

# CREATIVITY DRIVES INNOVATION AND GROWTH



LEADERSHIP, CREATIVITY AND  
ORGANIZATIONAL INNOVATION

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# INTRODUCTION

If we can be in the world in the fulness of our humanity, what are we capable of? If we are free to play, to experiment and to discover, if we are free to fail, what might we create? (Wheatley and Kellner-Rogers, 5-7)

1. What is creativity?
2. What drives creativity in organizations?
3. Relationship between creativity and innovation
4. What is the role of leadership in fostering innovation?
5. Transformative leadership
6. Evolutionary organizations-innovative organizational practices
7. Examples of evolutionary organizations
8. Creative Exercises



# WHAT IS CREATIVITY?

- **Creativity** = ability to perceive the world in new ways, to find hidden patterns, to make connections between seemingly unrelated phenomena, and to generate new solutions to problems.
- Individual or group ability to think outside the box
- Two processes:
  1. **Thinking/imagining-tapping into our inner sources (creative process)**
  2. **Producing/prototyping/creating (innovation)**

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# CREATIVE BEHAVIORS IN ORGANIZATIONS

01

## **Associating:**

drawing connections between questions, problems, or ideas from unrelated fields

02

## **Questioning:**

posing queries that challenge common wisdom

03

## **Observing:**

scrutinizing the behavior of customers, suppliers, and competitors to identify new ways of doing things

04

## **Networking**

meeting people with different ideas and perspectives

05

## **Experimenting:**

Constructing interactive experiences and provoking unorthodox responses to see what insights emerge



# CREATIVITY AND FLOW

**“The best moments in our lives are not the passive, receptive, relaxing times . . . The best moments usually occur if a person’s body or mind is stretched to its limits in a voluntary effort to accomplish something difficult and worthwhile”  
(Csikszentmihalyi, 1990)**

- 1. Skill**
- 2. Complexity of task**



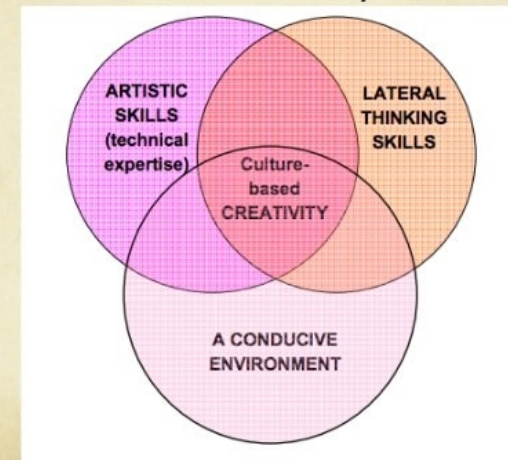
# MODELS OF CREATIVITY IN ORGANIZATIONS

- **Creative product**

1. domain-relevant skills
2. creativity-relevant processes
3. task motivation

Creativity depends both on individuals and the work environment

## Components of Culture-based Creativity



<http://www.keanet.eu/docs/impactculturecreativityfull.pdf>

<https://www.forbes.com/sites/phillewis1/2020/03/20/the-most-valuable-skill-in-difficult-times-is-lateral-thinking-heres-how-to-do-it/?sh=4521e87657a9>

# CREATIVITY AND ORGANIZATIONAL INNOVATION

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How can leaders foster creativity in the workplace?

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1. Staff development and empowerment
  2. Team building practices
  3. Trust and encouragement
  4. Knowledge management
  5. Motivation and purpose
- 

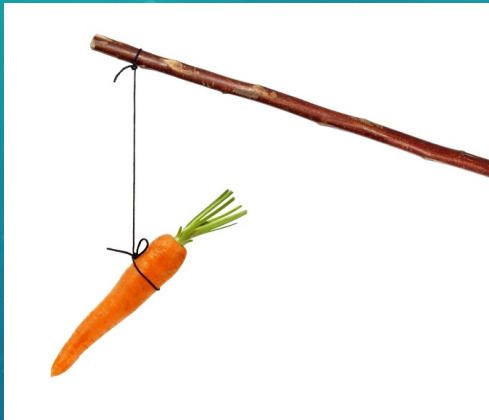
"Great leaders set the stage, not perform on it"  
(Linda Hill TED X)

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Leaders can create an organizational culture  
that is conducive to creativity and innovation  
Creativity-relevant processes and motivation



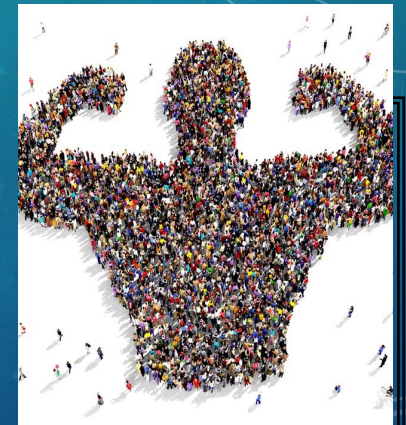
# A PURPOSE-BASED TYPOLOGY OF LEADERSHIP (BURNS 1978; SHIELDS 2010)



**Transactional  
Leadership**  
Agreement;  
mutual goal  
advancement.



**Transformational  
Leadership**  
Organizational  
change;  
effectiveness.



**Transformative  
Leadership**  
Individual,  
organizational,  
& societal  
transformation.





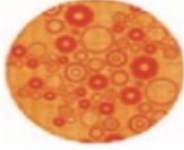

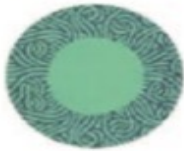
# TRANSFORMATIVE LEADERSHIP

- Paradigm emerging in the 2000 (Shields, Anello et al.)
  - Critique of power structures-collective sharing of power
  - Openness to change and innovation
1. The leader's inner world (level of awareness, emotional intelligence, authenticity, values, vision, spirituality)
  2. Treating all staff as valued individuals with unique needs.
  3. Environments of intellectual stimulation and creativity

The developmental level of leaders influence the structure of the organization (Laloux, 2014)

# KEY BREAKTHROUGHS IN ORGANIZATIONAL PRACTICES

**Exhibit 1: Evolutionary Breakthroughs in Human Collaboration**

Color	Description	Guiding Metaphor	Key Breakthroughs	Current Examples
<b>RED</b>				
	Constant exercise of power by chief to keep foot soldiers in line. Highly reactive, short-term focus. Thrives in chaotic environments.	Wolf pack	<ul style="list-style-type: none"> <li>• Division of labor</li> <li>• Command authority</li> </ul>	<ul style="list-style-type: none"> <li>• Organized crime</li> <li>• Street gangs</li> <li>• Tribal militias</li> </ul>
<b>AMBER</b>				
	Highly formal roles within a hierarchical pyramid. Top-down command and control. Future is repetition of the past.	Army	<ul style="list-style-type: none"> <li>• Formal roles (stable and scalable hierarchies)</li> <li>• Stable, replicable processes (long-term perspectives)</li> </ul>	<ul style="list-style-type: none"> <li>• Catholic Church</li> <li>• Military</li> <li>• Most government organizations (public school systems, police departments)</li> </ul>
<b>ORANGE</b>				
	Goal is to beat competition; achieve profit and growth. Management by objectives (command and control over what, freedom over how).	Machine	<ul style="list-style-type: none"> <li>• Innovation</li> <li>• Accountability</li> <li>• Meritocracy</li> </ul>	<ul style="list-style-type: none"> <li>• Multinational companies</li> <li>• Investment banks</li> <li>• Charter schools</li> </ul>
<b>GREEN</b>				
	Focus on culture and empowerment to boost employee motivation. Stakeholders replace shareholders as primary purpose.	Family	<ul style="list-style-type: none"> <li>• Empowerment</li> <li>• Egalitarian management</li> <li>• Stakeholder model</li> </ul>	Businesses known for idealistic practices (Ben & Jerry's, Southwest Airlines, Starbucks, Zappos)
<b>TEAL</b>				
	Self-management replaces hierarchical pyramid. Organizations are seen as living entities, oriented toward realizing their potential.	Living organism	<ul style="list-style-type: none"> <li>• Self-management</li> <li>• Wholeness</li> <li>• Evolutionary purpose</li> </ul>	A few pioneering organizations (see "Examples of Teal Management," page 8)



# CLAIRE GRAVES-HUMAN DEVELOPMENT

## ALTITUDES of DEVELOPMENT

### **POST INTEGRAL – INDIGO (Spiral Dynamics Coral)**

Realizes Oneness. Exhibits wisdom, joy & love. Seen in saints and sages throughout history. Theoretical and aspirational.

### **INTEGRAL – TURQUOISE**

Sees the World as alive and evolving. Holistic & kosmo-centric. Lives from both individual self and trans-personal Self. Emerging now.

### **INTEGRAL – TEAL (Spiral Dynamics Yellow)**

Sees natural hierarchy and systems of systems. Holds multiple perspectives. Flexible, creative and effective. Leading edge of consciousness and culture.

### **POST MODERN – GREEN**

Values pluralism & equality. Relativistic & sensitive. Civil rights & environmentalism. World centric. Online 50 years.

### **MODERN – ORANGE**

Values rationality & science. Individualism & democracy. Capitalism & materialism. Risk-taking & self reliance. Online 300 years.

### **TRADITIONAL – AMBER (Spiral Dynamics Blue)**

Ethno- or nation-centric. Values rules, roles & discipline. Faith in a transcendent God or Order. Socially conservative. Online 5,000 years.

### **TRIBAL – RED**

Ego-centric, vigilant & aggressive. Impulsive and ruthless. Courageous, determined and powerful. Online 15,000 years.

### **INDIGENOUS – MAGENTA (Spiral Dynamics Purple)**

Sees the world as enchanted. Values ritual & deep community. Individual subordinate to group. Online 50,000 years.

### **ARCHAIC – INFRARED (Spiral Dynamics Beige)**

Dawning self-awareness. Survives through instinct, intuition and banding with others. Online 250,000 years.

# ORGANIZATIONAL INNOVATION EVOLUTIONARY ORGANIZATIONS (LALOUX, 2014)



Trust replaces  
fear



Inner compass  
(values, what  
“feels” right)



Life seen as a  
journey of  
unfolding to our  
truest purpose



Building on  
strengths-  
compassion and  
appreciation replaces  
judgment



Learning from  
adversity-  
personal growth



Integral wisdom and  
wholeness  
(reason+emotions+  
intuition+sensing+  
mindfulness+ paradox  
thinking, etc.)



# 3 INNOVATIVE PRACTICES OF EVOLUTIONARY ORGANIZATIONS

Metaphor of living  
systems

Three innovative practices:

1. Self-management
2. Wholeness
3. Evolutionary purpose

# EXAMPLES OF EVOLUTIONARY ORGANIZATIONS

## EX. 1. PATAGONIA U.S.



- American clothing company that markets and sells outdoor clothing. The company was founded by Yvon Chouinard in 1973
- Patagonia embraced reduction of their environmental foot-print — even at the risk of negative financial impact
- Patagonia became the first certified B Corp in California in January 2012. A B Corporation is a for-profit company with a specific social or environmental purpose.
- Information transparency has been extended to suppliers and customers. Customers can see where everything is made, how it is made, what the conditions are like, what the impact of transportation and water usage is on the overall carbon footprint



# EXAMPLES OF EVOLUTIONARY ORGANIZATIONS

## EX. 2. BUURTZORG NETHERLANDS

- Dutch home-care organization which has attracted international attention for its innovative use of independent nurse teams in delivering relatively low-cost care.
- Has grown from 4 people in 2007 to 10,000 employees in 2016-Jos de Blok
- nurses work in teams of 10 to 12, with each team serving around 50 patients in a small, well-defined neighbourhood. Each team has a coach. The coach has no decision-making power and works with 40 to 50 teams at a time.
- The team is responsible for doing the intake, planning, vacation scheduling as well as administration. There is no leader within the team; important decisions are made collectively.
- All information is accessible on intranet
- Self-management and shared decision making
- Training in peer coaching, non-violent communication, conflict resolution
- Innovation: A boarding house for patients, to offer the patient's primary caregiver a break.

- <https://reinventingorganizationswiki.com/en/cases/buurtzorg/>

## EX. 3 ESBZ PRIVATE SCHOOL GERMANY

- Innovative practices: Praise meetings Every Friday afternoon, the entire school – students, teachers, and staff – comes together for an hour. There is an open microphone on stage, with a simple rule: we are here to praise and thank each other.
- All teachers and students are trained in Nonviolent Communication and other conflict resolution skills
- Spirit of trust, community-building and innovation
- Children are given responsibility for their learning





# LEADERSHIP, CREATIVITY AND ORGANIZATIONAL INNOVATION

1. Self-management practice
2. The personal development of leaders and employees
  - Knowing your purpose
  - Understanding and managing your emotions
  - Conflict resolution skills
  - Creating trust, empathy and compassion
3. Wholeness
4. Purpose driven organizations-how can tourism companies benefit from this?-for ex. Sustainability/ecological concern

FREDERIC LALOUX  
FOREWORD BY KEN WILBER



*"Impressive! Brilliant!  
This book is a  
world changer!"*  
— JENNY WADE, Ph.D.  
author of *Changes of Mind*

# Reinventing organizations

A Guide to Creating Organizations  
Inspired by the Next Stage of Human Consciousness



# CREATIVE EXERCISE 1

**“Creativity is intelligence having fun.”**

## **Vision crystallization:**

- What truly drives you?

<https://thejourney.reinventingorganizations.com/12.html>

- What future do you want to create?
- What are your most important sources of joy in your life and work?
- What do you need to let go in order to let come?



## CREATIVE EXERCISE 2

- Project Prototyping Theory U-Presencing Institute
- <https://www.presencing.org/resource/tools/prototyping-desc>
- **Step 1**  
Clarify intention. If you are working in a team, form a committed core teams that truly care about the purpose of the prototype project.

### **Step 2**

Explore the perspective of the user, stakeholder, or person who will be served by the prototype. Step into their shoes. This is best if done physically, e.g. become the customer. The longer and more concrete this exploration, the better.

### **Step 3**

Begin to brainstorm ideas. Again, the details of this brainstorming phase highly depend on the project or idea. Small post-it notes are often used for this brainstorming phase. Anything goes. Collect the ideas and post them on a board in front of you.

### **Step 4**

Now you need to step from a broad and open brainstorming phase into a decision-making mood. You need to select the project.



# Theory U

**Downloading**  
past patterns

**Performing** by  
operating from the whole

**suspending**

**embodying**

VoJ

**Seeing**  
with fresh eyes

*Open  
Mind*

**Prototyping** the new by  
linking head, heart, hand

**redirecting**

**enacting**

VoC

**Sensing**  
from the field

*Open  
Heart*

**Crystallizing**  
vision and intention

VoF

**letting go**

*Open  
Will*

**letting come**

**Presencing**  
connecting to Source

*Who is my Self?  
What is my Work?*

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