

# CHx — Creative Human Experience: A Theory of Human Action for Temporal, Organizational Innovation

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## Introduction

In contemporary debates on human action, creativity, and organizational life, the notion of creativity is often reduced to moments of invention, to flashes of inspiration, or to innovation narrowly conceived as technological or economic novelty. Yet, there is a deeper ontological and practical dimension of creativity that has been insufficiently theorized: **creativity as the very ground of human action in time**. The framework of **CHx — Creative Human Experience** proposes such a perspective. It positions creativity not as an occasional act or skill but as the *temporal unfolding of human existence itself*, generating organizational forms, practices, and futures. By integrating philosophical insights from Whitehead and Deleuze with Hans Joas' seminal theory of the *creativity of action*, and further connecting them to organizational practice scholarship (Seidl), CHx introduces the **temporal dimension of action** as the decisive novelty. It reframes organizations as emergent processes of creation rather than stable entities, offering both a theory and a practical framework for innovation.

## Philosophical and Theoretical Foundations

CHx is anchored in three theoretical pillars. First, **Alfred North Whitehead's** process philosophy conceives reality as a constant becoming, a flow of events rather than fixed substances. Creativity, for Whitehead, is the category of the ultimate, the driving force that brings novelty into existence. Similarly, **Gilles Deleuze** reinterprets reality as difference and becoming, where repetition itself is generative of new possibilities. Both thinkers open a vision of creativity not as episodic but as ontological — woven into the fabric of time and existence.

Second, **Hans Joas** advances this perspective into social theory with his concept of the *creativity of action*. Rejecting, or, better, overcoming in Heidegger sense, deterministic models of rational choice or norm-driven action, Joas highlights how human beings act within **open situations**, improvising and

generating novelty through embodied, situated creativity. Action, in this view, is not merely adaptive but **constitutive**: it reshapes **contexts, institutions, and futures**.

Third, building on these insights, organizational theorists such as **David Seidl** have explored how organizations should be understood as **processes** rather than static structures, emphasizing **practice, emergence, and temporal unfolding**. Organizations are living fields of action, shaped by continual acts of creation rather than by fixed designs. This opens the way for CHx to position itself as both a philosophical and organizational theory.

## Time as Creation: The Novelty of CHx

The distinctive contribution of CHx lies in introducing a **temporal ontology of action**. While Joas emphasizes the creativity inherent in action, CHx radicalizes this by arguing that **action is not only creative but constitutes time itself**. Every act is not simply performed *in* time; it *creates* temporal horizons. Action sculpts time by opening possibilities, suspending routines, and projecting futures.

This theoretical innovation, which resonates with the framework of **Time as Creation**, allows us to see organizations as temporal architectures of human action. Organizations are no longer containers where action unfolds, but rhythms and durations generated through collective creativity. This temporal lens reorients how we understand leadership, strategy, and innovation: not as planning for pre-given futures but as the creation of futures through enacted temporality.

## The Seven Pillars of CHx

To operationalize this vision, CHx unfolds in **seven interrelated pillars**:

1. **Creativity as Ontological Ground** – Creativity is not a resource but the foundation of being and action.
2. **Time as Creation** – Action constitutes temporal horizons; time itself is creative.
3. **Embodied Situatedness** – Human action is grounded in embodied, contextual engagement.
4. **Relational Fields** – Action is co-creative, unfolding in relational and organizational fields.
5. **Resonance and Meaning** – Creativity generates resonance, shaping shared meaning and purpose.
6. **Organizational Emergence** – Organizations are processes of temporal stabilization of creative action.

7. **Transformative Praxis** – The application of CHx lies in fostering innovation, resilience, and collective transformation.

These pillars establish CHx as both a conceptual framework and a practical guide for leaders, innovators, and institutions seeking to align organizational practice with the generative flow of human creativity.

### **Case Study: Creative Human Experience in Fintech**

An illustrative case can be found in the fintech sector, where CHx principles can be applied to reframe innovation. In the article *Future of Fintech: Integrating Creative Human Experiences*, the transformation of digital financial services is shown to depend less on technology alone and more on the **design of human experience as temporal and creative**.

For instance, fintech platforms are not simply tools for faster transactions but spaces where **trust, meaning, and shared futures are generated**. Applying CHx, innovation moves from efficiency-driven design to **experience-centered innovation**: creating temporal arcs of engagement, where clients do not just consume services but co-create futures of financial participation.

This temporal reframing may allow one project team to reconceive digital payment solutions not merely as technical systems but **as social and temporal processes** — enabling new forms of **trust** and **inclusion**. In practice, this meant engaging stakeholders not only in design workshops but in **temporal co-creation sessions**, where the focus is on envisioning futures together, situating innovation within **lived human time**.

This case highlights how CHx may enable organizations to shift from transactional to transformational logics, from products to lived creative experiences.

## **Conclusion**

CHx — Creative Human Experience offers a novel theory of human action by situating creativity within the temporal genesis of reality. It extends Hans Joas' theory of the creativity of action through a radical temporal lens, enriched by Whitehead's process philosophy and Deleuze's ontology of becoming. In organizational theory, this framework positions organizations as temporal processes of creative stabilization, where futures are enacted rather than predicted.

By grounding itself in seven conceptual pillars and demonstrating practical relevance through case studies such as fintech, CHx articulates both a philosophy and a praxis of innovation. It shows that the deepest resource for organizations is not technological efficiency but the temporal creativity of human action. In this lies the promise of organizations that are not only adaptive but truly generative: institutions capable of sculpting time itself.