

SIGMA

Leadership Series



**Great Leaders
Are Creative**



GREAT LEADERS ARE CREATIVE

“Without change there is no innovation, creativity, or incentive for improvement. Those who initiate change will have a better opportunity to manage the change that is inevitable.

— William Pollard

Creativity is often desired in organizations, but can be difficult to foster. Some organizations depend on creativity to thrive, while others benefit from novel solutions or approaches to problem-solving. Individuals are most creative when they are interested in their work, and when there is a new problem to be solved or an interesting task to tackle.¹ Given that creativity can depend on the workplace environment or the job itself, leaders have the unique ability to make their workplace one in which employees strive and are rewarded for their creative input.

In a leader, **Creativity** means demonstrating the ability to initiate original and innovative ideas, products, and approaches. It is not enough to be creative yourself, today's leaders must also inspire their direct reports to be creative, as well. Innovation can make work easier, faster, or more efficient, so the potential benefits to organizations are limitless. Given the growing interest in creativity in the workplace, leaders need to innovate and inspire.

Are You Creative?

In assessing your current Creativity, ask yourself the following questions:

- Does my organization foster creativity?
- Is there room for employees to make — and learn from — mistakes?
- Does my organization reward creative behavior?
- Do I model creative behavior in my own work?
- How can I apply solutions from one area to my own work?
- What are the gaps in our current processes that need innovation?

Improve Creativity at Your Organization

The work environment matters. It is possible for organizations to be more, or less, supportive of creativity. To foster innovation in yourself and your followers, the ideal organizational culture is one that values creativity. Leaders may want to give opportunities for employees to work together where possible, and reward employees for designing successful ideas or products.² In

addition, a creativity-supportive environment should acknowledge that not all ideas succeed. Failure is an acceptable, and even necessary, part of the creative process. This gives employees the freedom, means, and encouragement to try new ideas. They can then approach problems in a new way without fearing punishment or retribution.

Leader creativity relates to follower creativity. In line with having support for creativity, when leaders model creative behavior to their employees, they are more likely to receive creativity in return. This may be due to a combination of other factors, such as trust, encouragement, and engagement. Where possible, apply novel techniques or ideas when completing your work. This helps foster the supportive environment and shows direct reports that leaders value creativity. Once employee creativity begins, remember to applaud and reward new ideas to continue to encourage a more open environment.

Knowledge is key. One major aspect of creativity that is often overlooked is knowledge.² It follows that to create new ideas, products, or approaches, you need a thorough understanding. First, you must know the items that already exist. Further, you must understand how these items are flawed, and where to focus your attention. Finally, you must understand how ideas from one area can apply to another, making it easy to innovate by grouping many existing ideas into one new solution. Innovators don't pull ideas from thin air: they must understand the situation and the problem at hand. Ensure employees are well trained and can access ideas and procedures from other departments or organizations that they can apply to their work.

Start Doing These 3 Things Now to Be More Creative

The following steps can help you be more creative at work:

1. **Support creativity on a daily basis.** There are a few things that you can do each day to help foster creativity in your department. First, develop your relationships with employees. A friendly, supportive relationship between leaders and followers is associated with greater creativity.³ In addition, you can support innovation on a small scale. For example, leaders can hold problem-solving meetings, where employees are free to share their ideas. This shows that your organization values and desires critical thinking. Remember, most employees need to feel comfortable in the organization and with their leader before offering their own suggestions.
2. **Motivate to innovate.** Research suggests that individuals who are more motivated at work are more likely to be creative.² More specifically, those who feel autonomous at their job — that is, that they have control over how their work is done — are more likely to engage in creative thinking. Being successful at motivating yourself, as well as others, are key traits in a leader's toolkit, as motivated employees are generally more productive. Borrow lessons from your competency in Motivating Others and Achievement and Motivation to better help your employees to be creative.

3. **Engage with the task at hand.** For both leaders and followers, engaging in work relates to higher creativity.³ It may be that engaged employees have many of the other hallmarks that encourage creativity, such as a supportive environment, autonomy in their job, knowledge of their job, and the freedom to make mistakes. Perhaps engaged workers are more creative, or more creative employees are more engaged with their work. Either way, an increase in one is associated with an increase in the other. So, engaging in your work, or helping employees to engage in theirs, can positively impact innovation.

Assess Creativity With the LSP-R®

The [Leadership Skills Profile – Revised® \(LSP-R\)](#) is a personality-based leadership assessment that measures 50 core competencies, including Creativity. The assessment can be administered online in 25 minutes, and comes with an automatically generated Focus Report, including scores, personalized feedback, and templates for creating competency-based leadership development plans (view a [sample Focus Report](#)).

LSP-R® Free Trial

See how you score on CREATIVITY.

Experience the LSP-R for yourself and see how you score on Creativity. Receive customized feedback and templates for creating a personalized action plan. Take 25 minutes and experience the impact that data-driven personality insights can have.

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References

¹ Conti, R., Coon, H., & Amabile, T. M. (1996). Evidence to support the componential model of creativity: Secondary analyses of three studies. *Creativity Research Journal*, 9(4), 385-389.

² Amabile, T. M. (1983). The social psychology of creativity: A componential conceptualization. *Journal of Personality and Social Psychology*, 45(2), 357-376.

³ Bae, S. H., Song, J. H., Park, S., & Kim, H. K. (2013). Influential factors for teachers' creativity: Mutual impacts of leadership, work engagement, and knowledge creation practices. *Performance Improvement Quarterly*, 26(3), 33-58.