

Inspiration, Imagination, Creativity, and Innovation

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What examples of each of the following conditions have you encountered?

INSPIRATION: *an elevating or stimulating influence upon the intellect or emotions*

= Need or Dissatisfaction + Optimism

IMAGINATION: *a mental image of something not present to the senses or never before wholly perceived in reality*

= Belief in Self + Recognition: Existing Solutions do not Work

CREATIVITY: *the result of applying imagination to think about, to do, or to make something unique with the original imagined conception*

= Chaos Collides with Stability + No Escape

INNOVATION: *the result of using creative acts to produce something unique*

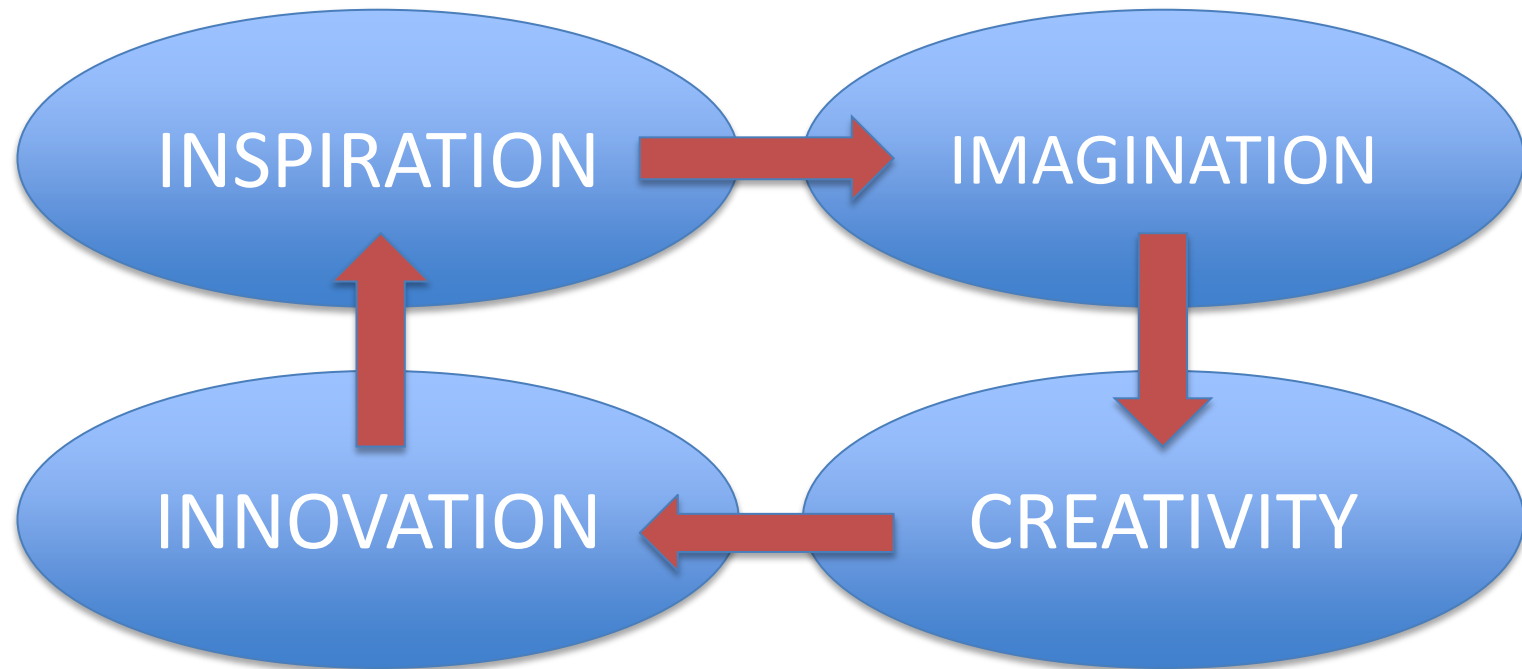
= New Product, Process, Set of Practices, or System Introduced + Assimilated + Institutionalized

What can the Action Learning Team (ALT) Coach do -- before and/or during ALT sessions -- to evoke each of these conditions?

Context

- Competitive, performance-oriented culture
- Undeniable need for change
- Complicated, ill-defined problems for which novel solutions are not obvious

An Iterative Process



Transformational Leadership

- Create, sustain motivating environment
- Inspiring others by co-creating and communicating a compelling vision
- Set high performance expectations
- Foster employee participation in decision-making
- Emphasize significance of workers' jobs in contributing to organizational strategy
- Provide decision-making autonomy
- Express confidence in employees' capabilities
- Exhibit caring by providing support for individuals and teams

Intrinsic Motivation

“The difference between what an individual can do and what an individual will do.” (Amabile, 1988)

People are:

- Motivated by psychological empowerment
- Inner-directed
- Fascinated with their task or project
- Feeling their task or project is meaningful
- Engage in tasks for their own sake
- Self-determined

Creative Process Engagement

Employee engage in such cognitive processes as:

- Problem identification
- Information searching and coding
- Generate numerous ideas and alternatives

To produce innovative and useful solutions

Willingness to Engage in a Creative Process

- People see their job requirements as meaningful and personally meaningful
- People take time and effort to understand a problem from multiple perspectives
- People search for solutions using a wide variety of information from multiple sources
- People generate multiple alternatives by connecting diverse information

Willingness to Engage in a Creative Process (continued)

Employees are willing to persistently focus on a problem longer when and if they:

1. Believe they have the ability to perform the task successfully
2. Have a degree of self-determination over job execution
3. Recognize they can shape outcomes through their decisions and actions
4. Are not punished for taking risks
5. Are rewarded for exploring new cognitive pathways
6. Are accepted for playing with ideas
7. Assigned creativity goals (not performance goals)
8. Co-create a clearly stated mission, vision

Continuous Creative Process

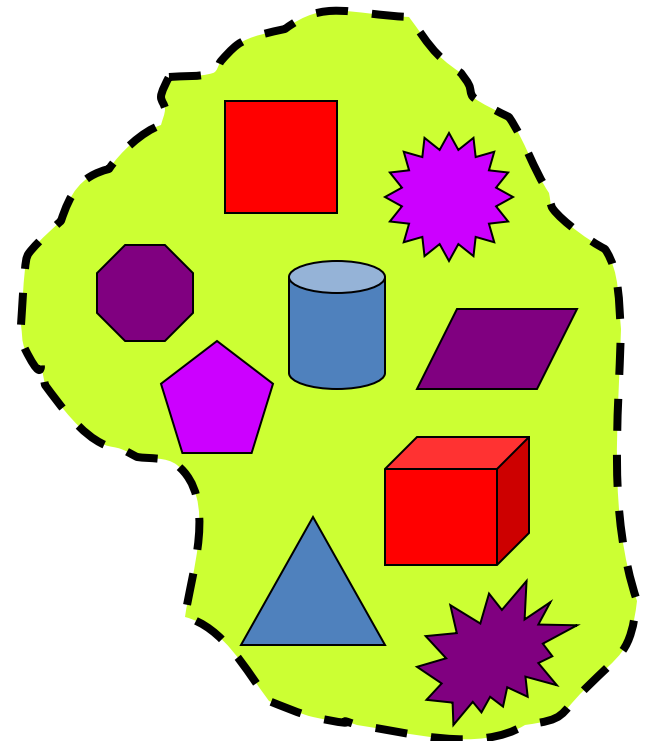
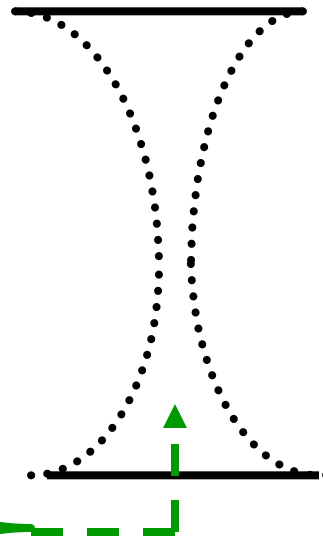
- Problem identification
- Goal clarification
- Environmental scanning
- Stakeholder exchange analysis (as is, to be)
- Gathering data from multiple sources
- Unconscious (intuitive) mental activity
- Solution generation and evaluation
- Solution implementation

CREATIVE PERCEPTION

What factors influence the perceptual filter?

- Attitudes
- Values
- Beliefs
- Preferences
- Preoccupations
- Opinions
- Priorities
- Addictive habits, patterns, routines

THE PERCEPTUAL FILTER



EXTERNAL WORLD

Arthur M. Freedman (1982)

CREATIVE PERCEPTION

