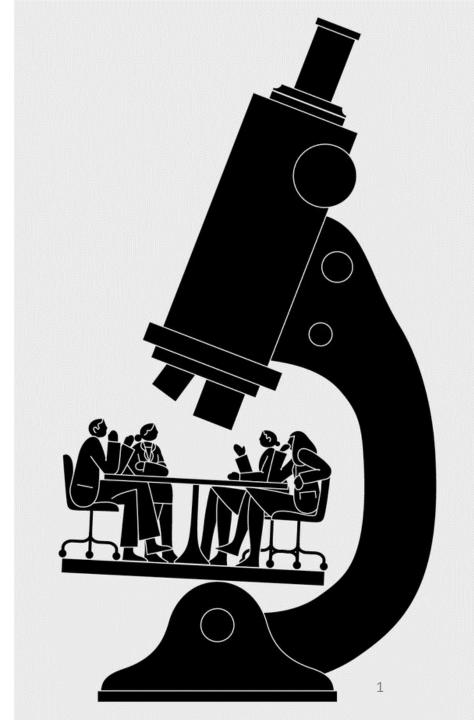


# Ingredients That Make Some Teams More CREATIVE Than Others

Lukasz Derdowski

PhD candidate, Norwegian School of Hotel Management, UiS

Lector II in Sociology, Institute for Media and Social Sciences, UiS









Stanford creativity researcher, Bob McKim



"MANY IDEAS GROW BETTER WHEN TRANSPLANTED INTO ANOTHER MIND THAN IN THE ONE WHERE THEY SPRANG UP."

OLIVER WENDELL HOLMES, SR., AMERICAN PHYSICIAN, POET, AND POLYMATH

"A GROUP IS NOT JUST A COLLECTION OF INDIVIDUAL TALENTS. INSTEAD, IT IS A CHANCE FOR THOSE TALENTS TO EXCEED THEMSELVES, TO PRODUCE SOMETHING GREATER THAN ANYONE THOUGHT POSSIBLE."

JONAH LEHRER, AMERICAN WRITER



"IF YOU'RE IN A MEETING AND ALL YOU SEE AROUND THE TABLE IS PEOPLE WITH SIMILAR BACKGROUNDS, THEN THAT MEETING IS MOST LIKELY UNNECESSARY."

BARACK OBAMA, OSLO BUSINESS FORUM, 2018





### GROUP MEMBERS NEED TO LEARN HOW TO BE SKILFUL IN 'PERSPECTIVE TAKING'.

### **HOW?**

SHIFT WORK~RELATED ROLES INSIDE A GROUP.



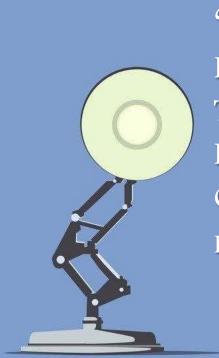


### DEVELOPED 'TRANSACTIVE MEMORY'.

HOW?

MAKE SURE EVERYONE KNOWS EACH OTHER! Don't hasten the introductions.





"OUR JOB AS MANAGERS IN CREATIVE ENVIRONMENTS IS TO PROTECT NEW IDEAS FROM THOSE WHO DON'T UNDERSTAND THAT IN ORDER FOR GREATNESS TO EMERGE, THERE MUST BE PHASES OF NOT~SO~GREATNESS."

ED CATMULL, CEO, PIXAR ANIMATION STUDIOS



OBJECTIVES

TASK ORIENTATION

### CREATIVE TEAM CLIMATE

SUPPORT FOR CREATIVITY



PARTICIPATIVE SAFETY



INVEST IN EFFORTS TO ENSURE 'PARTICIPATIVE SAFETY'.

### HOW?

NO PUNISHMENT IF IDEAS DO NOT SUCCEED. CONVERSATIONAL TURN~TAKING.



# EMPHASIZE DESIRED 'TASK~RELATED ORIENTATION'.

### HOW?

SHARED CONCERN FOR EXCELLENCE.

CONTINUOUS QUESTIONING OF HOW WE CAN IMPROVE.

## CONTINUOUSLY 'SUPPORT WORK-ORIENTED CREATIVITY'.

#### HOW?

ARTICULATED SUPPORT — WHAT YOU SAY! ENACTED SUPPORT — WHAT YOU DO!





### HOW?

SHARED AND CLEAR TO EVER ONE.
PERCEIVED AS MEANINGFUL AND
OBTAINABLE.

OBJECTIVES



"THE JOY OF THE CREATIVE PROCESS, DIGGING AND ASPIRING FOR AN ANSWER, BECOMES EUPHORIC WHEN YOU FINALLY GET THE BIG IDEA. THAT JOY OF THE CREATIVE PROCESS, MINUTE BY MINUTE, HOUR AFTER HOUR, DAY BY DAY, IS THE SUBLIME PATH TO TRUE HAPPINESS." GEORGE LOIS, AMERICAN ADVERTISING LEGEND





A CREATIVE GROUP CANNOT AFFORD TO OVERLOOK 'SOCIAL — PSYCHOLOGICAL PROCESSES'.

HOW?

FOCUS ON COLLECTIVE ATTENTION AND ENGAGEMENT!

EXPLICITLY MANAGE UNFOLDING CONFLICTS!

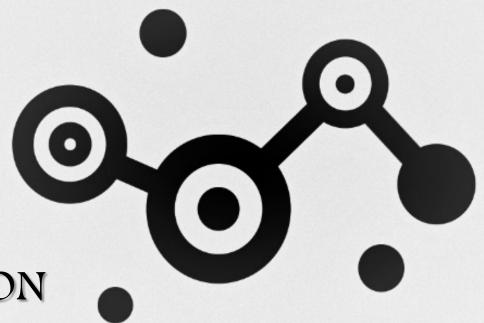
EMPHASIZE THE 'EARLY~ AND LATE~STAGE

COGNITIVE PROCESSES'.



PROBLEM CONSTRUCTION

IDEA EVALUATION AND SELECTION





1, JOB-RELATED DIVERSITY

2.CREATIVE TEAM ATMOSPHERE

