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CREATIVITY AND INNOVATION

Creativity is a skill your organization can build.

It is not a gift a few people are born with. Creativity is something we have and something we do, a process and a product. With practice and the right culture, anyone can grow it.

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WHAT IS CREATIVITY?

New is not enough. It has to be useful.

1

Novel

A new or original idea or approach.

2

Useful

It offers real value to someone.

3

Actionable

It can be put to work.

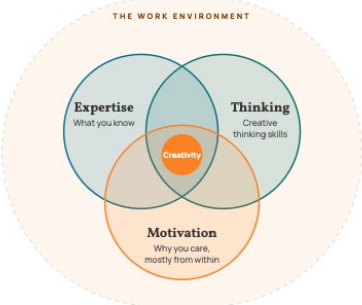
+ More from the slides

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AMABILE'S COMPONENTIAL THEORY OF CREATIVITY

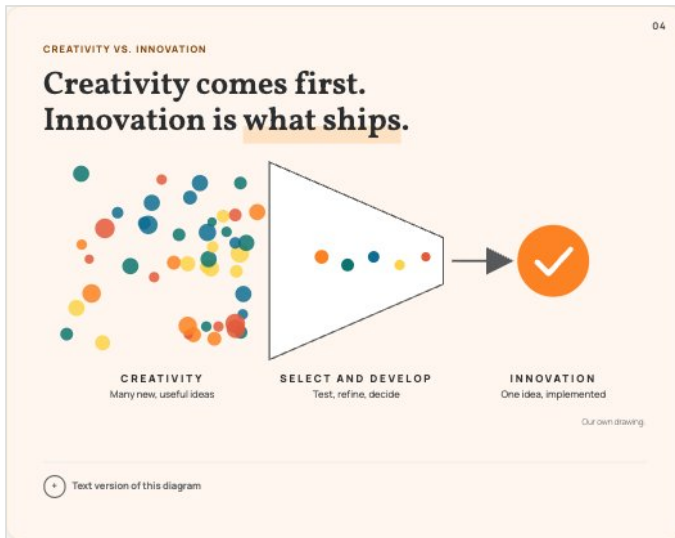
Creativity lives where three things overlap.



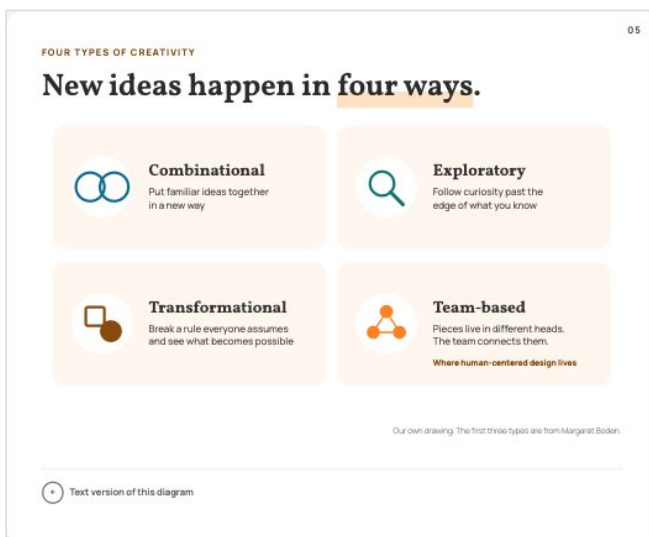
Our overviewing based on Teresa Amabile's componential model

Text version of this diagram

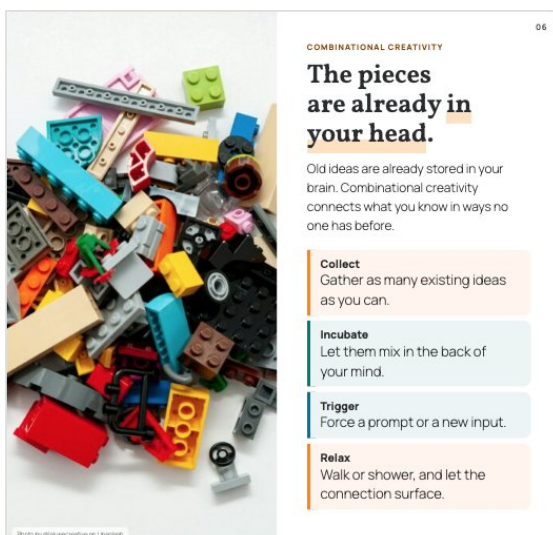
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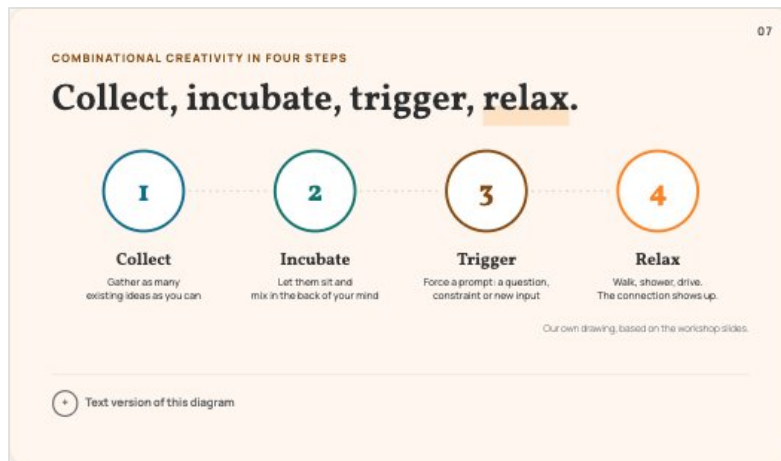
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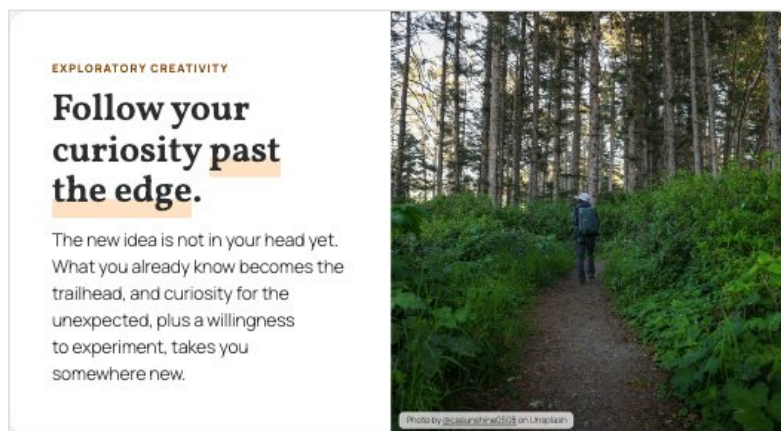
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TRANSFORMATIONAL CREATIVITY

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What if one of the rules is wrong?

The rule
Everyone "knew" carbon formed sheets and chains.

The flip
In 1985, chemists proposed carbon could also form a hollow sphere, shaped like a geodesic dome.

The payoff
The molecule was named buckminsterfullerene after dome designer Buckminster Fuller. Its discoverers won the 1996 Nobel Prize in Chemistry.

Try it
Name one rule in your work. Ask what becomes possible if it is not true.

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TEAM-BASED
COLLABORATIVE CREATIVITY

The best ideas live in more than one head.

The other types rely on one brain. In team creativity, old ideas and pieces of the new idea live with different people, and the team builds the combinations. The best results come from a supportive culture and a real mix of perspectives. This is where human-centered design and leadership do their best work.

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WARM-UP

What can you use this for?

Two minutes. Go for quantity.



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A FAMOUS CREATIVITY STORY

Kids connect everything.

George Land described a creativity test he developed for NASA in the 1960s and later gave to children. In his account, nearly all five-year-olds scored at the "highly creative" level, and far fewer adults did. Treat it as a story, not settled science, but its point holds: making connections between seemingly unrelated things, called divergent thinking, is critical to creativity.



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WHAT CAUSES THE DECLINE?

We train creativity **out** of people.

- 1 One right answer**
School and industrial work rewarded the single correct answer. Today very few tasks have one.
- 2 No practice**
Creativity is a skill. Adults rarely practice it on purpose.
- 3 Deadline pressure**
Financial and market pressure pushes people to take the first idea that comes to mind.
- 4 Lip service**
An innovation lab or a team name is not a creative culture.

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CREATIVE BRAIN POWER

Synthesizing a new idea is harder than analyzing one.

Creative thinking is more demanding than logical thinking. It draws on more of the brain and asks more of working memory. That is why creativity needs time, space and energy, not just a deadline.

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THE BUSINESS CASE

Creative companies win.

67%

of the most creative companies, measured by Cannes Lions awards, had above-average organic revenue growth. 70% had above-average shareholder returns (McKinsey, 2017).

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THE BUSINESS CASE, CONTINUED

16

CEOs keep saying it, **decade after decade.**

- 1,500 CEOs, 2010**
IBM's Global CEO Study: creativity is the most important leadership quality for navigating complexity.
- 2,000 CEOs, 2025**
IBM's CEO Study: siloed collaboration and aversion to risk are among the top barriers to innovation.
- 1,000+ employers, 2025**
World Economic Forum: creative thinking will keep rising in importance through 2030.
- 1 in 4 people, 2012**
Adobe: only 1 in 4 believe they are living up to their creative potential.

+ Sources

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DIVERSITY: WHICH CAME FIRST?

Different voices make better ideas.

Research from McKinsey and others links diverse teams with stronger performance. Teams with a mix of backgrounds, experiences and ways of thinking challenge assumptions and see problems from new angles. More voices in the room make an organization more creative and more adaptive.



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CREATING A CULTURE OF CREATIVITY

The right culture makes anyone more creative.

The risk
Even naturally creative people get stifled by a culture that does not support it.

The good news
When the environment supports creativity, even people who are not naturally creative become more so (Zhou and Hoever, 2014).

The goal
A team that builds together what no one could build alone.



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ENCOURAGING CREATIVITY IN TEAMS

20

Twelve habits, **three moves.**

1

Set the stage

Make it inclusive. Change the room, add music or movement. Give time and space to think. Take creative field trips.

2

Spark ideas

Brainstorm with ground rules. Build on others' ideas. Ask open questions about assumptions. Remind people you want ideas.

3

Keep it going

Listen actively. Compliment and critique meaningfully. Challenge people often. Celebrate the attempts, not just the wins.

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DAILY CREATIVE STRETCHING

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Creativity is a muscle.

Schedule it

Put creative practice on your calendar.

Get bored

Let your mind wander.

Switch times

Work on a project at an unexpected hour.

Walk

Movement shakes ideas loose.

Stretch

Try something outside your creative comfort zone.

Be an idea machine

Write ten ideas a day.

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YOUR CHALLENGE

How might we unleash more creativity here?

Who
Two people in your organization, outside your usual circle.

How long
30 to 45 minutes each. In person if you can.

How
Open questions. Listen more than you talk.

Then
Capture what you learned in the Conversation Guide below.



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UNTIL NEXT TIME

Eat a **balanced** breakfast.

Feed your creativity the way you feed everything else: every day, with variety.

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