

What risks did we take?

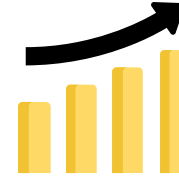


WHAT HAPPENED?

What was successful?

What can we learn from things that didn't work as well?

What ideas did we have that we didn't use?



WHAT'S NEXT?

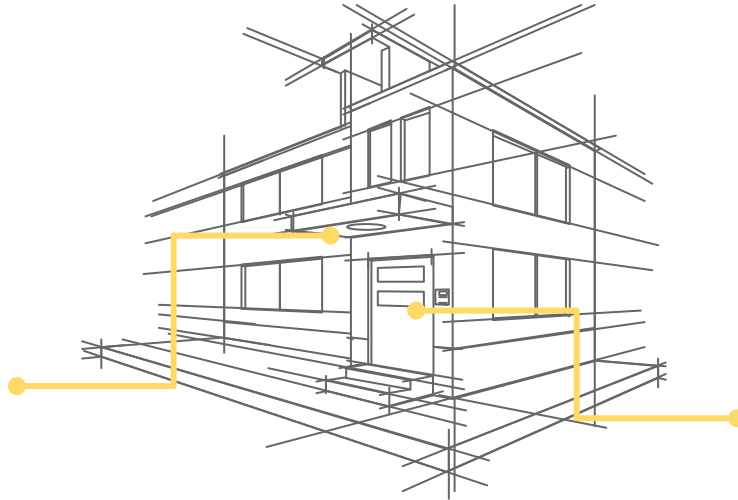
What hindered/supported creativity?

What can we try next time?

How do we share what we learned?

Policies & Incentives

- Recognition & Rewards for Ideas
- Time for Innovation
- Safe-to-Fail Experimentation Policies
- Idea Submission Systems
- Cross-Team Collaboration Policies



- Autonomy & Decision-Making Flexibility
- Leadership Modeling
- Learning & Development Opportunities
- Reduced Bureaucratic Barriers
- Physical and Virtual Collaboration Spaces

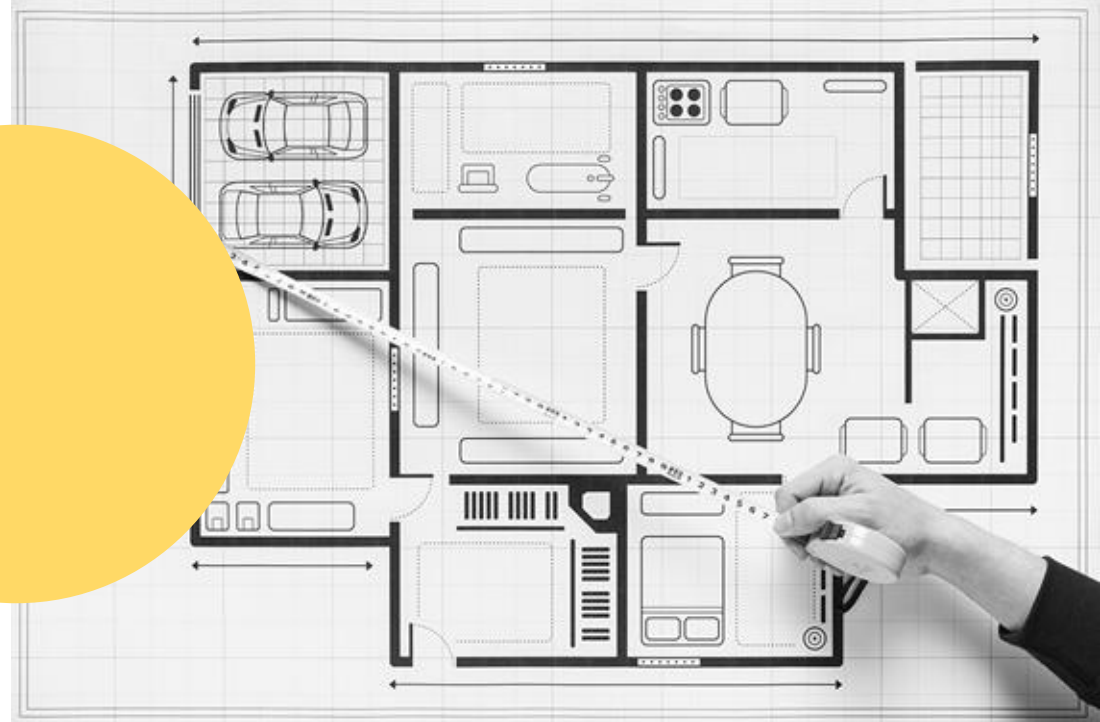
Activity

Think about one adjustment you would like to make in your organization to make it a more conducive environment for creativity.



Light transforms **spaces**.

The cultures we build can transform the **people** who design them.



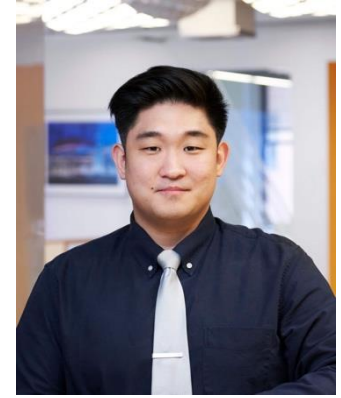
QUESTIONS?

This concludes The American Institute of Architects
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THANK YOU

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