

Creativity
- where does it
come from?



The need for change



A way of thinking



The embracing of
difference



Creativity

where does it come from?

The need for change



“Change is the only constant in life.”

Heraclitus

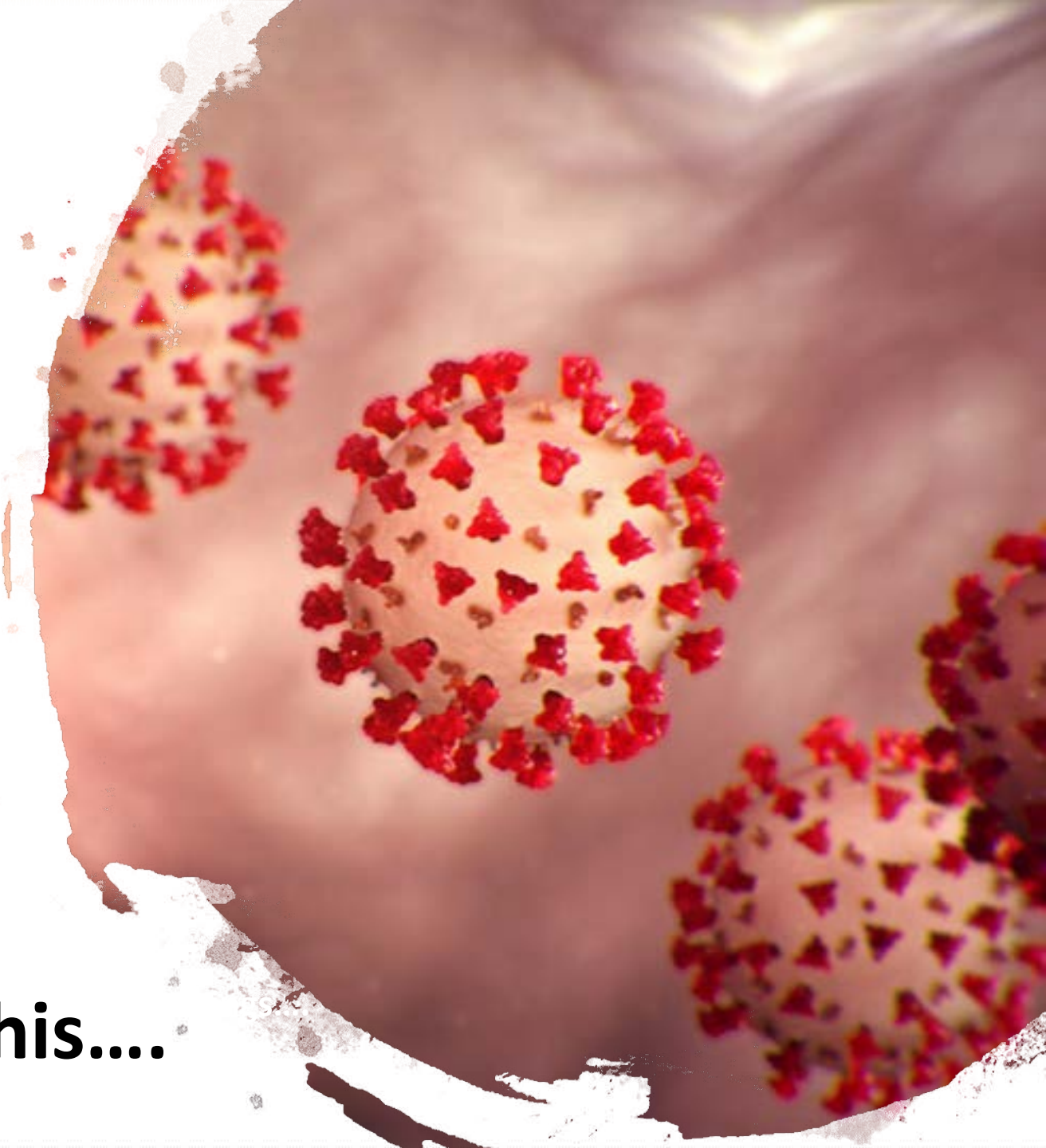
Change is....

- Inevitable
- Complex
- Necessary
- Unpredictable
- Accelerating

How do we survive in this world?

- Adapt
- Evolve
- Grow
- Transform

Creativity helps us to do this....





How did business organizations like this add value 100 years ago?

.....more capital (machinery), more labour, or a bigger factory (land)

A large industrial factory setting with numerous yellow robotic arms, specifically Hyundai models, working on car chassis. The robots are arranged in a line, and bright sparks are visible from the welding process. The background shows more of the factory infrastructure, including overhead cranes and structural beams.

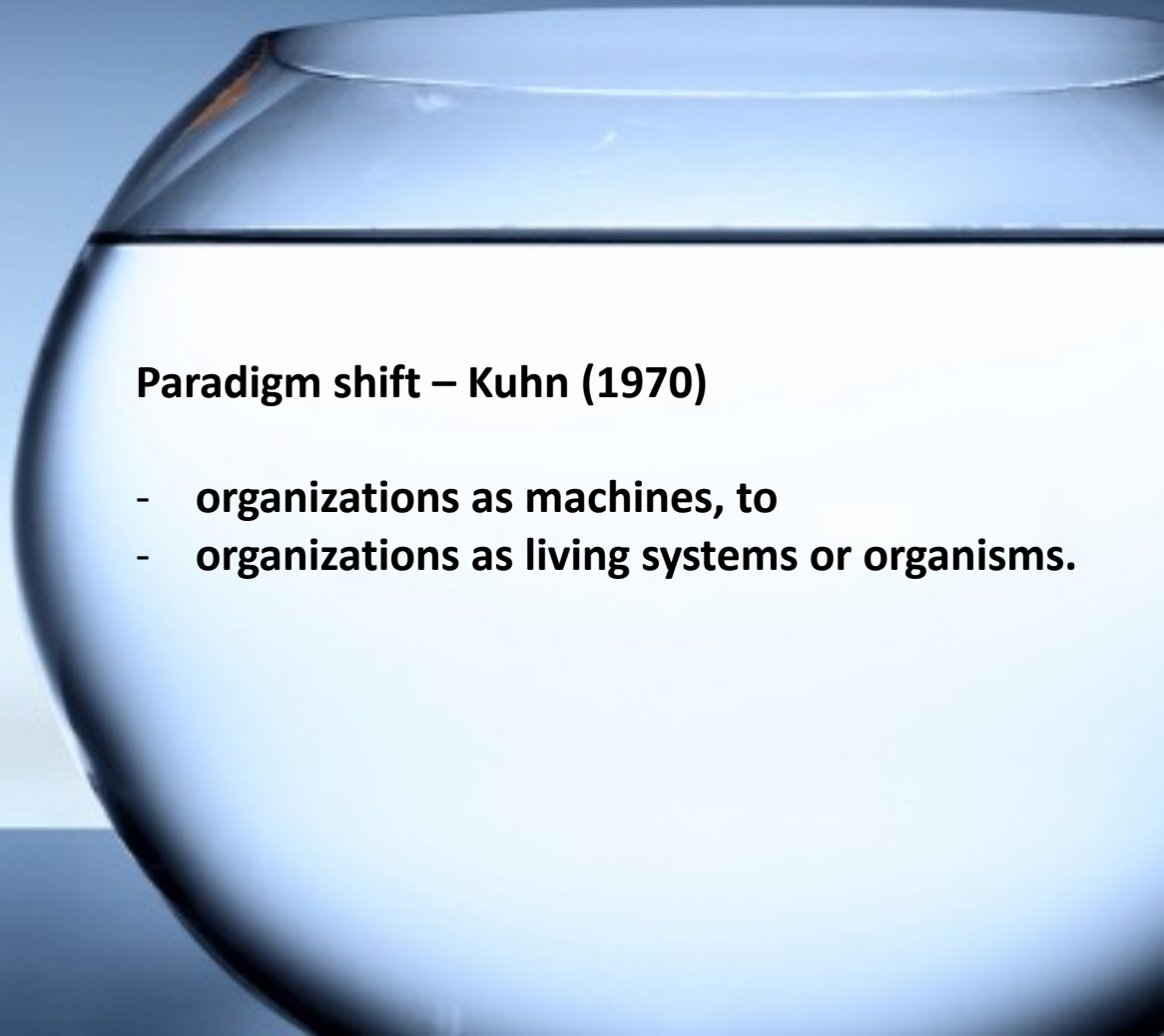
How do you add value to a factory of today?

....creativity, knowledge, innovation and learning.



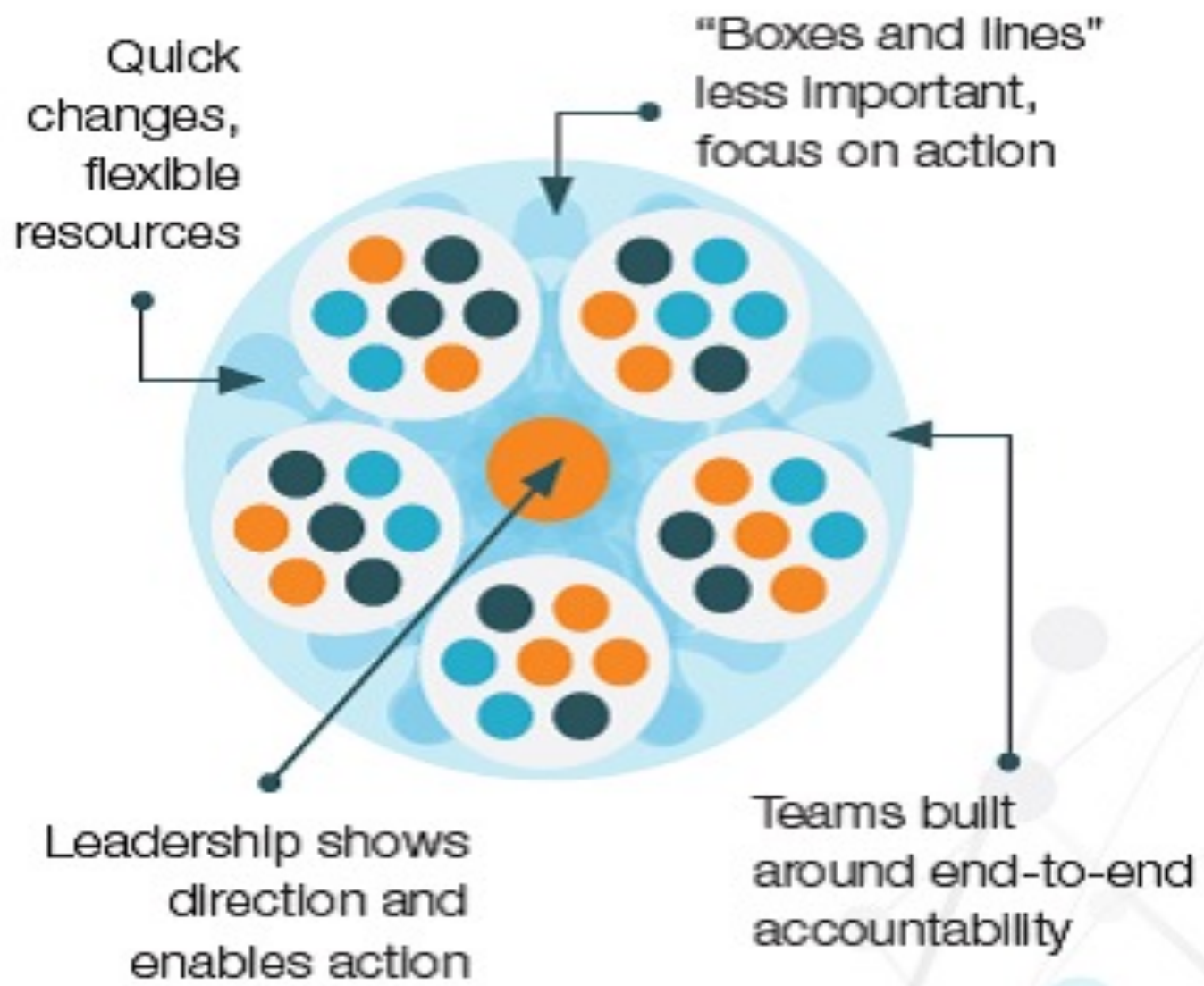
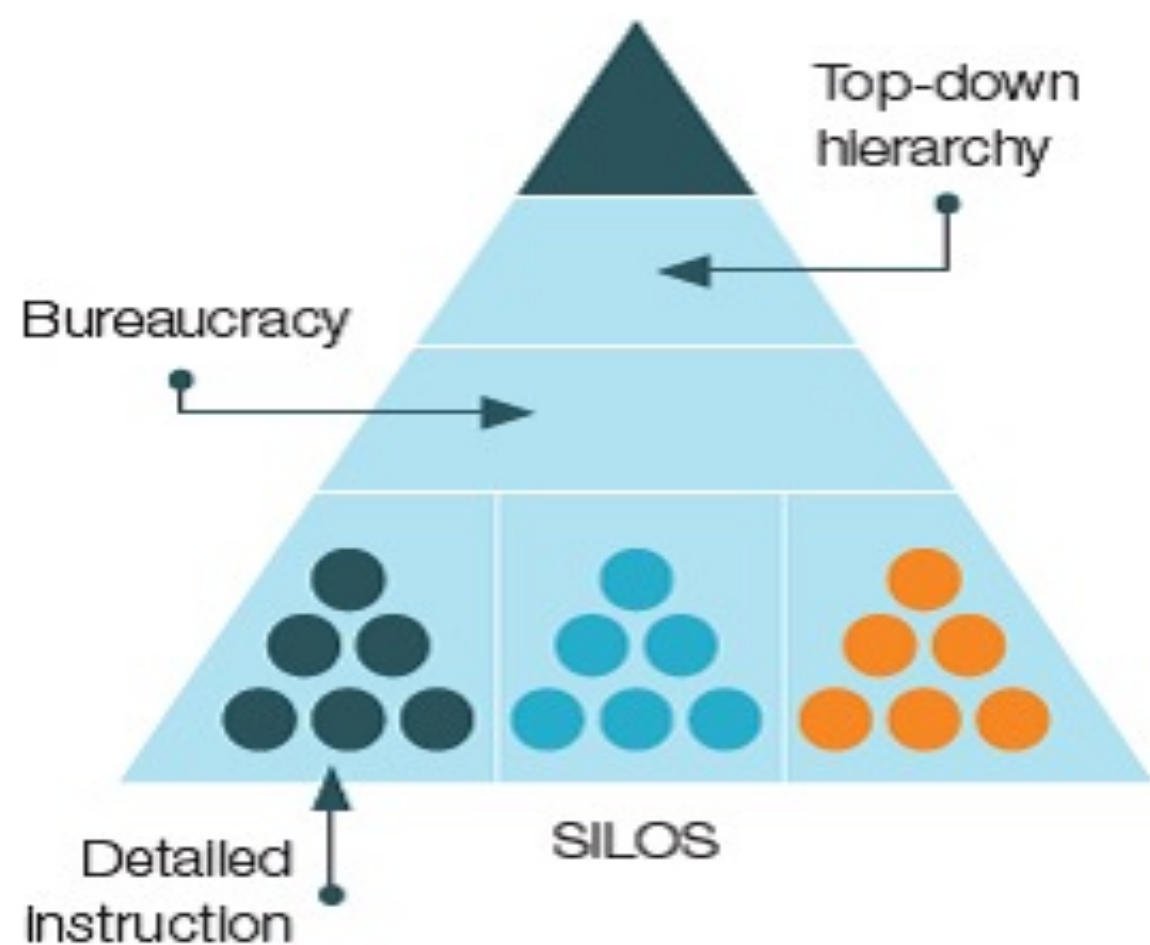
Paradigm shift – Kuhn (1970)

- organizations as machines, to
- organizations as living systems or organisms.



From organizations
as "machines" ...

... to organizations
as "organisms"





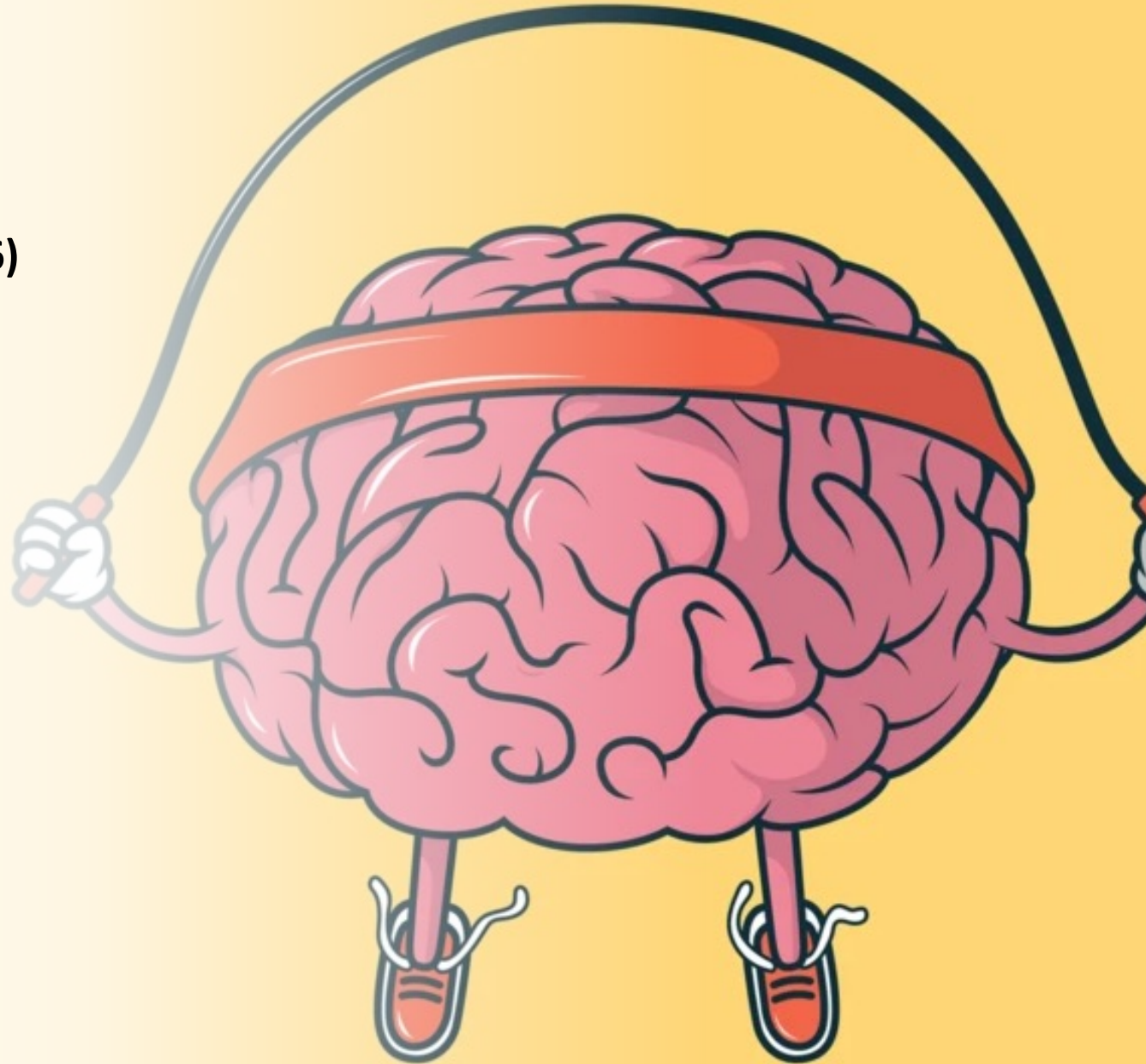
Creativity

where does it come from?

A way of thinking....

Mind Set Theory (Dweck, 2006)

Fixed Mind-Set v Growth Mind Set



Fixed Mindset

intelligence is static

- **Challenges** ... avoid
- **Obstacles** ... give up
- **Effort** ... no point
- **Criticism** ... deflect
- **Success of others** ...
feel threatened



Growth Mindset

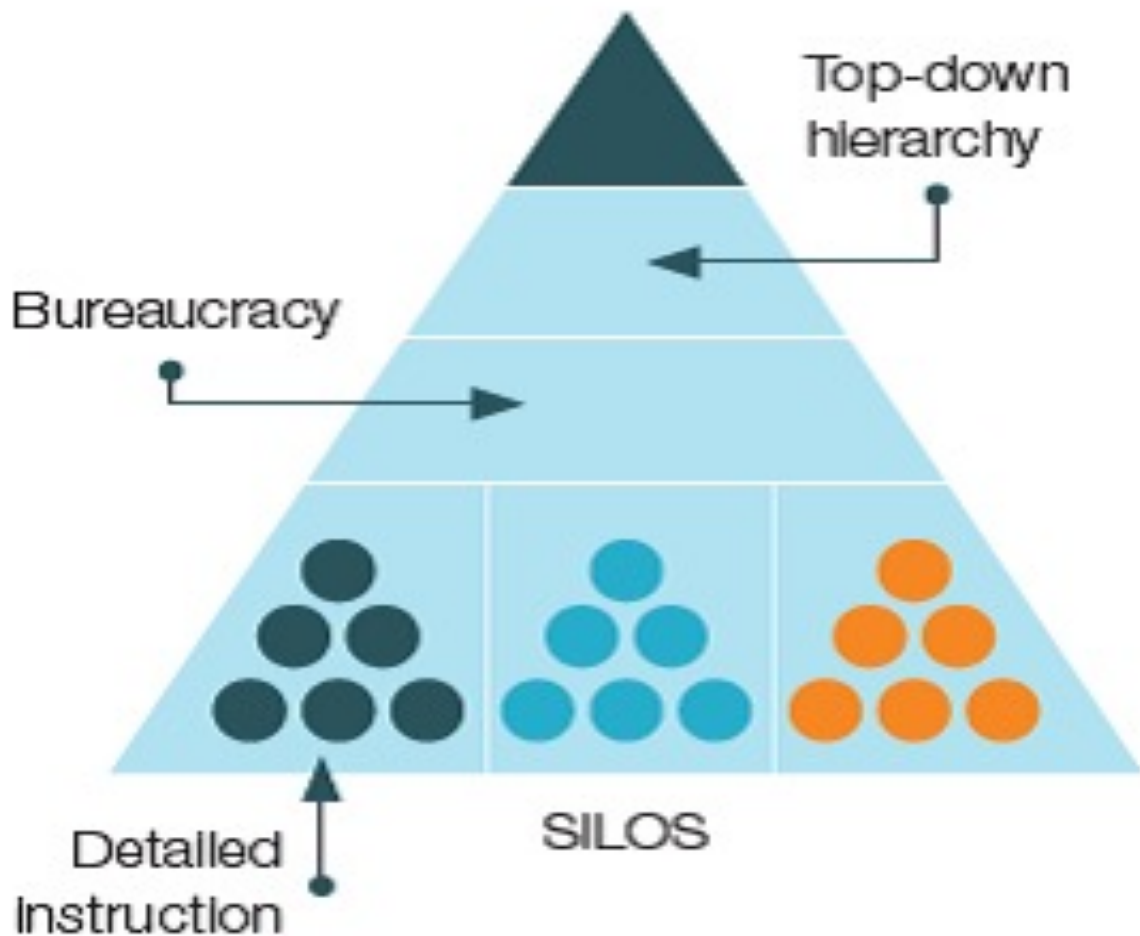
intelligence is developing

- **Challenges**... embraces
- **Obstacles** ... fortitude
- **Effort** ... work hard
- **Criticism** ... learns
- **Success of others** ...
celebrates

From organizations as “machines” ...



... to organizations as “organisms”



Quick changes, flexible resources

“Boxes and lines” less important, focus on action

How would managers manage here?
How might they encourage a growth mind-set?

Leadership shows direction and enables action

Teams built around end-to-end accountability

Four key creative managerial skills.

Perception

Seeing things from multiple perspectives.
Empathy.

Facilitation

Reduced supervisory function, increased resource co-ordination function.
Nurturing of teams creative behaviour.

Proactivity

“In the information society...managers will have to find ways of developing and mobilising the intelligence, knowledge, and creative potential of human beings at every level of the organization.” Morgan (1991)

Networking

Social capital and trust building





Creativity

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The embracing of difference...

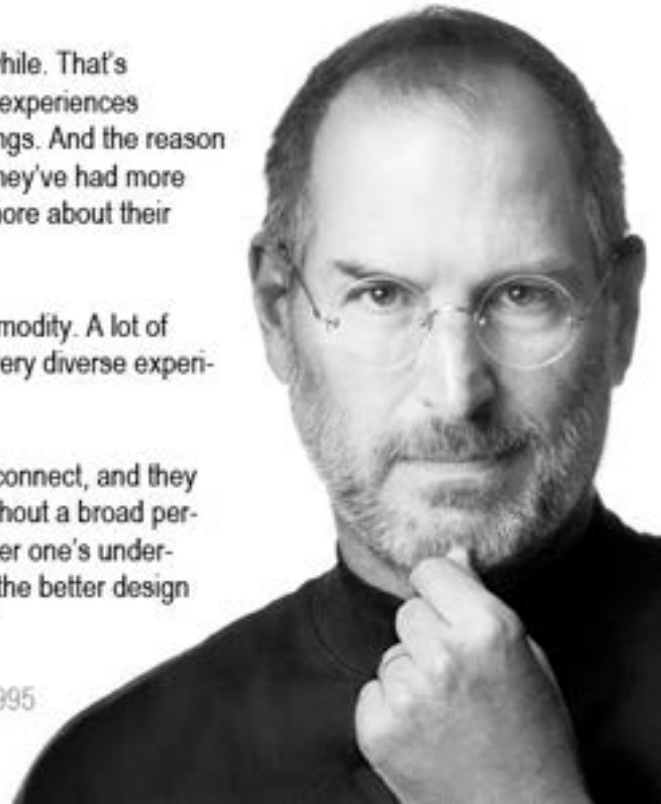
"Creativity is just connecting things. When you ask creative people how they did something, they feel a little guilty because they didn't really do it, they just saw something.

It seemed obvious to them after a while. That's because they were able to connect experiences they've had and synthesize new things. And the reason they were able to do that was that they've had more experiences or they have thought more about their experiences than other people.

Unfortunately, that's too rare a commodity. A lot of people in our industry haven't had very diverse experiences.

So they don't have enough dots to connect, and they end up with very linear solutions without a broad perspective on the problem. The broader one's understanding of the human experience, the better design we will have."

- Steve Jobs, Wired, February, 1995



What is creative leadership, and what do creative managers do?

“A leader has to be one of two things: he either has to be a brilliant visionary himself, a truly creative strategist, in which case he can do what he likes and get away with it; or else he has to be a true empowerer who can bring out the best in others.”

Henry Mintzberg



Team Diversity and
Performance: is diversity
necessary for creativity?



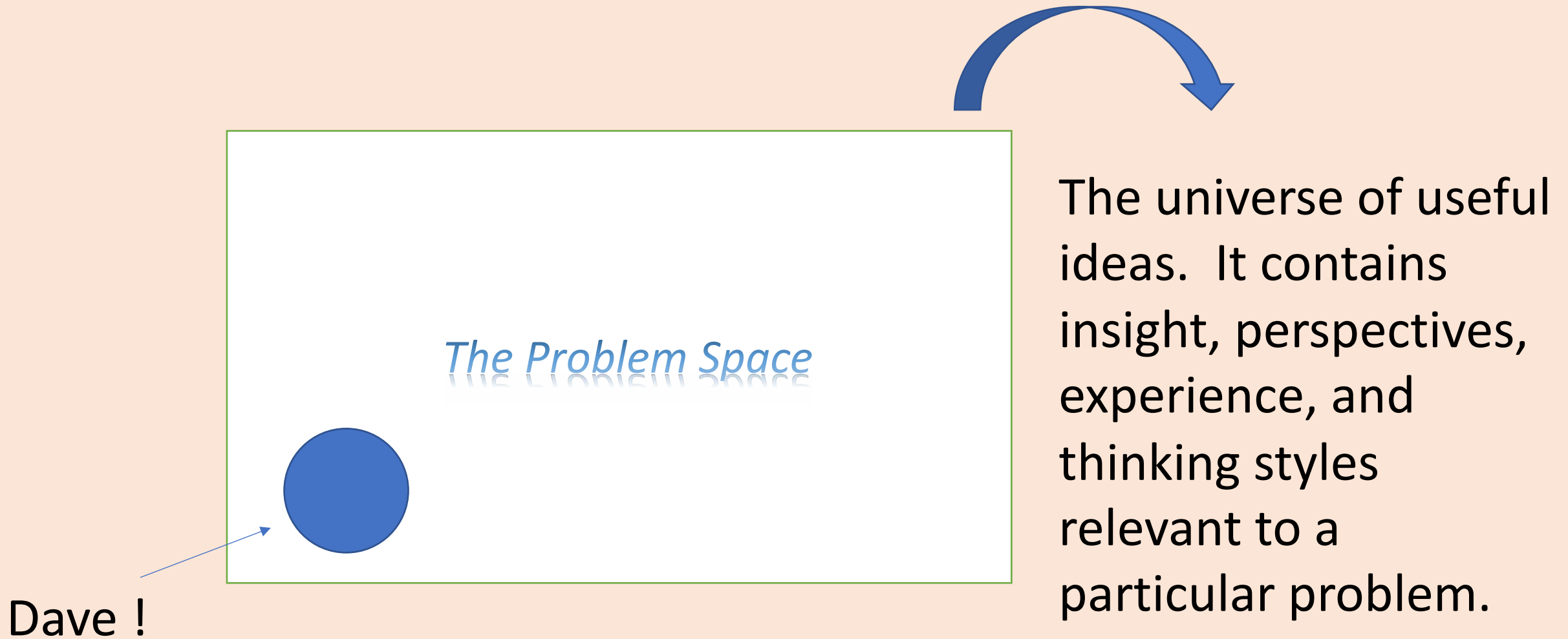
Delivering through Diversity

January 2018

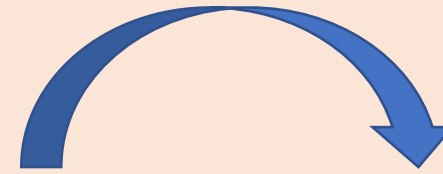
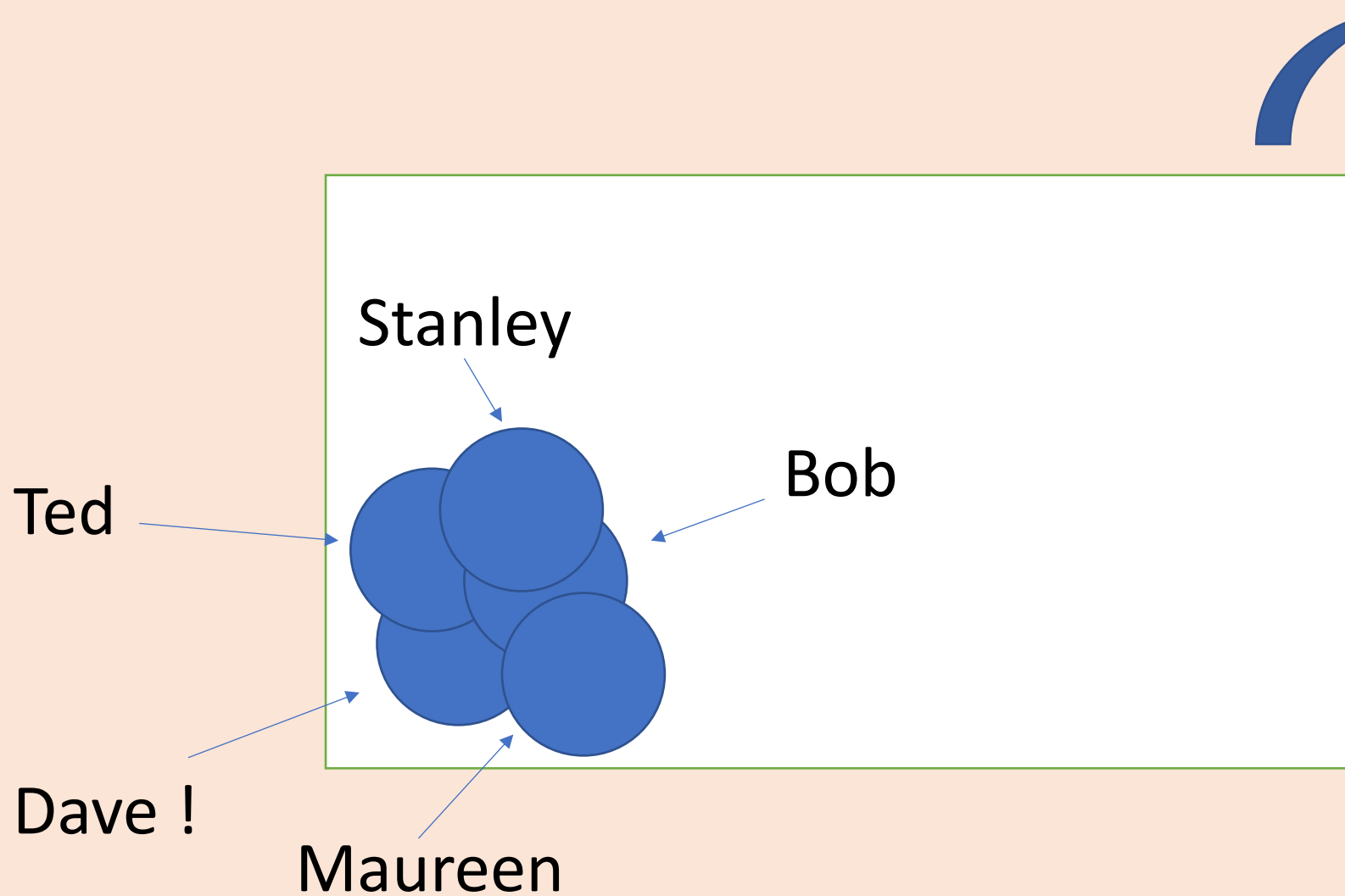
Vivian Hunt
Sara Prince
Sundiatu Dixon-Fyle
Lorena Yee

“Many successful companies regard inclusion and diversity as a source of competitive advantage. For some it’s a matter of social justice, corporate social responsibility or even regulatory compliance. For others its essential to their growth strategy.”

McKinsey *Delivering Through Diversity* (2018)



Does Dave possess all the information he needs?

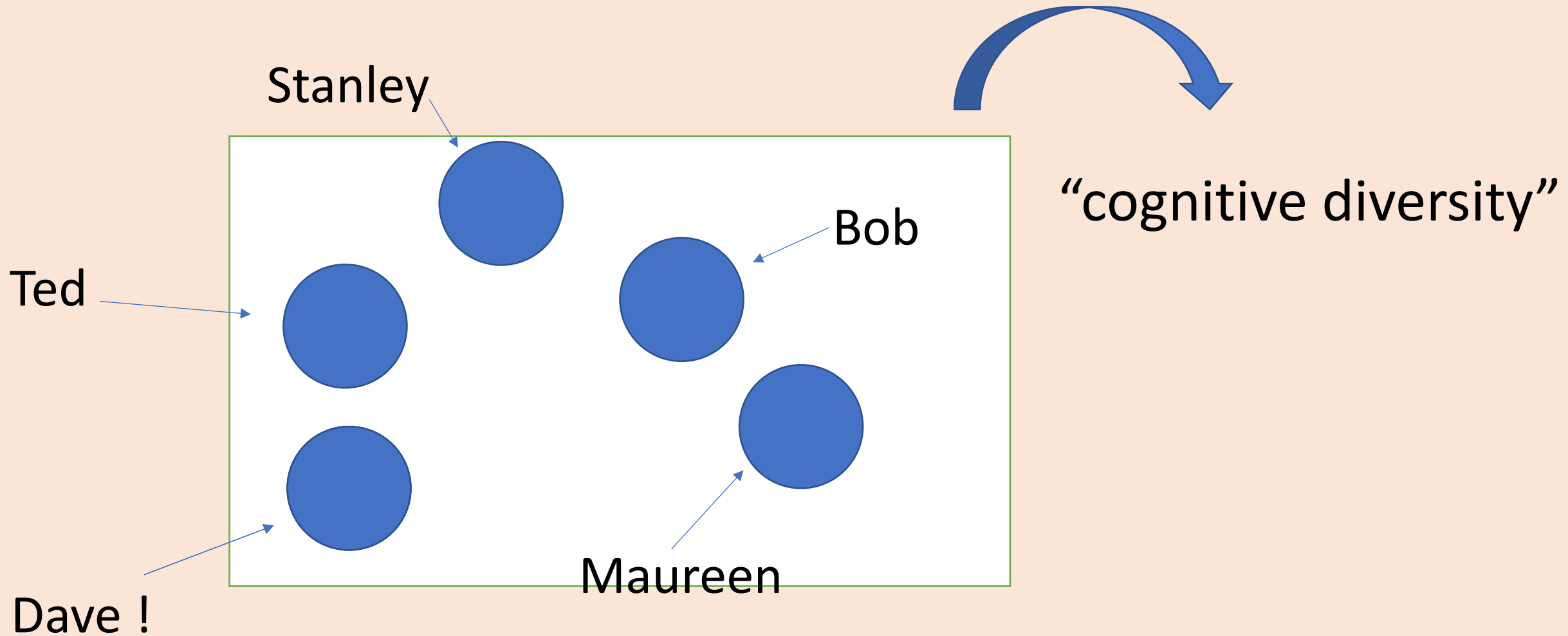


The danger of
“homophily”.

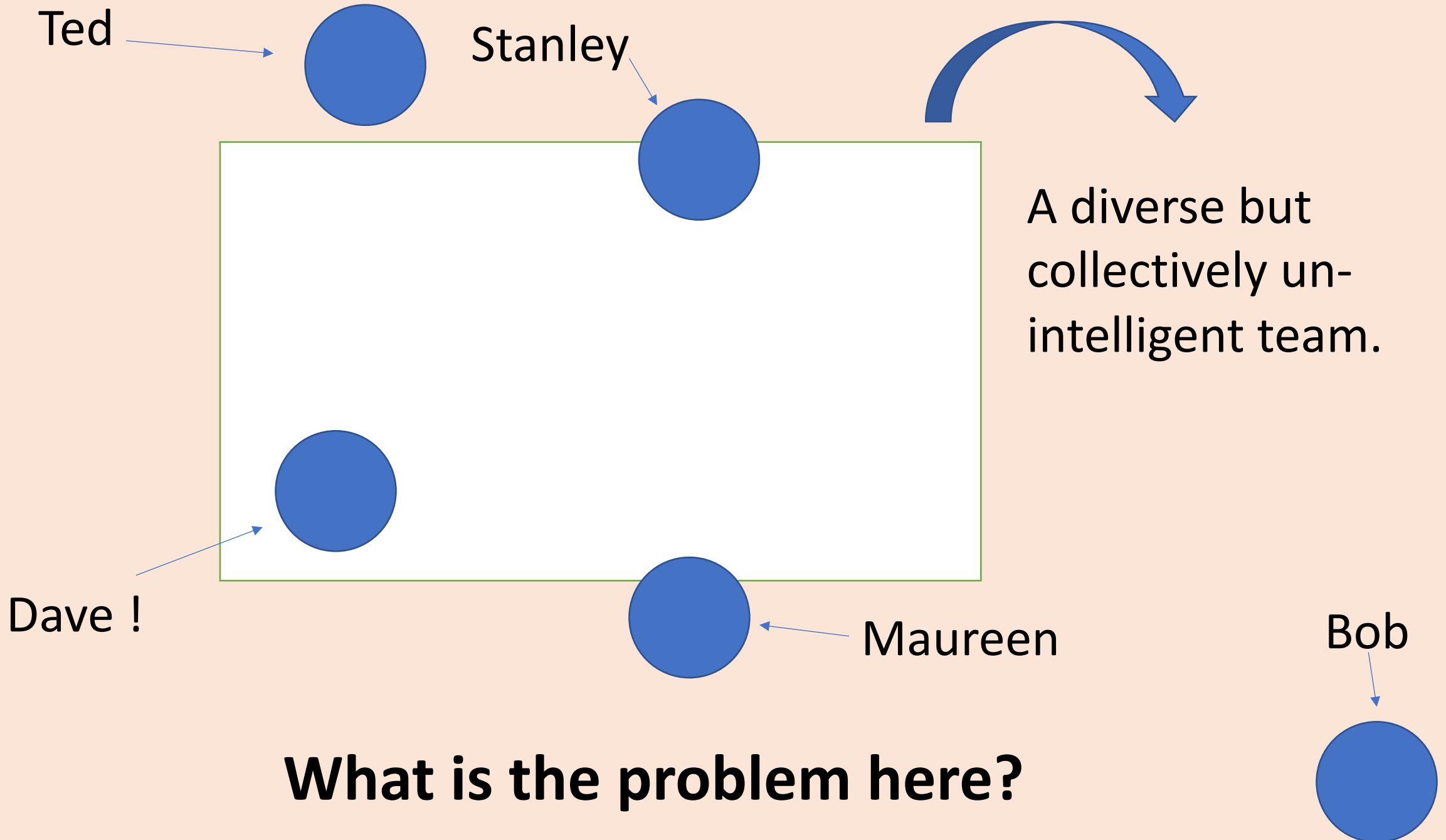
Smart Individuals, **but**
they all think the
same way –
collectively stupid!

Clones

Are the clones happy?



**What do you understand by the term synergy?
Where is the synergy in this problem space?**



Ted

Stanley

Dave !

Maureen

Bob

A diverse but collectively un-intelligent team.

What is the problem here?

Creativity



- where does it come from?

It comes from.....

Acting in a particular way.

Thinking in a particular way.

Behaving in a particular way.