

Managing Creativity and Innovation

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Objectives

- Describe the creative process
- Explain the personality traits of creative people
- Explain how the four cognitive creativity skills are promoted by creativity techniques.
- List the five categories of characteristics that distinguish creative people from noncreative people
- Explain the organizational conditions that hinder and promote creativity

Innovation - Defined

Innovation is the implementation of new ideas at the individual, group or organizational level



Creativity - Defined

Creativity is the development of ideas about products, practices, services, or procedures that are novel and potentially useful to the organization



Eureka!

What Does It Take to Be Creative?

- Time
- Hard work
- Mental energy



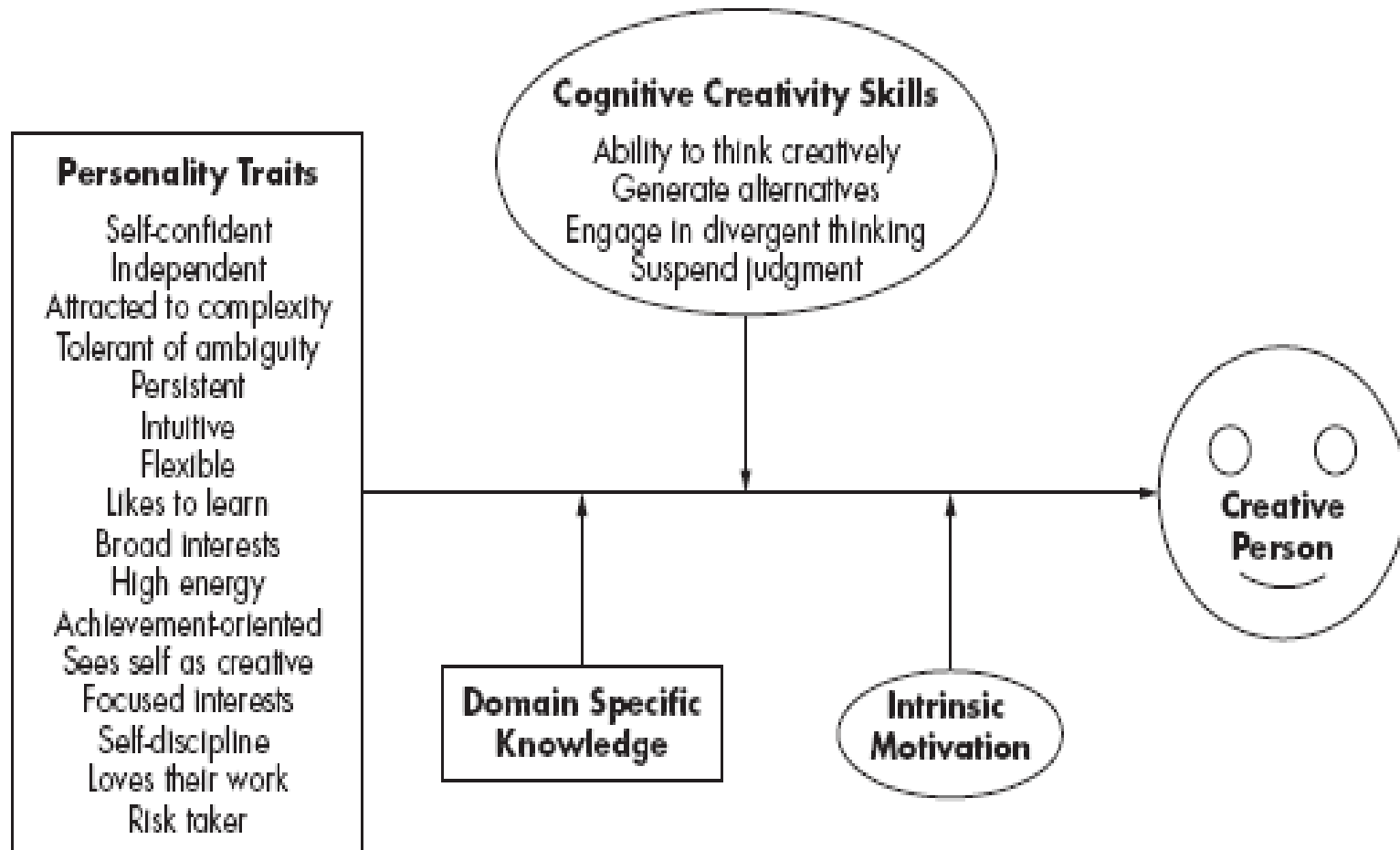
The Creative Person

How are they different?

- Personality Traits
- Cognitive Creativity Skills
- Domain-specific Knowledge
- Intrinsic Motivation



Characteristics of Creative People



Personality Traits of Creative People

- Persistence
- Self-confidence
- Independence
- Attraction to complexity
- Tolerance of ambiguity
- Intuitiveness



...Personality Traits of Creative People

- Have broad interests
- Are energetic
- Drive to achieve
- Love their work
- Take risks



Cognitive Creativity Skills

- Think creatively
- Generate alternatives
- Engage in divergent thinking
- Suspend judgment

Domain-Specific Knowledge Develops Via



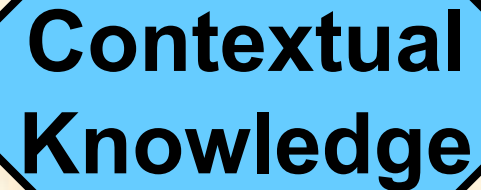
Education



Training



Experience



**Contextual
Knowledge**

Creativity Enhancers

- Focus on intrinsic motivation
- Creativity goals
- Developmental feedback
- Supportive supervision
- Healthy competition
- Participative decision making
- Autonomy
- Hire creative people
- Enriched, complex jobs
- Provide resources
- Clear organizational goals
- Instructions to be creative
- Recognize and reward creativity
- Encourage risk taking
- No punishment for failure



...Creativity Enhancers

- Workforce diversity
- Internal and external interaction
- Diverse teams skilled at working together
- Supportive climate
- Organizational culture that promotes innovation
- Flexible, flat structures
- Close interaction and relationships with customers



How Can Organizations Foster Creativity?

Hire creative & diverse workforce

Provide resources esp. time

Design complex & challenging jobs

Set clear org. goals

“Be Creative!”

Set creativity goals

Use diverse teams

Recognize & reward creativity

Create the right org. culture

Management Style and Creativity

- Encourage risk taking
- Provide autonomy
- Encourage productivity - “sweat equity”
- Supportive supervision, climate, and work group
- Participative leadership

Organization Design and Creativity

**Flexible
Flat
Structures**

That promote

**Internal &
External
Interaction**

**Close Contact
w/ Customers**

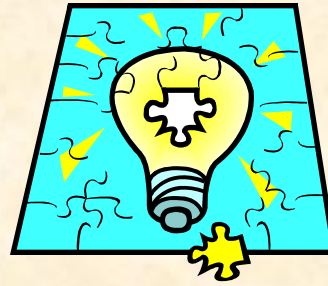
Creativity Killers

- Excessive focus on extrinsic motivation
- Limits set by superiors
- Critical evaluation
- Close, controlling supervision
- Competition in a win-lose situation
- Control of decision making
- Control of information

Stages in the Creative Process

Preparation

Verification



Incubation

Illumination

Flow - Defined

Flow (autotelic experience) occurs when people experience a state of effortless concentration and enjoyment

Creative Thinking Techniques

Brainstorming Rules

- Expressiveness - Say whatever ideas come to mind without focusing on constraints
- Non-evaluation - No criticism allowed; all are valuable
- Quantity - Produce as many ideas as possible
- Building - Expand on other people's ideas



... Creative Thinking Techniques

Brainwriting

- Hybrid of both individual and group brainstorming
- Produces more ideas than brainstorming

