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# Neutral Space in Norm Recovery: Cultivating a Norm-Compliant HR System Amidst Multicultural Economic Shifts

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## Abstract

This research explores the Space—Economy—Humans conceptual triad, focusing on the interplay of space, economy, and human interactions, with particular attention to the concept of neutral space – an unbiased environment (in this case in the corporate world) where group and culturally complex interactions can occur. The primary objective of this paper is to examine a novel approach to cultural mentoring as an effective tool for optimizing human resource work and explore how norm-compliant systems can serve as alternatives to ethical workplace regulations. The methodology uses classical artistic tools such as music, literature, and painting to draw from cultural traditions and roots and promote unbiased collaboration and creative thinking in a corporate setting. The main findings indicate that mentoring based on these classical artistic tools within the neutral space fosters innovation, effective teamwork, and a diversity-oriented organizational culture, which are essential in today's dynamic business environment.

Keywords: norms recovery, norm-compliant HR system, art forms, neutral space, group dynamics, cultural mentoring, diversity-oriented organizational culture

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032 Management of Technological Innovation and R&D

035 Social Innovation

*“Music, poetry, mathematics: great affinity.”  
Imre Madách*

## INTRODUCTION

Our research examines the intricate relationship between spatial dynamics, economic factors, and human interactions, framed within a broader conceptual understanding. Central to our investigation is exploring a neutral, unbiased environment in corporate settings, hypothesized to play a crucial role in facilitating effective group interactions and the restoration of normative behaviors. Nassim Nicholas Taleb's insights in *The Black Swan* (Taleb, 2010) emphasize the importance of preparing for unpredictable, random events in such environments. He advocates for an emotion-neutral approach to handling unexpected situations. This skill can be enhanced through artistic engagement, which aids in developing resilience and adaptability in the face of uncertainty.

This integration uses Taleb's concept of *black swan events* – unpredictable and impactful occurrences – to reinforce the need for emotional neutrality and adaptability

in corporate settings, potentially fostered through engagement with the arts. This study seeks to assess the impact and utility of innovative mentoring approaches, particularly those infused with cultural elements, in enhancing human resource management. These approaches are especially pertinent in the rapidly evolving modern workplace, where adaptability, ethical management, and innovative practices are essential to organizational competitiveness and sustainability.

Employing a unique methodology that integrates classical artistic tools and cultural traditions, our research aims to foster a creative and unbiased collaborative environment. This approach is expected to encourage innovation, teamwork and the development of a diverse and inclusive organizational culture, aligning with the needs of the contemporary business world. The theoretical underpinnings of our study are grounded in current scientific discourse and practical applications, offering insights into the strategic significance of neutral spaces in contemporary corporate environments.

## 1. THE CURRENT STATE OF AFFAIRS

The concept of a *neutral space* is relevant from two perspectives. Physically, it refers to an environment where individuals and social groups have equal opportunities, free from prejudice. Theoretically, it represents a mental state promoting objective, unbiased thinking. Such objective thinking and harmonious social interactions are vital in our complex world, particularly in the domain of crisis management. Modern crisis management focuses on individuals, economic competitiveness, and human resources, encompassing prevention, response, and restoration. Effective communication and collaboration are essential in reducing crises. Utilizing the benefits of this neutral space can significantly enhance crisis management strategies.

Introducing an art-driven economic model based on this new communication method offers unique opportunities. It allows for placing norms, compliance, cultural sublimation, and the sense of cultural exclusion into a neutral space. The introduction of this model facilitates addressing internal organizational issues like migration, wage ceilings, disease rates, and overall well-being.

This study is novel in that it presents fresh perspectives and methods for corporate human resource management using traditionally non-business social technologies and systems, such as artistic tools and neutrality-based group mentoring. It paves the way for innovation, creative problem-solving, and an inclusive organizational culture within the current business context.

### 1.1. NORMS

Workplace behaviour is primarily shaped by rules, internal expectations, and norms. Some norms originate from the social and societal sphere, while others are acquired through educational processes. Conflicts between work and family can negatively affect individuals' quality of life and psychological well-being. Other studies, such as those by Rantika and Yustina (2017) have shown that improving ethical leadership behaviour and

workplace morale can positively impact employees' personal lives and well-being. In the study by Hakanen et al. (2008), the effects of workplace stress on personal life were examined, and it was found that higher levels of workplace stress negatively impact individuals' mental and physical health. However, we believe norms should also be examined within the workplace to control their impact on work performance. The justification for the study is supported by the cultural mixing caused by globalization and cultural sublimation. Jens (1975) provides a historical perspective on how deeply ingrained cultural narratives – in the case of his research, around Judas – can influence norms and behaviours. Cultural diversity originates from different backgrounds, experiences, cultures, and perspectives. Native cultures fundamentally determine the relation of one's behaviour to one's culture. However, when confronted with different cultural settings, one may develop cultural syndrome while coping with emerging tensions (Oyserman, 2002). It is important to know that our conceptualization of cultural differences makes a conspicuous difference between native cultural acquisition and confrontations with foreign cultural settings on the one hand, and first language, second language acquisition on the other hand. The complexity and persistence of native culture is utilized as a means of neutralizing the cultural syndrome as a hindrance to multicultural cooperation.

## **1.2. THE CULTURAL SYNDROME AND CULTURAL DIFFERENCES**

### *1.2.1. FOREIGN RESIDENCY AND EMERGENC CULTURAL SYNDROMES*

The cultural syndrome can occur when one becomes disconnected from one's first (native) culture. This usually happens when someone spends an extended time abroad or immigrates to another country. The extent to which one develops cultural syndrome when there is one time one spends abroad. (Hakanen et al., 2008) For example, Japanese students who study in America, their individual cultural syndrome may change, and they may behave differently than what they were used to. Such changes can prove stressful. Studies have examined several cultural divides in which cultural syndrome may become particularly acute. Individual versus group orientation, communication style, and conflict management style vary from culture to culture, and addressing these differences can be complicated for those suffering from cultural syndrome. Some research shows that the extent to which one adopts part of a second culture depends on the individual's personality, the nature of their foreign experience, and the differences between the cultures involved.

Hofstede (2001) explored the deep-rooted cultural values influencing individuals' behaviors across different nations. One of Hofstede's findings highlighted the differences between individualist and collectivist cultures. Hypothetically, such differences could be exemplified by observing Korean university students, traditionally from a more collectivist culture, spending extended periods in the United States, where individualism is valued. As these students spend more time immersed in the U.S. culture, they might shift from valuing hierarchical social order and group cohesion to focusing on individual achievements. This phenomenon would underscore Hofstede's assertion that

exposure to different cultural contexts can lead individuals to reassess and potentially modify their inherent cultural values.

Both Japanese and Korean societies can often be characterized as collectivistic, but their unique cultural, social, and historical backgrounds can influence behaviors, norms, and educational outcomes in different ways. Collectivism in a cultural context refers to a societal orientation where individuals prioritize the goals, norms, and values of their group (such as family, community, or nation) over personal interests. In highly collectivistic cultures, the well-being, harmony, and cohesion of the group are considered more important than individual achievements or desires. This cultural approach affects many aspects of life, including decision-making, social interactions, and educational expectations. In such environments, individuals often find their identity, security, and success through their contributions to and alignment with the objectives and expectations of their group.

However, the effect of cultural syndromes can still persist in individuals' behavior, especially in cases where relationships between group members remain important.

### *1.2.2. CULTURAL SYNDROMES AND THEIR INFLUENCE ON INDIVIDUAL PERFORMANCE AND INNOVATION*

Oyserman et al. (2002) examined how individual performance depends on the relationship between the individual and the group. The researchers concluded that individuals define themselves separately from others in individualistic cultures and focus on their goals. In contrast, in collectivist cultures, individual goals are related to group goals, and individual performance is assessed by the group's success. Chen et al. (2013) investigated the impact of cultural syndromes on individual performance in multicultural workplaces. The researchers concluded that cultural syndrome determines individuals' emotional reactions to workplace challenges, thus influencing individual performance, and Miron-Spektor and Paletz (2022) examined how individuals' cultural backgrounds influence innovation.

## **1.3. CULTURAL SUBLIMATION**

### *1.3.1. ETHICAL AND CULTURAL NORMS: NAVIGATING ARTISTIC INTERPRETATION AND RESPONSIBILITY*

Artistic norms are rules and methods for creating works of art and shape how people perceive and interpret art. Ethical norms are crucial in shaping people's opinions and attitudes towards art. The relationship between ethics and aesthetics can be complex and sometimes controversial, as ethical norms can sometimes clash with aesthetic values. However, artists must be aware of ethical norms in their work, as their creations can significantly impact society. Art can be a powerful tool for education, communication, and social change, and artists must use this tool responsibly. Thus, establishing a code of ethics in the neutral space of artistic practices is crucial for artists to be mindful of ethical norms and make their creations effective. In addition to ethical norms, social and

cultural norms influence artistic expression. For instance, specific themes or motifs may be considered taboo or offensive in some cultures, while in others, they may be celebrated or even essential to artistic expression. Cultural norms can also impact the types of artistic media used and the techniques applied. Therefore, artists must be sensitive to cultural and social norms, especially when creating art for a particular audience or context.

In conclusion, the relationship between ethics, norms, and art is complex and multifaceted. Ethical norms influence the content, style, and form of artistic creations, while cultural and social norms shape the interpretation and reception of art. Potter (2018a; 2018b) discusses the importance of cultural sublimation in this context, emphasizing the need to establish a code of ethics in the neutral space of artistic practices. Artists must create meaningful and compelling works that positively impact society, ensuring that the sublimation of culture through art adheres to ethical standards and societal norms.

### *1.3.2. FOSTERING CREATIVITY AND COLLABORATION IN NEUTRAL SPACES: MANAGING CULTURAL SYNDROMES AND CULTURAL TENSIONS*

In a neutral space, norms are shaped through the sublimation of emotional tensions. Constructive emotion management within this space fosters better communication and behavior in groups. However, it is essential to acknowledge that sublimation is only part of the solution; social, cultural, and institutional factors also significantly contribute to this process.

One must also recognize the broad impact of cultural tensions and cultural syndromes on workplace dynamics, not limited to specific activities like group painting but also affecting ethical norms and creativity. Hierarchical and authority-driven cultures can influence workplace norms and potentially restrict creativity. By focusing on the positive elements of the cultural syndromes in a neutral space, norms and values that enhance creativity, unity, and effective teamwork can be fostered, positively impacting the workplace environment.

This study introduces novel perspectives and methods for corporate human resource management using traditionally non-business techniques, including artistic tools and neutrality-based group mentoring (Keresztes, 2023a). This approach opens new avenues for innovation, creative problem-solving, and building an inclusive organizational culture in today's business landscape.

### *1.3.3. UNIVERSAL NORMS AND CULTURAL CONNECTORS: HARNESSING SHARED AESTHETICS FOR WORKPLACE COHESION*

In the context of universal norms and cultural connectors, it is essential to consider the theories of Kurt Lewin (1935), who introduced a dynamic theory of personality that can be applied to workplace cultural diversity. The dynamics described by Lewin evolve based on employee interactions, leadership styles, and corporate culture, impacting workplace performance and atmosphere. Lewin's theory suggests that communication is significantly influenced by individual personalities and group dynamics (conflict,

understanding, acceptance, style, performance, and motivation). These factors interact with the processes created in a neutral space within organizations to either facilitate or impede communication. In assessing cultural connection points, adopting Lewin's perspective can offer valuable insights into how individuals and groups interact and form connections within a multicultural environment. These connections are established through interviews, collaborative drama, artistic analyses, and musical experiences. By connecting these points conducive to identification, understanding in communication emerges. For instance, universally accepted norms like the Fibonacci sequence can be used to demonstrate Lewin's concepts in a multicultural community and artwork based on it can promote cooperative work and value creation. These dynamics evolve based on employee interactions, leadership styles, and corporate culture, impacting workplace performance and atmosphere. Particularly in a neutral space, communication is significantly influenced by these dynamics (conflict, understanding, acceptance, style, performance, and motivation) and significantly influence them. This is the result of processes created in a neutral space.

In every organization, assessing cultural connection points within the group is crucial. These were established through interviews, collaborative drama, artistic analyses, and musical experiences. Subsequently, by connecting these points conducive to identification, understanding in communication emerges.

Let us highlight an example. Every modern culture has some understanding of the Fibonacci sequence and the golden ratio, which are closely related (Basak, 2022). Some norms are universally accepted and can be reinforced in a multicultural community to promote cooperative work and create value. The golden ratio, a mathematical and aesthetic principle, appears in nature, architecture, art, and human body proportions. Ratios close to the golden ratio, such as the 1:1.618 ratio, are considered more aesthetically pleasing and are used in architecture, art, and design to create balance, harmony, and aesthetic appeal. The golden ratio also influences economic phenomena and fields, including stock market trends, economic cycles, financial returns, and marketing campaigns. It has numerous creative and valuable applications in economic and other fields and continues to play an essential role in design processes and artistic applications.

## **2. KNOWLEDGE AND MODELING**

### **2.1. INTERPLAY OF ARTISTIC TOOLS AND CORPORATE EFFICACY: HARNESSING CREATIVITY FOR ENHANCED PERFORMANCE**

The economy-based art mentorship program in a neutral space demonstrates the importance of an interdisciplinary approach in expediting and facilitating communication processes within organizations. Here, we recall thinkers and researchers such as Muzafer Sherif (1951) or Mihály Csikszentmihályi (1990) and refer to their connection to the flow

experience in creative processes. We are inspired by the work of Brown and Osborne, who emphasize the significance of creative thinking in the business environment.

These researchers and their conceptual systems are related to research in artistic tools, creativity, and human performance within the corporate environment. Mihály Csikszentmihályi's research on the flow experience describes the state of complete immersion and creative activity; therefore, it is significant for understanding norm-recreation. Csikszentmihályi analyzed creative processes and possibilities for optimizing human performance. Amabile and Kramer (2011) researched workplace creativity and performance, and they extensively examined how enhancing creative self-expression and positive experiences at the workplace can contribute to innovation and productivity. Stanfield (1997) introduced communication methods that can be applied in the corporate environment by incorporating artistic foundations. Roger Nierenberg (2009) examined parallels between orchestral leadership and corporate leadership. The works of these researchers are highly relevant because they directly address the interaction between artistic tools and the corporate environment, providing examples and case studies on how to effectively apply them in human resource management and organizational efficiency enhancement. Modern approaches often emphasize the importance of human resources (Ulrich, 1997).

The study by Stanfield (1997) on "The Art of Focused Conversation: 100 Ways to Access Group Wisdom in the Workplace" can be integrated into this section. It serves as a resource for understanding and enhancing the workforce's creativity and performance. Stanfield's work emphasizes the importance of effective communication and collaboration within organizations, which are essential factors in fostering employee abilities and performance. We thoroughly examine the characteristics of the workforce, such as education, experience, motivation, skills, and creativity. This assessment extends to employees' relevant education, professional experience, motivation, skills and creativity, where specific aspects detailed in parentheses (for example, how long they have gained experience in similar job roles, the extent of their readiness to perform their work) are evaluated through questionnaires and in-depth interviews prepared for assessing the effectiveness of artistic mentorship programs.

## **2.2. THE NEUTRAL SPACE IN ARTISTIC MENTORSHIP: THEORY, PRACTICE, AND IMPACT**

Muzafer Sherif's (1937; 1951) ideas about neutral space provided the starting point for understanding their role in facilitating communication. Unfortunately, he did not examine the sustainability of the neutral space in complex artistic environments or culturally mixed groups. It remains a theoretical question in economics whether humans can re-evaluate themselves and, based on this, create new roles and relationships.

Henri Tajfel (1982) and Solomon Asch (1951) analyzed the interaction between people and group dynamics using different methods, but they also used the neutral space theory. They both believed that group influence determines the relationship of trust, power, and roles. They assumed that people could free themselves from group influence and see themselves and each other honestly within the neutral space.

The Art-Driven Economic Mentorship model has demonstrated successful outcomes in various countries, including Hungary, Slovakia, Indonesia, Taiwan, and the UK. This research has indicated that mentorship programs implemented within companies or organizations often result in slower growth and decreased motivation among participants, whereas mentorship activities carried out by external groups tend to experience significant expansion and development.

Future research will focus on employee dynamics following their participation in the artistic mentoring process. This investigation will delve into changes in trust and power dynamics within the organizational structure and the establishment of a normative regulatory system for future interactions. The research methodologies employed will encompass surveys and qualitative and quantitative analyses, with particular attention to elucidating the pivotal elements of the Art-Driven Economic Mentorship module.

### **2.3. BRIDGING ECONOMICS AND ART: THE HUMANISTIC PERSPECTIVE OF DECISION-MAKING AND SOCIAL PREFERENCES**

The first question that may arise is what connection exists between economics and the arts. Amartya Sen (1981, 1992), a Nobel Prize-winning economist, found a relationship between ethics, literature, and economics. He believed that social phenomena such as inequality, poverty, and social justice can be more easily understood through literature. According to him, economics ignores real life and people's real feelings, interests, and preferences. He believed literature could help better understand emotions and create a more humane economy. The process that Sen presents to us is not made up of numbers and statistical worlds but manifests itself in human development. Along with examining economic decision-making, examining human values and value systems should also have a role, and the basis of these values can be found in artistic forms (Goetzmann et al., 2014). Through discourse with intellectuals, economic decision-making can become more sensitive.

One of the most significant studies developed the concept of social preferences. Data analysis, interviews, and focus groups have examined social preferences through the lenses of value systems, interests, demands, and goals. Examining social preferences can help us understand what consumers need, their demands, and how society operates based on norms.

### **2.4. HISTORICAL EVOLUTION OF ART AND ECONOMY: FROM ANCIENT ETHICAL CONSIDERATIONS TO ECONOMIC THEORIES OF VALUE**

In the historical evolution of art and economy, Linda Naiman (2010) highlights how artistic approaches can significantly influence economic thinking and practices. Alongside Adam Smith's theories on economic growth and labor pricing, Naiman emphasizes



that artistic and creative approaches add value to the economy by fostering innovation and enhancing the quality of products and services.

The relationship between art and economy has a history of several thousand years. The ancient Greek philosophers Plato and Aristotle and the later Saint Augustine and Saint Thomas Aquinas have already spoken about the relationship between art and society, primarily examining ethical issues such as usury, speculation, and exploitation. The specific relationship to the economy became prominent only in the late 1800s with the growth of the economy and the spread of capitalism. Adam Smith wrote clearly about the relationship between art and the economy. In two treatises, *The Theory of Moral Sentiments* (Smith, 1759) and *An Inquiry into the Nature and Causes of the Wealth of Nations* (Smith, 1776), he developed his theory that wages and the price of labor continuously rise with economic growth. Referring to John Locke, Smith formulated the labor theory of value, stating that the work producing a service or product determines its price. The higher the price, the more work is invested in producing a product. However, products and services cannot be produced without the cooperation of productive forces such as labor, capital, technology, and land. These cooperation ratios also work to determine the price of goods and services. In addition to the value created by labor, the other productive forces only need to add enough value to complete it.

### 3. THE MODEL

In the following, we will provide a detailed overview of how to apply artistic tools and group mentoring in corporate practices. We will outline the applied methodological steps and tools and provide concrete examples of the impact of the arts and group mentoring through case studies. Here, we reference Gardner's (1983) work on multiple intelligences and the role of the arts in creative development.

The model we have developed and present here utilizes artistic elements – drama, music, painting, and sculpture – to shape and mold the group norm system without introducing biases. This novel model encourages active participation from workgroups and offers a fresh approach. Often regarded as hollowed-out and formulaic, attempts at communication are often ineffective within organizations. Traditional verbal and written messages frequently get lost or misinterpreted within groups, leading to further misunderstandings.

By employing artistic tools, we can interrupt this process and achieve an impact within and beyond the group—at organizational levels and in personal lives alike. We employ art to establish norms that can serve as universally accepted reference points, free from prejudice.

Furthermore, it is essential to understand that this model is not merely a creative approach to norm formation but also a toolkit that offers several advantages to organizations. Artistic tools help prevent communication errors and enhance group collaboration and understanding. Additionally, the results achieved through the model are not limited to workgroups but extend to the entire organization and potentially even to personal life. Consequently, our model contributes to more efficient and coordinated

work and healthier organizational functioning. Moreover, it can combat biases and support diversity within the organization. Such a versatile and practical approach can be invaluable in the corporate sector and organizational development.

## 4. THE COMPANY

The company under study, based in the Far East, predominantly operates with upper and middle management from Eastern regions in the heart of Europe, Hungary, managing its headquarters from a rural industrial park. Their main product categories include electronic components, connectors, cables, and industrial automation equipment. The versatility of these products allows the company to serve various sectors, including the automotive industry, IT device manufacturing, healthcare devices, and the energy sector. Although the company may be considered medium-sized, its extensive global network provides access to various resources and expertise. The parent company is in Asia and has multiple subsidiaries and manufacturing units across several continents. As a result, the company can efficiently serve its customers worldwide and maintain competitiveness in the electronics industry.

However, the company still faces challenges in competitiveness. The electronics industry brings rapid technological changes and constant market pressures. The company must adapt to new developments and trends while maintaining cost-efficiency and quality. Additionally, global demand can fluctuate, requiring the company to adjust to market changes. The industry as a whole also experiences a shortage of skilled professionals, necessitating the development of strategies to attract and retain a talented workforce.

Innovation and technological competitiveness are crucial for survival and growth in the highly competitive electronics market, marked by ongoing price competition. To remain profitable while delivering high-quality products, companies in this sector must embrace sustainable manufacturing and business practices and comply with environmental regulations and standards. Additionally, operating globally and catering to diverse markets, these firms must provide cultural support for their employees to ensure a conducive working environment. Market conditions, however, are subject to change, often necessitating diversification and adaptation. Therefore, strategies that enable adaptation to varying market demands and fluctuations are essential. A skilled workforce, which may command higher wages and face skills gaps, forms the cornerstone of this approach. In this context, a long-term mentorship program incorporating various cultural and artistic elements can effectively address these challenges and promote productive collaboration between workers of varied backgrounds.

## 5. THE PROCESS

Introducing the Neutral Space and Art Mentorship Program has become a strategic move for the Global Electronics Company in workforce selection, thus addressing the company's challenges and objectives. As the initial step, we conducted an assessment within the company to identify the areas and groups that could benefit the most from

the art mentorship program. These groups included technical experts, the product development team, and designers. External mentors were brought into the company to advance the program.

Based on the outcomes of the process, it can be concluded that the Art Mentorship Program has had a significant impact on the company's work culture and the creativity of its employees. Positive changes were especially noticed among employees working in areas where creativity plays a crucial role. The program revealed communication barriers and misunderstandings among groups that had not been addressed before. Following the conclusion of the mentorship program, employees valued the experience so highly that they were willing to contribute from their own budgets to ensure the sessions could be held regularly. This suggests that art mentorship has a positive effect on employees regardless of their profession, cultural background, and current emotional state. As an economic expert, it is noteworthy that this investment not only improves the workplace atmosphere but can also play a key role in enhancing the company's innovation capabilities and productivity in the long term.

During the group mentorship program, each mentor led a small group where employees could participate. The group size typically ranged from six to ten individuals to ensure effective functioning. However, at the leadership's request in this particular company, there were 13 participants during the initial meeting of the cycle – slightly larger than is typical but not so large as to make mentorship impossible. The mentorship program utilized various artistic tools, such as painting, music, or acting (with group compositions varying depending on the artistic domain).

The groups regularly met with their respective mentors, where, alongside artistic activities, the focus was on problem-solving, communication issues, flexibility, creativity enhancement, and idea generation. The company requested the program to span over several years, with a duration of one or two years for these specific corporate groups. It is generally advisable to plan for the long term and maintain the ongoing activity with the group weekly, bi-weekly, or monthly. Feedback and data from semi-annual or annual cycles indicated that the groups valued the program. Introducing participants to individual modules during the first cycle is recommended, allowing for a deeper immersion into artistic and creative practices in subsequent cycles.

In this company, starting with fewer groups during the first cycle might be worthwhile, as well as testing the program with smaller groups, perhaps with 2–3 groups, each consisting of 6–10 participants. This approach allows for developing effective group dynamics and fine-tuning the program; a step that is essential to foster open communication and trust between the mentor and the participants to improve group dynamics. Group members should encourage each other and be willing to share their ideas and experiences if the program is to be effective. The program's introduction has yielded several positive effects, which were analyzed through questionnaires and in-depth interviews. Based on these findings, it can be concluded that group mentoring has contributed to improved teamwork and more effective communication among teams. Participants' personal development improved during the mentorship program, reducing conflicts and enhancing their performance within the company. Participants drew

inspiration from artistic activities, boosting their creativity and innovative capabilities. They even applied specific techniques at home, eagerly anticipating and preparing for the sessions. Group members could develop and express their artistic skills and talents, encouraging their engagement and dedication to the program.

With the conclusion of the first program implementation cycle, the company can assess outcomes and determine if it desires to expand the program, increase the number of participants, extend it to additional areas, or discontinue the program altogether. Long-term success relies on adaptation, continuous improvement, and time. This model involves a more extended process, and all its positive effects should not be expected to manifest immediately, so the company is encouraged to demonstrate patience. The results should gradually become noticeable, and the program's long-term success requires commitment and perseverance.

While culturally agnostic, the mentorship program finds enhanced effectiveness in a multicultural environment. Certain aesthetic norms, such as the Fibonacci sequence, elicit uniform reactions across diverse cultures, facilitating the elevation of human values and more efficient alignment of employees. In human resources, Key Performance Indicators (KPIs) could utilize these principles as benchmarks, for instance, measuring sustainable or retrievable states post-group sessions. These measures aid companies in better leveraging workforce diversity and creativity, improving corporate performance and competitiveness.

## 6. CONCLUDING REMARKS

This study aimed to explore the complex interplay between spatial dynamics, economic factors, and human interactions within a broad conceptual framework. We specifically investigated the role of a neutral, unbiased environment in corporate settings, hypothesizing its significant impact on effective group interactions and the restoration of normative behaviors.

To achieve our goals, we assessed the impact of innovative mentoring approaches, particularly those infused with cultural elements, in enhancing human resource management. The assessment methods included case studies, self-assessments, peer evaluations, simulations, questionnaires, 360-degree evaluations, and in-depth interviews. These approaches are vital in the rapidly evolving modern workplace, characterized by the need for adaptability, ethical management, and innovative practices.

Our unique methodology integrated classical artistic tools and cultural traditions to foster a creative and unbiased collaborative environment. This approach was anticipated to promote innovation, teamwork, and the development of a diverse and inclusive organizational culture, meeting the contemporary business world's demands.

The theoretical foundation of our study, grounded in current scientific discourse and practical applications, provided insights into the strategic significance of neutral spaces in corporate environments. Our research contributed to a deeper understanding of these spaces, highlighting their role in crisis management and decision-making processes.

This study brought novelty by offering fresh perspectives and methods for corporate human resource management in traditionally non-business domains. We utilized artistic tools and neutrality-based group mentoring to pave the way for innovation, creative problem-solving, and the establishment of an inclusive organizational culture.

In conclusion, our findings suggest that a neutral space can significantly enhance corporate human resource management when combined with artistic and cultural elements. This approach fosters a conducive working environment and aligns with the evolving needs of businesses in the contemporary landscape. Integrating these innovative methods presents a promising avenue for future research and practice in corporate human resources and organizational development.

## **6.1. CHALLENGES AND POTENTIALS OF ARTISTIC MENTORSHIP IN STUDY AND PRACTICE**

In exploring artistic mentorship's dynamics, several factors shape its effectiveness and impact. The varied personal abilities and experiences of group members within the cycles can influence their engagement in artistic activities and the application of these experiences to workplace problem-solving. The organization and maintenance of artistic mentorship group sessions require careful consideration of time and effort. Ensuring the availability of necessary tools, resources, and skilled mentors for these sessions demands a thoughtful allocation of resources.

Additionally, the assessment of the impact of artistic mentorship presents its own set of considerations. Understanding and recognizing the positive changes experienced by group members requires a nuanced approach, as these changes may not always be easily quantifiable. The diversity in participants' artistic preferences and experiences can also influence their engagement and responsiveness in group sessions.

Despite these considerations, the potential benefits of artistic mentorship groups for participants and organizations are significant. With strategic planning and continuous evaluation, the approach offers a valuable avenue for enhancing creativity, collaboration, and problem-solving abilities within a corporate setting. This method opens new opportunities for personal and organizational development, fostering an environment conducive to innovation and inclusive growth.

## **6.2. EXPANDING HORIZONS: FUTURE RESEARCH AVENUES IN ARTISTIC MENTORSHIP ACROSS PROFESSIONS AND APPLICATIONS**

The research areas of artistic mentorship groups offer numerous potential directions for future investigations. Further research is needed to assess the impact of artistic mentorship groups on participants' workplace performance, creativity, well-being, and long-term careers. An examination could determine how artistic mentorship groups can be applied in various industries and organizations, including business, education, healthcare, and community sectors. Their application in emotion-demanding work

settings (Keresztes, 2023b) – judges, police officers, educators, lawyers, doctors – could also be explored. Additional studies, such as conflict resolution, leadership development, or creativity enhancement, are warranted where artistic mentorship groups can be applied. The selection, training, and support of mentors are crucial to the program's success. Research in this area should aim to understand the qualities and skills that make mentors effective.

### **6.3. ARTISTRY IN COMMUNICATION: BRIDGING GAPS AND PROMOTING WELL-BEING IN THE CORPORATE SPHERE**

The relationship between communication levels within a company and a decrease in conflicts is significant, and this can be influenced by the role of artistic activities and the reduction in disease rates. Ken Robinson (2009) discusses how personal fulfilment and passion, often found through artistic pursuits, can positively impact workplace environments. This issue is particularly worthy of attention in the corporate sector, as a healthier work environment and reduced conflicts can lead to more efficient work outcomes.

The connection between enhanced communication levels within the company and reduced conflicts can be explained as follows: Improving communication within the workplace offers several advantages. Transparent and effective communication helps prevent misunderstandings and information gaps, often sources of conflicts. Employees better understand each other's needs and perspectives, making reaching agreements on common goals and tasks easier. Furthermore, open communication channels allow employees to express their concerns and opinions without fear of retaliation or suppression.

Integrating artistic activities into the corporate environment can improve communication and reduce conflict. Art provides a platform where employees can creatively express themselves and share their feelings and thoughts. This type of self-expression can contribute to better understanding and collaboration among teams. Additionally, artistic activities can have stress-reducing effects, which further aids in conflict reduction, as stress often acts as a source of conflict in the workplace.

The connection between artistic activities and decreased disease rates can be linked to stress reduction and promoting a healthier work environment. Artistic activities often offer a means of stress relief and relaxation for employees, which can have a positive impact on their overall health. A healthier work environment and stress reduction can contribute to a lower risk of illness and support general well-being. Based on the above cases, the most significant outcome is that group mentoring based on classical artistic tools within the neutral space enables prejudice-free collaboration and creative thinking in a corporate context. As a result, more effective human resource management, establishing norm-compliant systems, and developing value-driven human resources can all be realized. These collectively contribute to companies' competitiveness and long-term success in a dynamic work environment. Furthermore, the methodology lays the groundwork for discovering new solutions and perspectives, contributing to the development and innovation within the corporate landscape.

In summary, we can assert that improving communication levels within a company and reducing conflicts directly contribute to more efficient work outcomes and a healthier work environment. Introducing artistic activities can create opportunities to achieve these goals within an economically valuable context where health and efficiency are essential factors. The idea of artistic mentorship may best be summarized *as everything flows, panta rhei einai. (Heraclitus)*

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