

*Innovative leadership in
creative organizations*

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Agenda

- Short introduction
- Defining creativity and innovation
 - ”*Outside the box*” thinking
 - Mental models
 - Double-loop learning
- Personal characteristics of creative leaders
- Leader behaviors that promote creativity
- Ten organizational traits that promote creativity

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- ▶ Associate Professor at Norwegian School of Management – BI Bergen
 - ▶ Master of Management in HMS, HRM, Strategic Management, and Creative Organizations and Innovative Leadership
- ▶ Associate Professor and Research Scholar at the Norwegian School of Economics and Business Administration (NHH) – 5 years
 - ▶ Doctorial thesis – “*Measuring the effects of strategic change on safety in a High Reliability Organization*” – Avinor

Eric Arne Lofquist PhD (2)

- ▶ Commander, US Navy (28-years active service)
 - 15 years flying F-14 "*Tomcat*" from US Navy Aircraft Carriers
 - 13 years as a leader and senior strategy planning officer
 - CEO of US Navy industrial complex in New Orleans, Louisiana responsible for 6000 employees

- ▶ Director of strategic modeling & simulation consulting – Powersim AS

- ▶ CEO Nutec Crisis Management

”*Outside the Box*” thinking

Felcher & Sons

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Creativity quotations

- *“One of the advantages of being disorderly is that one is constantly making exciting discoveries.”*

A. A. Milne

- *“The intuitive mind is a sacred gift and the rational mind is a faithful servant. We have created a society that honors the servant and has forgotten the gift.”*

Albert Einstein

- *“An essential aspect of creativity is not being afraid to fail.”*

Edwin Land

Creativity and Innovation

- Creativity - the implicit and explicit mental processes for generating new ideas or concepts, or improvement to old ideas and concepts, that have potential value
 - New ideas, products, processes, and/or procedures
- Innovation – operationalization of creative ideas and concepts
 - Initiation
 - Implementation

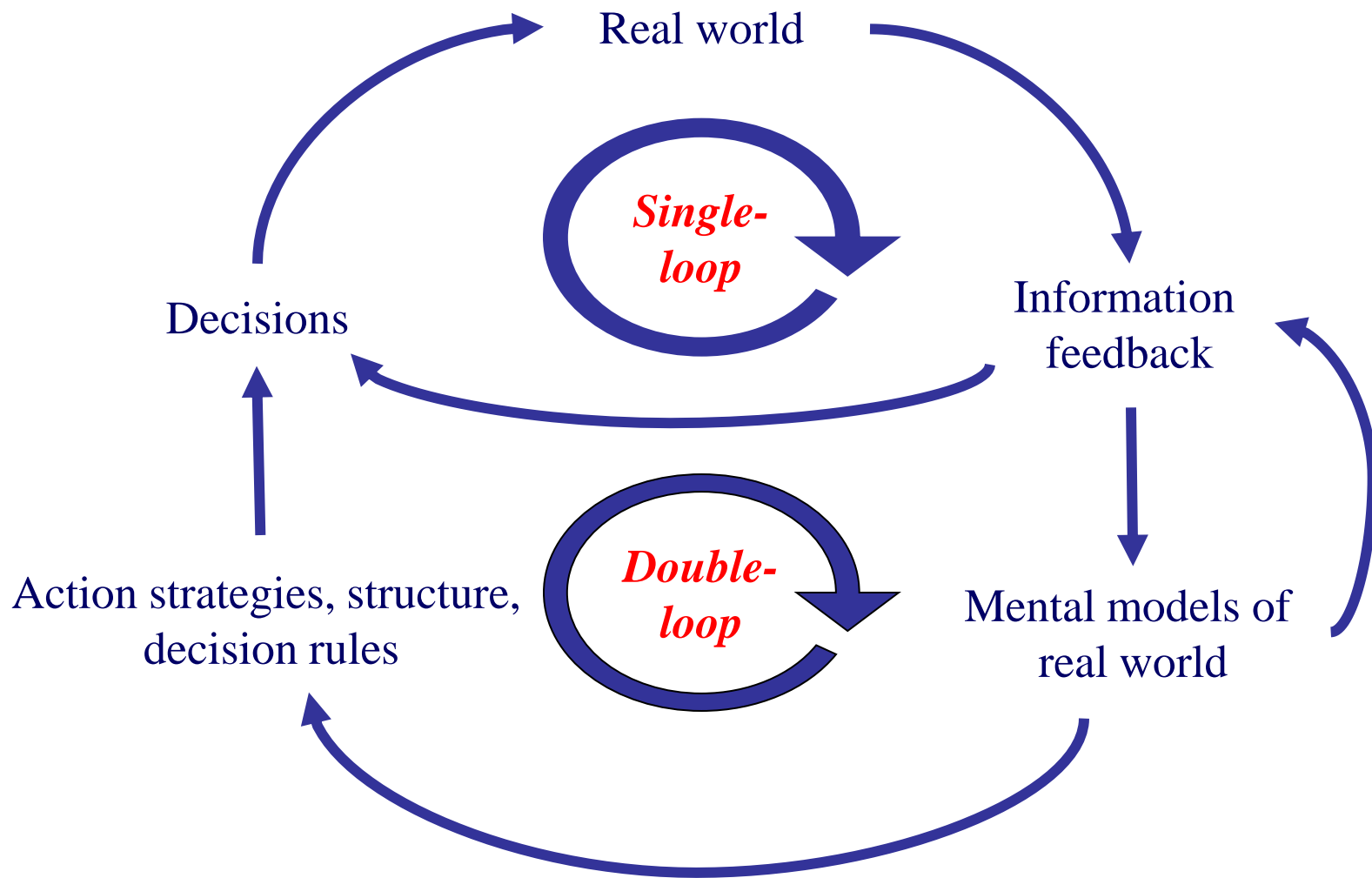
Characteristics of creative leaders

- General intelligence (IQ)
- Formal Education
- Culture
- Ability to embrace conflicting personality dimensions
 - Intravert and extravert
 - Passionate yet objective (rational)
 - Demanding yet flexible

Impediments to creativity

- Paradigm – *”the box”*
 - Formal education
 - Culture
- Mental models

Double-loop learning (Argyris & Schön, 1974)





Leadership behaviors

(Mumford et al, 2002)

- Three types of support for creative employees
 - Idea support
 - Work support
 - Social support
- Socio-emotional and instrumental support

Leadership behaviors

(Mumford et al, 2002)

- Supervisory encouragement
 - Facilitating employees with projects
 - Developing expertise
 - Eliciting intrinsic motivation
- Interpersonal support
 - Demonstrating empathy and consideration
 - Providing information, funding, resources and task facilitation (structure)

Leadership behavior effects on creativity

(Amabile et al., 2004)

- Multi-organizational mixed-methods study using the Managerial Practices Survey (Yukl, 2002):
 - Leadership behavior affects creativity through two mechanisms
 - Perceptions
 - Affect (feelings)
 - Positive behaviors were positively correlated to increased creativity and innovation
 - Negative behaviors had an even stronger effect

13 leadership behaviors

(de Jong & Den Hertog, 2007)

	Idea generation	Application
• Innovative role-modelling	√	√
• Intellectual stimulation	√	
• Stimulating knowledge diffusion	√	
• Providing vision	√	√
• Consulting	√	√
• Delegating	√	√
• Support for innovation	√	√

13 leadership behaviors (2)

(de Jong & Den Hertog, 2007)

	Idea generation	Application
• Organizing feedback		✓
• Recognition	✓	✓
• Rewards		✓
• Providing resources		✓
• Monitoring	✓	✓
• Task assignment	✓	

Ten sources of creativity (Ekvall, 1996)

- Challenge
- Freedom
- Idea support
- Trust/openness
- Dynamism/liveliness

Ten sources (continued)

- Playfulness/humor
- Debate
- Conflict
- Risk-taking
- Idea time

Antecedents of innovative climate

- **Organizational structure**
 - Centralization
 - Formalization
 - Order and clarity
 - Goal clarity

Discussion

