

Creativity Matters: Why Creativity is Crucial and How to Develop Creative Employees

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Road Map for Session

1. My context
2. Understanding what creativity is & why it is important
3. Developing creativity & creative thinking
4. Creative thinking preferences
5. Creative Leadership



International Center for Studies in Creativity

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Fast Facts

- Founded 1967
- Offer MS in Creativity
- Certificate in Creativity and Change Leadership
- Program for Distance Learners
- Over 500 alumni
- CRS Library Collection



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Other Programs



- Creativity Camp
- Creativity in America short course
- Latin America Certificate Program



Welcome to the Age of Innovation

1950-1960s
Age of Efficiency

1970-1980s
Age of Quality

1980-1990s
Age of Flexibility

Today
Age of Innovation
(& Creativity)

8880%

Corporations with Innovation in their
Vision, Values, Strategic Plan

67%

Believe creativity is important to
society

25%

Employees who believe they are
living up to their creative potential

A green rectangular sign with rounded corners and a white border, mounted on two wooden posts. The sign features the word "Change" in a large, white, sans-serif font. The background is a bright blue sky with scattered white clouds. The sign is tilted slightly to the right.

Change



GREEN RED BLUE GREEN
BLUE YELLOW ORANGE
RED BLACK BLUE RED
GREEN RED BLUE GREEN
ORANGE GREEN ORANGE
BLACK YELLOW BLACK
BLUE RED GREEN BLUE
ORANGE BLUE ORANGE

Creativität

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Matters

21st Century Skills: Learning for Life in Our Times

- Learning and Innovation Skills
 - Critical thinking & Problem Solving
 - Communication & Collaboration
 - Creativity & Innovation
- Digital Literacy Skills
 - Information Literacy
 - Media Literacy
 - Information & Communication Technologies
- Career & Life Skills
 - Flexibility & Adaptability
 - Initiative & Self-Direction
 - Social & Cross-Cultural Interaction
 - Productivity & Accountability
 - Leadership & Responsibility

Job Readiness Skills

| Applied Skill | Gap Between High Need & Provision |
|-------------------------------|--|
| Creativity | 68.6% |
| Ethics | 55.0% |
| Professionalism | 47.5% |
| Lifelong Learning | 44.1% |
| Critical Thinking | 43.6% |
| Written Communication | 37.0% |
| Diversity | 33.3% |
| Oral Communication | 31.3% |
| Teamwork | 24.5% |
| Information Technology | 24.4% |
| Leadership | 22.6% |



How well do schools prepare students to join today's world?



“Most educational efforts emphasize convergent thinking, and therefore may do very little, if anything, for creative potential.”

Creativity is...

**the ability to modify
self-imposed constraints.**

Ackoff & Vergara (1988)

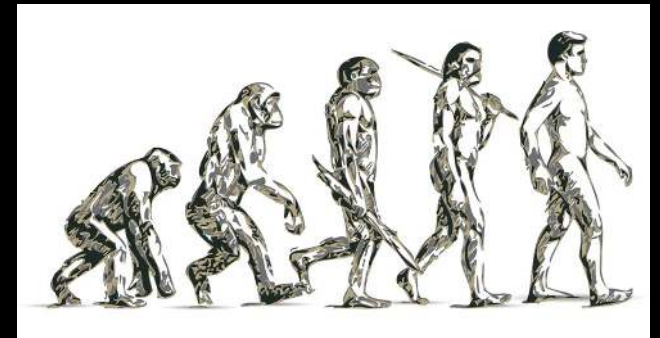
Creativity is an Ability

Ability implies...

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Ability implies...

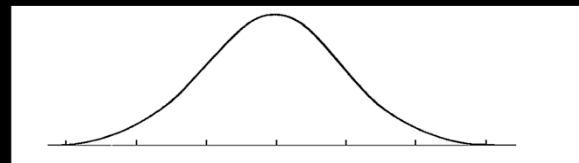
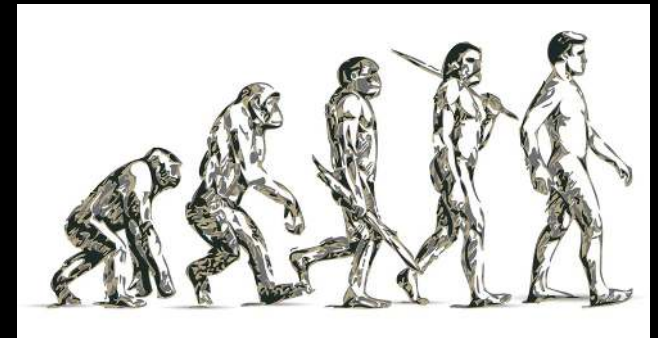
- All people are creative



Creativity is an Ability

Ability implies...

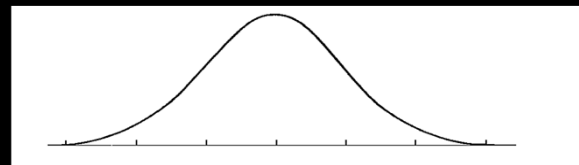
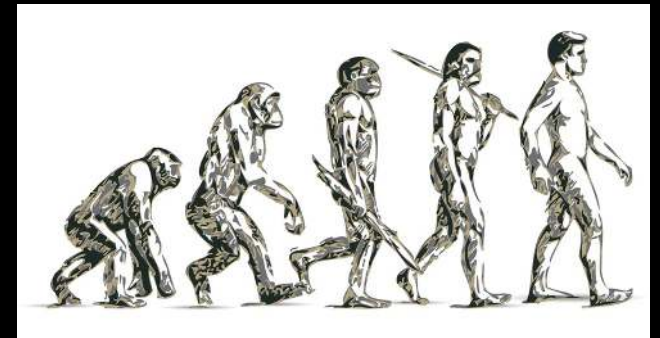
- All people are creative
- People vary in regard to their creative ability



Creativity is an Ability

Ability implies...

- All people are creative
- People vary in regard to their creative ability
- Whatever your level of creative ability it can be enhanced



Classic Definitions

Creativity is a process that leads to the production of original ideas that are valuable

Innovation is the successful introduction of new & valuable ideas

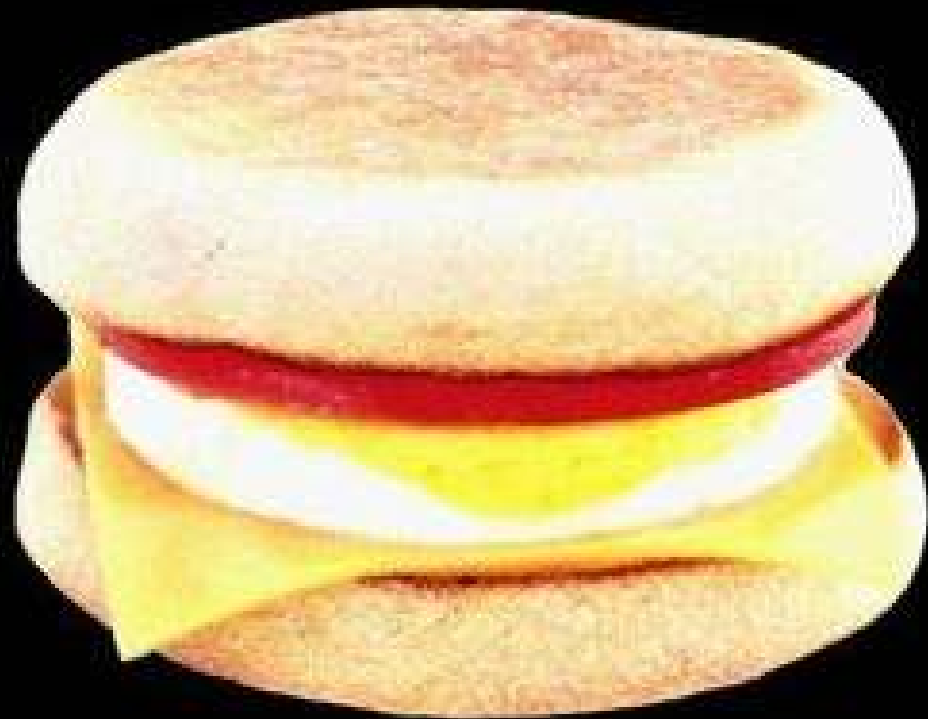


**“It was a crazy
idea – a breakfast
sandwich!”**

Approximately 30% of
McD’s revenue comes from
breakfast

4 billion in sales annually
from breakfast business

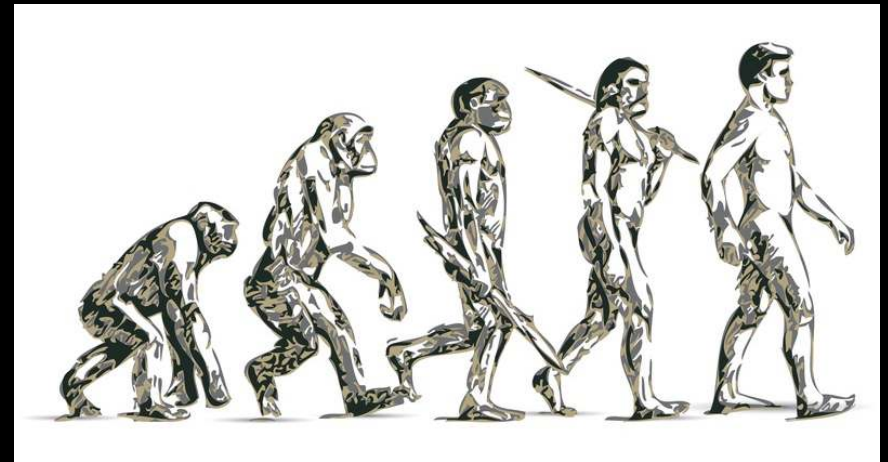
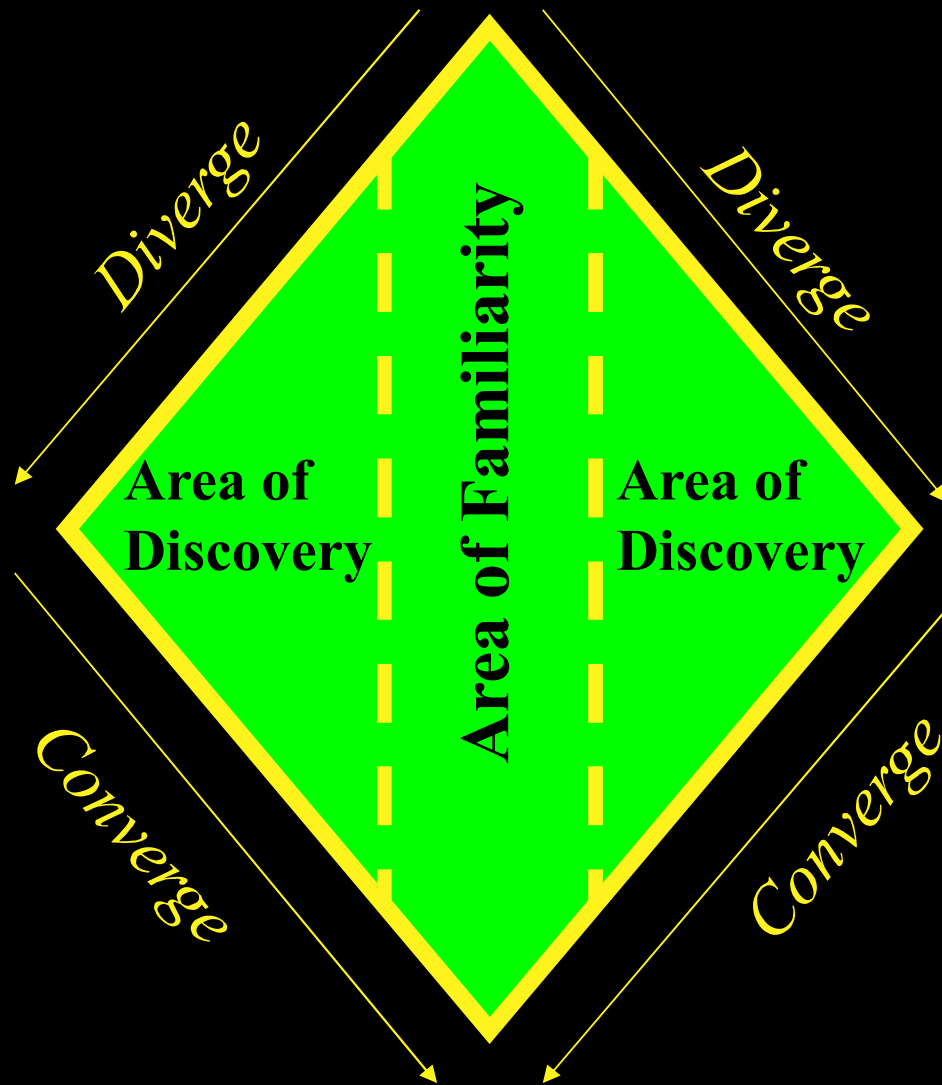
Strategic growth aimed at
breakfast market





How to be a Better Creative Thinker

Separate Divergent from Convergent Thinking



76%

Organizations rated as being highly innovative have adopted formal creative problem solving practice

70+

Studies show that creativity is trainable and that cognitive models, like Creative Problem Solving, are most successful

Deliberate Creativity: Creative Problem Solving





The Creative Problem Solving (CPS) Model



1. Clarify
Identifying the challenge



2. Ideate
Generating ideas



3. Develop
Bringing ideas to life



4. Implement
Giving ideas legs



DISCOVER your THINKING PROFILE

How do you approach
a challenge?





The creative process is universal

It has discrete steps

Each step requires unique
mental skills

RESEARCH TELLS US...

Most of us prefer some over others

Preferences show up as strengths and
potential blind spots when solving
problems

FOURSIGHT'S INNOVATION PREFERENCES



Clarifier



Ideator



Developer



Implementer



Leverage style differences

Build better teams

Short circuit conflict

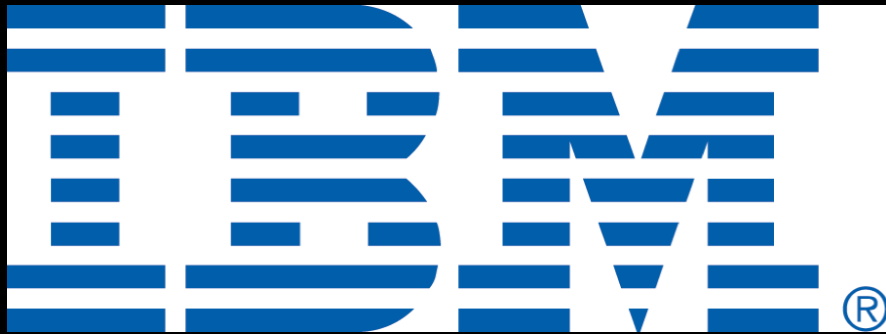
Improve performance

Awareness helps you ...

Become a creative powerhouse!

IBM Global CEO Study

Primary Findings



Creativity is the most important leadership quality.

“Leadership is about managing change—whether you’re leading a company or leading a country. Things change, and you get creative.”

Lee Iacocca

Where have all the Leaders Gone? (2007)

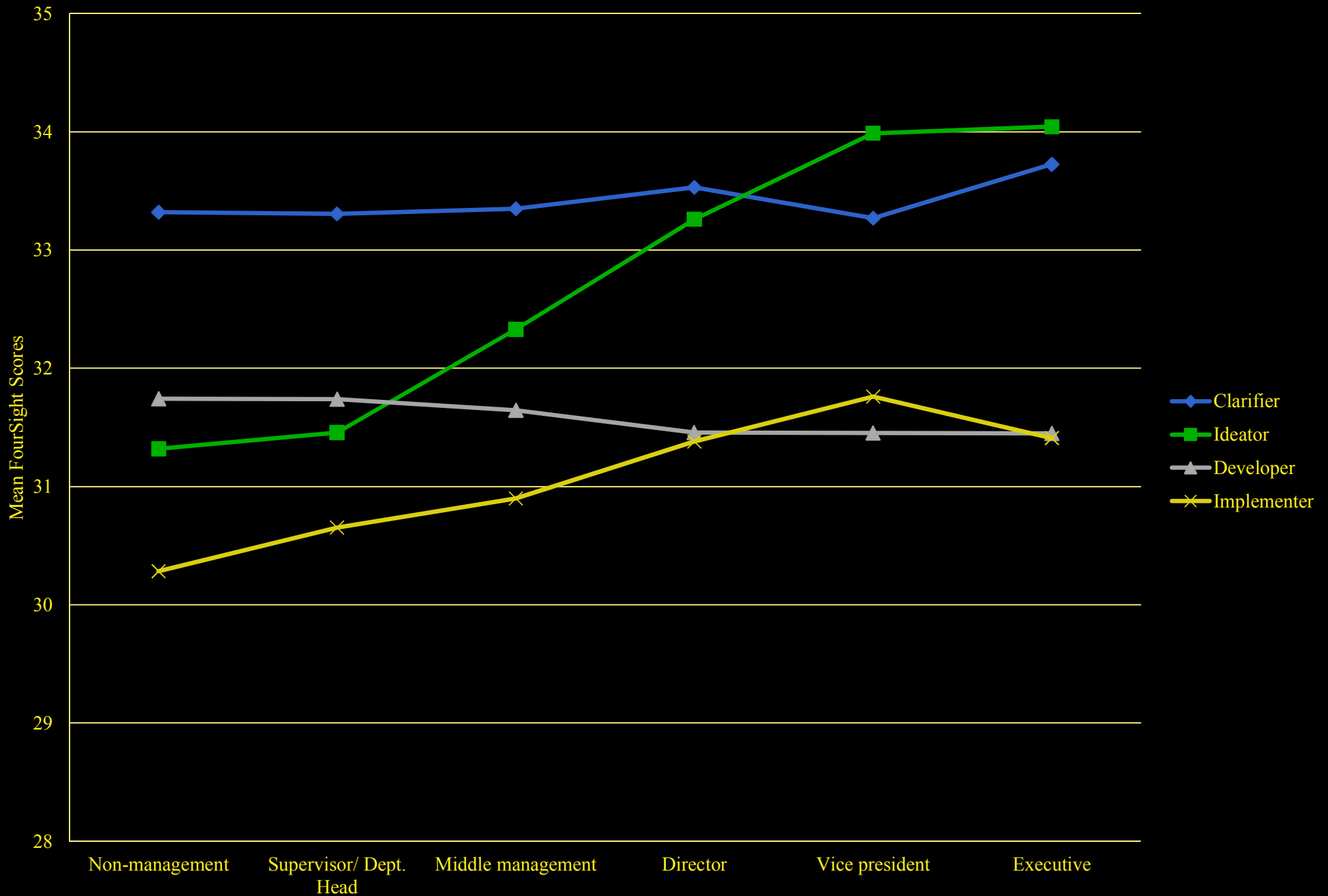
Leadership: It's About Solving Complex Problems

- **Ill-defined**: No single solution path – no right or wrong answer.
- **Novel**: Past experience and knowledge is not sufficient to resolve the present situation.
- **Ambiguous**: Gaps in information and/or a plethora of information of which only some is relevant.

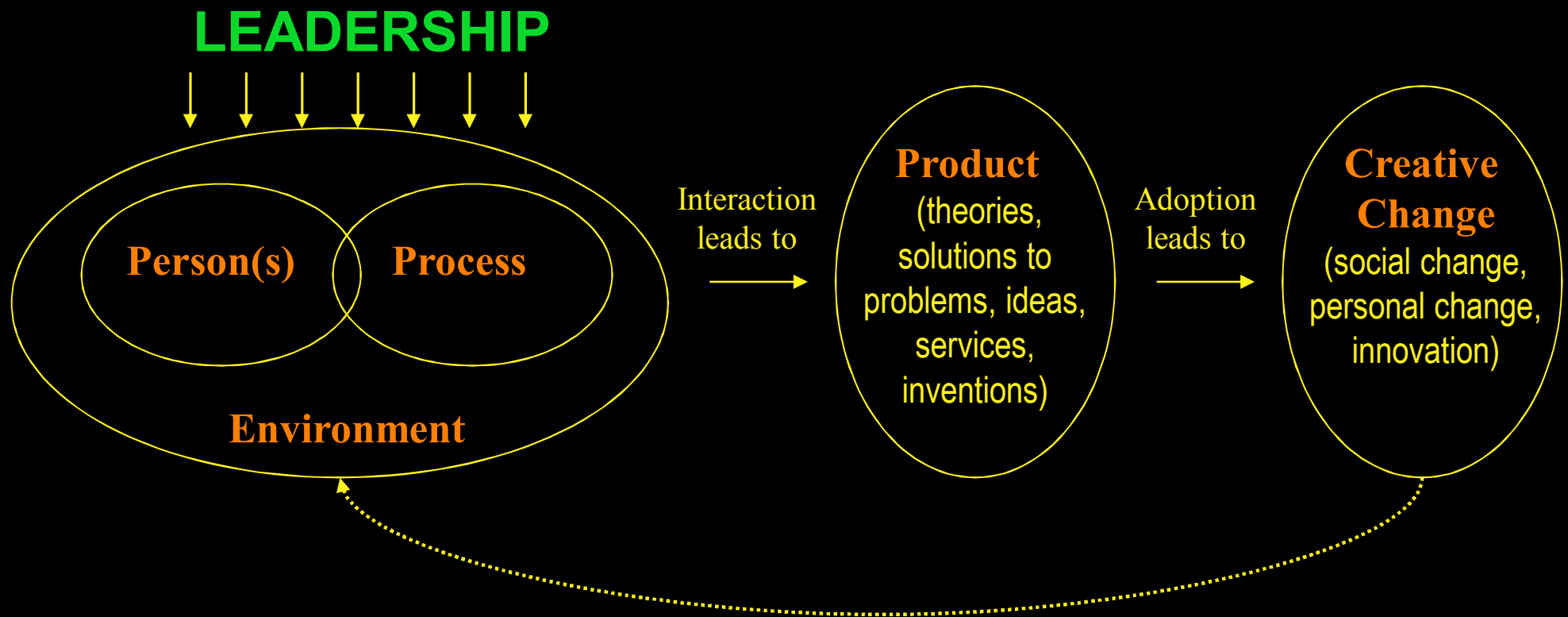
CPS a Core Leadership Competency

“The available evidence indicates that creative problem solving may indeed represent an important influence on leader performance”

Thinking Preferences and Senior Leaders



A Model for Organizational Creativity & Innovation



Taking it Forward





Resources

<http://creativity.buffalostate.edu/>

Creative Leadership (Sage)

The Innovative Team (Jossey-Bass)

www.foursightonline.com



Thank You