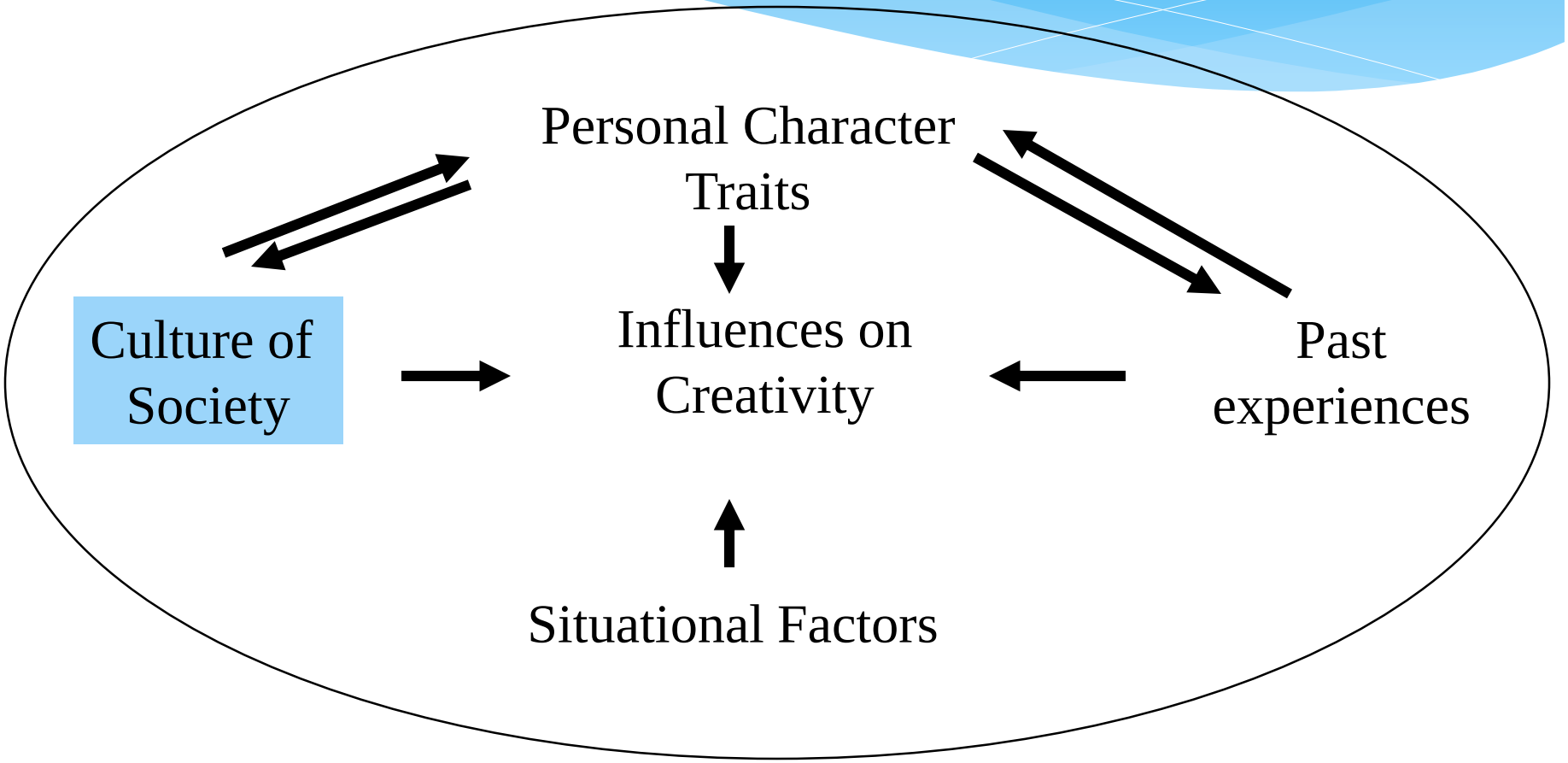
INFLUENCES ON CREATIVITY
Discussion Point

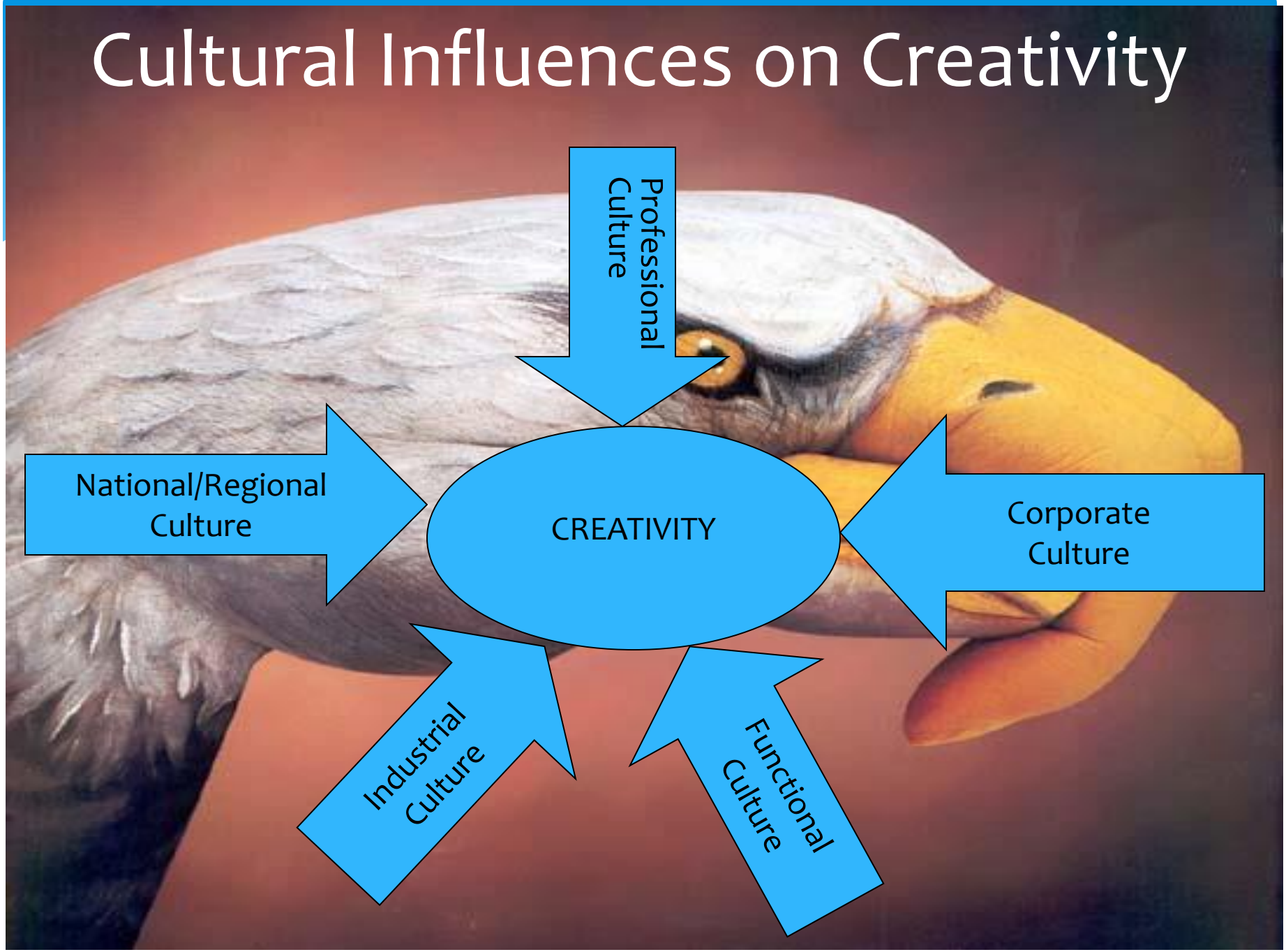
A: What helps you personally to be more creative?

B: What stops you personally being more creative?

Influences on Creativity



Cultural Influences on Creativity



Typology of national cultures (Hofstede)

* ***Low vs. High Power Distance (PDI)***
  * how individuals view power differentials within a society.
* ***Low vs. High Uncertainty Avoidance (UAI)***
  * how upset people get about ambiguity and future doubt.
* ***Individualism vs. Collectivism (IND)***
  * the degree to which people prefer to act as individuals rather than as members of groups.
* ***Masculinity vs. Femininity (MAS)***
  * the extent of clarity and distinctiveness of gender roles.
* ***Long-Term vs. Short-Term Orientation (LTO)***
  * opposes a long-term to a short-term time orientation in life and work.

Aspects of Corporate cultures

* **Process or Results Orientation**
* **Employee or Job Oriented**
* **Normative (Rules, procedures) or Pragmatic (Practicality, results)**
* **Open system (New members easily absorbed) or Closed System**
* **Tight or Loose control (Informal, no bureaucracy)**
* **Source of Identity – Parochial (Firm) or Professional**

Professional Culture

* A pattern of shared assumptions and values that has been learned or designed by a group to solve its problems
* A way of seeing that is common to a group of people
* Shapes the way we organize our experiences and choose our actions
* Variables Defining Professional Culture
  * Legal Standards Skill Competencies
  * Ethical Norms (Code of Ethics)
  * Standards of Practice
  * Professional Affiliation
  * Broad Policies and Ideological Principles

Industry Cultures

* Banking vs. Farming:
  * dress codes, behaviour, innovation, interaction
* Sources of competitive advantage
  * financial, human, intellectual
* Rates of technology change
* Nature of product/ market:
  * protect patents vs. standardise
* Regulation & state intervention (subsidies)

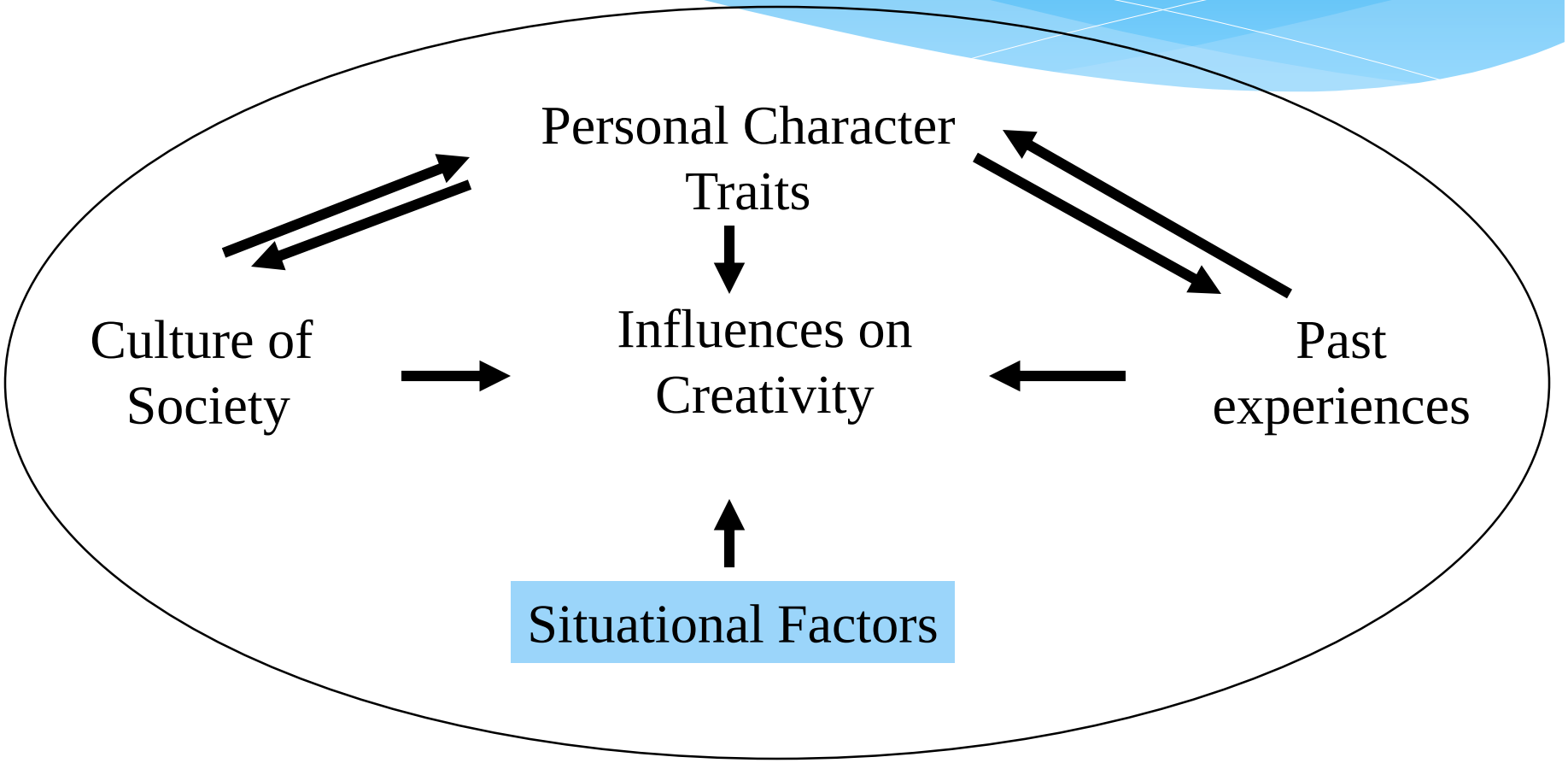
Two sides of culture

* **Constructive cultures**
  * reward proactive behaviors that foster innovation, performance, and personal responsibility and accountability.
* **Defensive cultures**,
  * reward inactive or reactive behaviors that focus on maintaining the status quo. They blame others for creating problems because of an innate real desire to look good on the surface.

Promoting Creative Behavior

* Behavior that is rewarded will be repeated
* Risk taking -- encouraging the development of new ideas is essential -- must be willing to accept failure, success does not come without failure
  * Encouraging this environment includes, accepting a trial and error approach, and using brainstorming sessions to generate new ideas
* Empowerment -- giving employees the freedom to make decisions increases the flexibility of the firm, improves customer response time, and increases product innovation

Influences on Creativity



THE SITUATIONAL FACTORS: PSYCHOLOGICAL

* Trust
* Communication
* Energy
* Gratification/enjoyment
* Care and nurture
* Empowerment/ownership
* Personal growth opportunities
* Team spirit
* Encouragement/reward
* Security

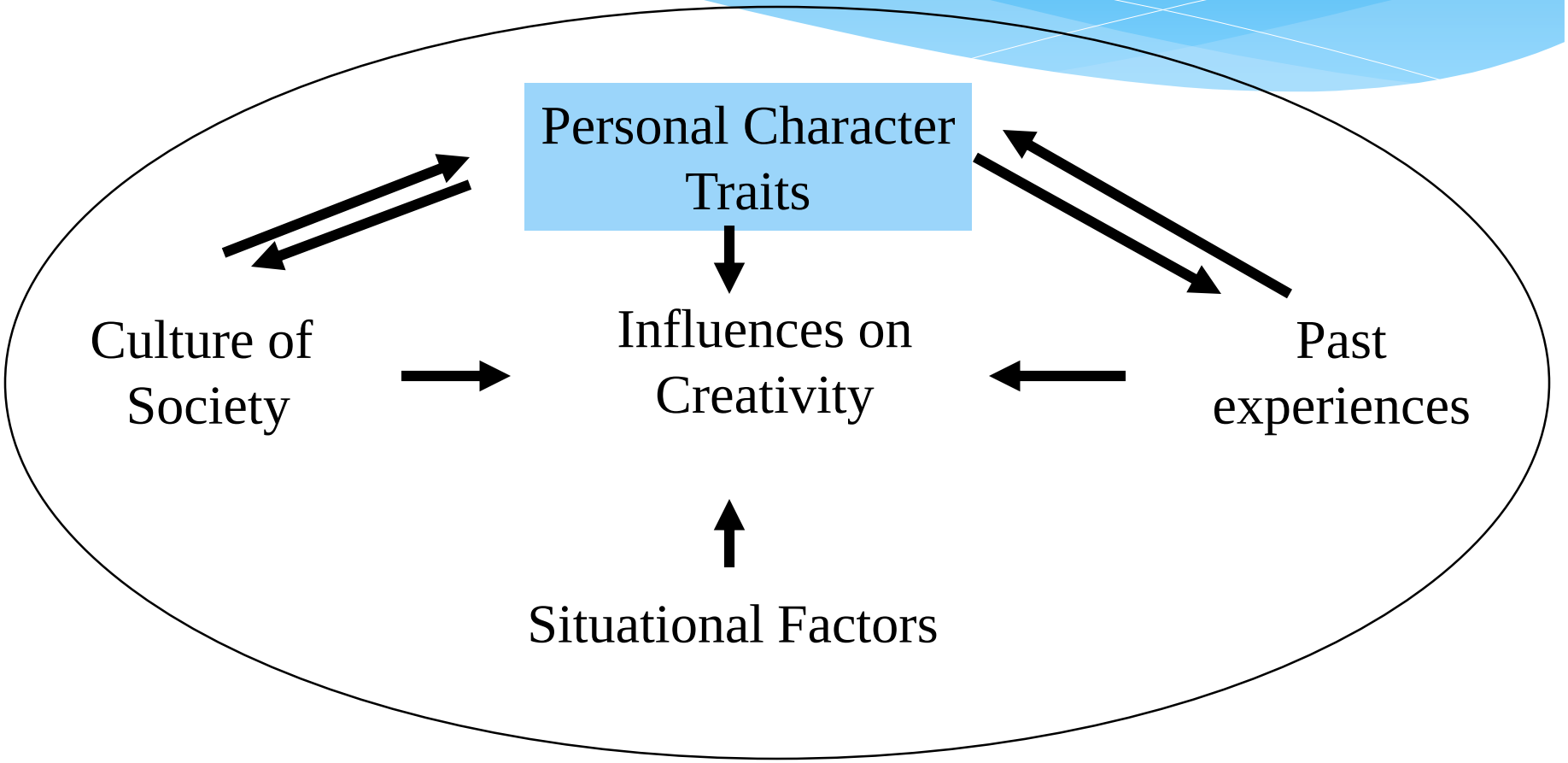
THE SITUATIONAL FACTORS: PHYSICAL

* Temperature
* Lighting
* Noise level
* Air quality
* Use of colour in the environment
* Availability of resources
* Furniture
* Space
* Safety
* Freedom of movement

Social Influence

* People follow the group:
  * Social norms, Group polarization
  * Conformity (Majority influence)
* People remain independent:
  * Minority influence
  * Dissent
* Social control and innovation are a trade-off: The more you use social influence the less likely people will feel free to deviate from shared expectations.
* The most creative organizations resemble anarchy.

Influences on Creativity



Pro-creativity Personal Traits

* **Curiosity.**
* **Self belief & an Internal Locus of control**
* **Need for Autonomy**
* **Challenging facts and assumptions.**
* **Constructive discontent.**
* **Accumulating & Using experience**
* **Suspend judgment and criticism.**
* **Shaping & Adapting to situations**
* **Emotionally accepting and enjoying Problems.**
* **Perseverance.**
* **A flexible imagination, Experimentation & Improvisation**
* **Continuously Testing limits & belief in making mistakes.**

Anti-creativity Personal Traits

* **Fear of problems**
* **It can't be done.**
* **Learned helplessness.**
* **I'm not creative.**
* **What will people think?**
* **Fear of failure.**
* **Every problem has only one solution.**
* **The best solution has already been found.**
* **Creative answers are complex technologically.**
* **Functional fixation.**

Creativity in Practice

Attitude
- I Can Change Things
- There is a better way
- Opportunities abundant
- Change is GOOD
- Innovation growth
- Failure is learning

Behavior
- Pursuing opportunity
- Innovating
- Perseverance
- Internal Locus of Control
- Risk management
- Need for achievement

Professionally

CREATIVITY in different ways over one's career life cycle

In One's Life, Managing
- Family
- Community issues
- Personal finances
- And relationships
- Change & Growth
- Church activities