

# Chapter 11

## Creativity, Innovation, and Leadership

LEADERSHIP: Research Findings, Practice, and Skills

Andrew J. DuBrin, 8<sup>th</sup> Edition

# Chapter Outline

## CHAPTER OUTLINE

### **Steps in the Creative Process**

#### **Characteristics of Creative Leaders**

Knowledge

Cognitive Abilities

Personality

Passion for the Task and the Experience of Flow

#### **Overcoming Traditional Thinking as a Creativity Strategy**

#### **Organizational Methods to Enhance Creativity**

Systematically Collecting Fresh Ideas

Brainstorming

Using the Pet-Peeve Technique

The Morality of Enhancing Creativity

#### **Self-Help Techniques to Enhance Creative Problem Solving**

Practicing Creativity-Enhancing Activities

Staying Alert to Opportunities

Maintaining an Enthusiastic Attitude, Including Being Happy

Maintaining and Using a Systematic Place for Recording Your Ideas

Playing the Roles of Explorer, Artist, Judge, and Lawyer

Engaging in Appropriate Physical Exercise

#### **Establishing a Climate and Culture for Creative Thinking**

Leadership Practices for Enhancing Creativity

Methods of Managing Creative Workers

#### **Additional Leadership Practices That Enhance Innovation**

#### **Summary**

#### **Key Terms**

#### **Guidelines for Action and Skill Development**

#### **Leadership Case Problem A**

#### **Leadership Case Problem B**

#### **Notes**

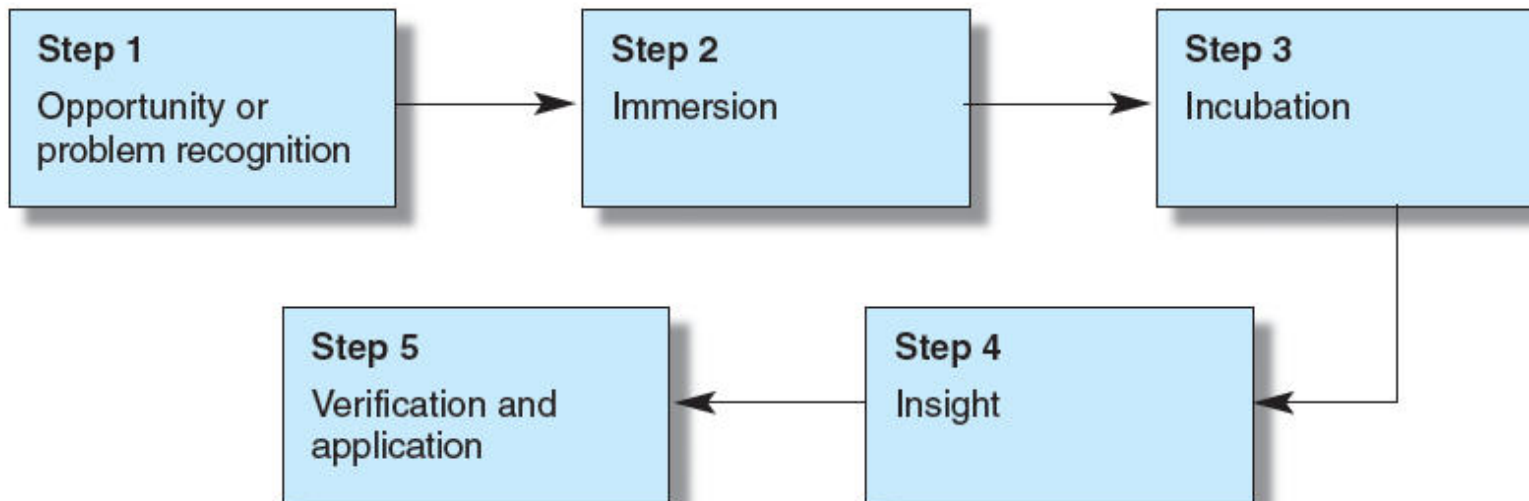
# Learning Objectives

- Identify the steps in the creative process.
- Identify characteristics of creative problem solvers.
- Be prepared to overcome traditional thinking in order to become more creative.
- Describe both organizational and individual approaches to enhance creative problem solving.
- Explain how the leader and the organization can establish a climate that fosters creativity.
- Identify several leadership practices that contribute to organizational innovation.

# Creativity and Innovation

- **Creativity** is the production of novel and useful ideas.
- **Innovation** refers to the creation of new ideas and their implementation.
- **Organizational Creativity** is the creation of a valuable, useful new product, service, idea, procedure, or process by individuals working together in a complex social system.

# Steps in the Creative Process



# Characteristics of Creative Leaders

- **KNOWLEDGE**
  - Knowledgeable about a wide range of information
- **COGNITIVE ABILITIES**
  - Highly intelligent
  - Intellectually curious
  - Able to think divergently
- **PERSONALITY**
  - Nonconformist
  - Self-confident
  - Thrill-seeking
  - Energetic
  - Persistent
- **PASSION FOR THE TASK AND THE EXPERIENCE OF FLOW**

# Overcoming Traditional Thinking as a Creative Strategy

- Creative problem solving requires an ability to overcome traditional thinking.
- Traditional thinking generally refers to a standard and frequent way of finding a solution to a problem.
- Central task in becoming creative is to break down rigid thinking that blocks new ideas.
  - *“Thinking outside the box”*
- Do keep in mind, however, that group members need to know just how far they can venture from routine thinking.
  - Effective leaders establish parameters, even for their creative thinkers.
  - There are merits of thinking creatively by working within constraints.

# Organizational Methods to Enhance Creativity

- **Systematically Collecting Fresh Ideas**
  - Straightforward collection of ideas
  - Establishing idea quotas
  - Making whiteboards regularly available for sketching ideas
  - Granting tinkering time
- **Brainstorming**
  - Generate Quantity – Avoid Criticism – Combine and Improve on Previous Ideas – Encourage Free-Wheeling
- **Using the Pet-Peeve Technique**
  - Identifying all potential complaints from anyone who interacts with the group
  - Value comes from helping group improve its work processes



# Self-Help Techniques to Enhance Creative Problem Solving

- Practicing creativity-enhancing activities
- Staying alert to opportunities
- Maintaining an enthusiastic attitude, including being happy
- Maintaining and using a systematic place for recording your ideas
- Playing the roles of explorer, artist, judge, and lawyer
- Engaging in appropriate physical exercise

# Establishing a Climate and Culture for Creative Thinking

## Leadership Practices for Enhancing Creativity

- Hire creative people from the outside and identify creative people from within
- Intellectual challenge
- Empowerment including freedom to choose the method
- Ample supply of the right resources
- Effective design of work groups
- Supervisory encouragement and linking innovation to performance
- Organizational support
- Have favorable exchanges with creative workers
- Give financial rewards for innovation

# Establishing a Climate and Culture for Creative Thinking

## Methods of Managing Creative Workers

- Give creative people tools and resources that allow their work to stand out.
- Give creative people flexibility and a minimum amount of structure.
- Give gentle feedback when turning down an idea.
- Employ creative people to manage and evaluate creative workers.

# Additional Leadership Practices That Enhance Innovation

- Emphasize transformational leadership if possible.
- Continually pursue innovation.
- Take risks and encourage risk taking.
- Emphasize collaboration among employees.
- Avoid innovation for its own sake.
- Use loose-tight leadership.
- Integrate development and production.

# Summary

- A creative leader brings forth ideas for things that did not exist previously.
- The creative process involves five steps: opportunity or problem recognition, immersion, incubation, insight, and verification and application.
- Having the right characteristics improves the chances of a person being a creative problem solver and a creative leader.
- Creativity requires overcoming traditional thinking.
- Creative thinking can be enhanced by systematically collecting fresh ideas, including collecting ideas, establishing idea quotas, and using whiteboards.
- Brainstorming is a key idea generation method.
- Generating creative ideas has moral implications.
- Establishing a climate conducive to creative problem solving is a requirement of effective leadership.