

Organizational Design Change and Transformation
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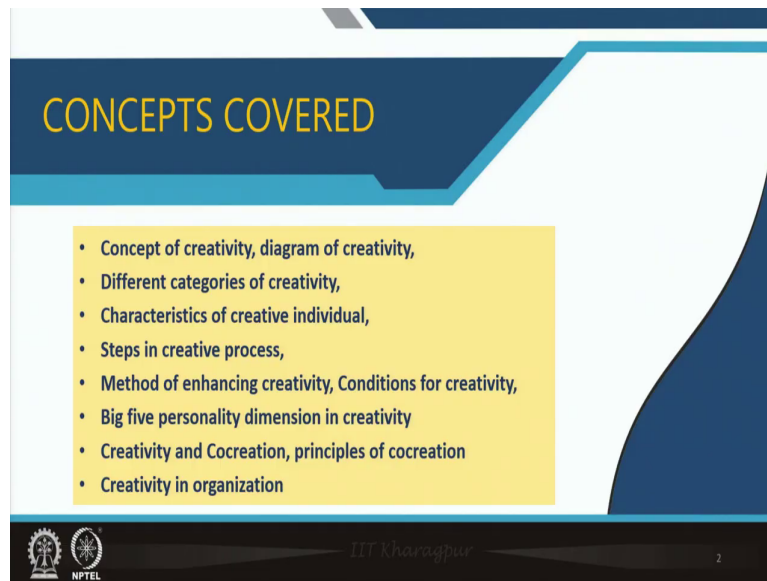
Module - 11
Lecture - 54
Creativity

Welcome to the sessions on Organizational Design Change and Transformation. We are now on week 11 where we are discussing extensively on innovation in the organization. In the past few sessions, we have discussed on innovation in organization, innovation trust like models of innovation, the phases, the generations of innovations, the 6 generations of innovation.

We have also discussed about entrepreneurship in the organization and how the organization can promote entrepreneurship within the organization, how it helps also. Now, in all these processes while we are discussing about innovation, innovation models or you are discussing about entrepreneurship, creativity is an very ingrained inherent part of this discussion because innovation comes with creative thinking and creative processes.

So, here in this lecture session and in the upcoming lecture session of this week 11, we are going to discuss at length on focus at length on Creativity in the organization. So, let us see what are the concepts covered over here.

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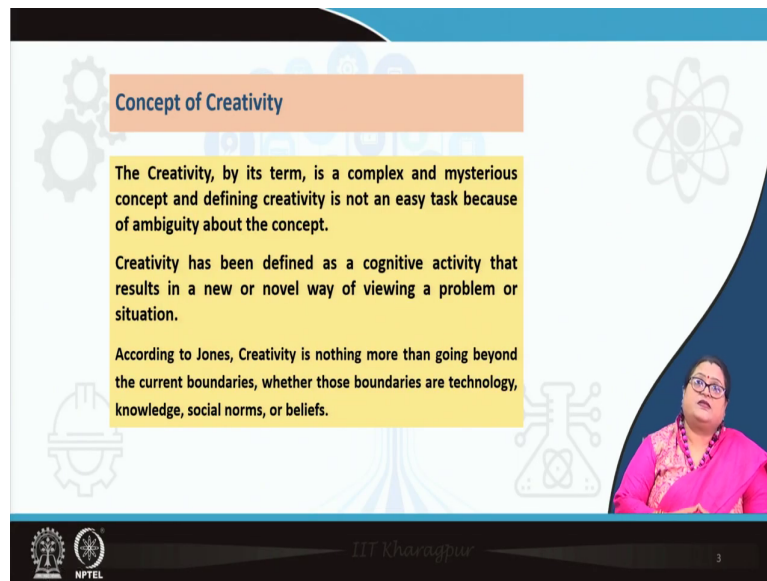
CONCEPTS COVERED

- Concept of creativity, diagram of creativity,
- Different categories of creativity,
- Characteristics of creative individual,
- Steps in creative process,
- Method of enhancing creativity, Conditions for creativity,
- Big five personality dimension in creativity
- Creativity and Cocreation, principles of cocreation
- Creativity in organization

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The concept covered here is that of concept of creativity diagram of creativity, different categories of creativity, characteristics of creative individual, steps in creative processes, method of enhancing creativity, conditions for creativity. Big five personality dimensions in creativity, creativity and co-creation, principles of co-creation, creativity in organizations.

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Concept of Creativity

The Creativity, by its term, is a complex and mysterious concept and defining creativity is not an easy task because of ambiguity about the concept.

Creativity has been defined as a cognitive activity that results in a new or novel way of viewing a problem or situation.

According to Jones, Creativity is nothing more than going beyond the current boundaries, whether those boundaries are technology, knowledge, social norms, or beliefs.

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So, let us begin. Now, what is creativity? The creativity, by its term, is a complex and mysterious concept and defining creativity is really not an easy task because of ambiguity of the concept. Creativity has been defined as an cognitive activity that results in a new or novel way of viewing a problem or situation. According to Jones, creativity is nothing more than going beyond the current boundaries, whether those boundaries are technology, knowledge, social norms or beliefs.

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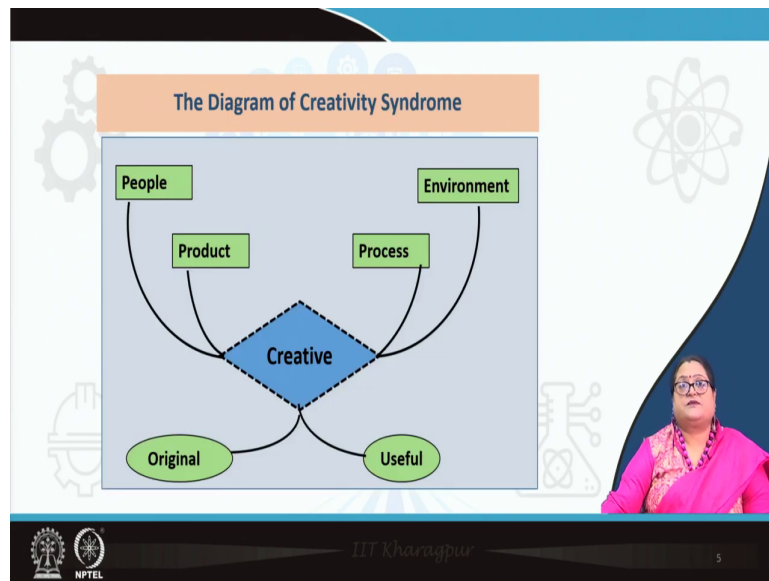
Concept of Creativity

Creativity has been defined in various ways. Amabile has defined creativity as “the production of novel, appropriate ideas in any realm of human activity, from science, to the arts, to education, to business, to everyday life”.

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Creativity has been defined in various ways. Amabile has defined creativity as “the production of novel, appropriate ideas any in any realm of human activity, from science, to the arts, to education, to business, to everyday life”.

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Now, when we talk of the diagram of creativity, syndrome will find creativity is creative talks of people, product, there is a process, there is a creative environment and it is of like the original, original value of the idea and of course, the usefulness, the property of whatever being produced. So, all these are going to define what is a creative thing.

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The Diagram of Creativity Syndrome

The term creativity as a syndrome or complex rather than a single phenomenon. The term creativity can be used to refer to individuals, processes, products, and environments alike.

In general, creativity is simply defined in terms of originality.

Thus creative behaviors and works are original, but not all original behaviors and works are considered creative.

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We will discuss each of these in details. The term creativity as a syndrome or complex rather than a single phenomena. The term creativity can be used to refer to individuals, processes, products, and environments alike. In general, creativity is simply defined in terms of originality. Thus, creative behaviors and works are original, but not all original behaviors and works are considered to be creative.

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Different Categories of Creativity

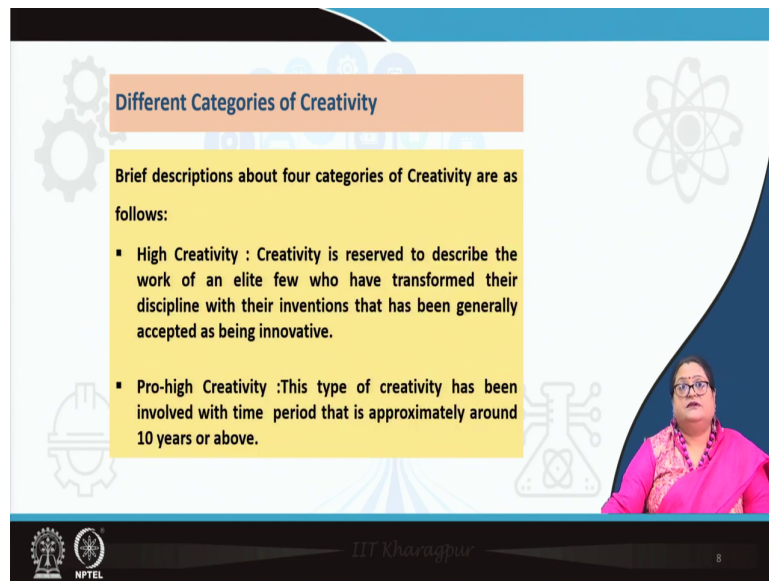
There are four categories of Creativity which can be put down as follows:

- High Creativity
- Pro-high Creativity
- Little Creativity
- Mini Creative

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There are four categories of creativity which can be put down as follows: High creativity, pro-high creativity, little creativity and mini creative.

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Different Categories of Creativity

Brief descriptions about four categories of Creativity are as follows:

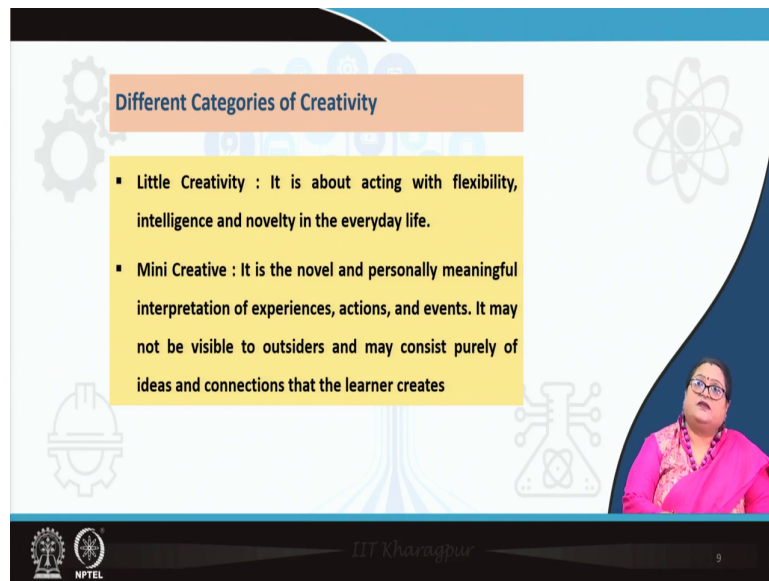
- High Creativity : Creativity is reserved to describe the work of an elite few who have transformed their discipline with their inventions that has been generally accepted as being innovative.
- Pro-high Creativity :This type of creativity has been involved with time period that is approximately around 10 years or above.

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Now, brief descriptions of each of these categories of creativity are as follows. High creativity, creativity is reserved to describe the work of an elite few who have transformed their discipline with their inventions that has been generally accepted as being innovative.

Pro-high creativity, this type of creativity has been involved with time period that is approximately around 10 years or above.

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Different Categories of Creativity

- **Little Creativity** : It is about acting with flexibility, intelligence and novelty in the everyday life.
- **Mini Creative** : It is the novel and personally meaningful interpretation of experiences, actions, and events. It may not be visible to outsiders and may consist purely of ideas and connections that the learner creates

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Little creativity, it is acting with flexibility, intelligence and novelty in everyday life. Mini creative, it is the novel and personally meaningful interpretation of experiences, actions and events. It may not be visible to outsiders and may consist purely of ideas and connections that the learner creates.

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Characteristics of Creative Individuals

Aswathappa, K.(2024). has pointed out the following characteristics of creative individuals –

- A willingness to give up immediate gain to reach long term goals.
- A great amount of energy.
- An irritation with the status quo
- Perseverance
- A pursuit of hobbies and specialized interests.
- A belief that fantasy and daydreaming are not a waste of time
- Inventive thinking style
- High intellectual abilities

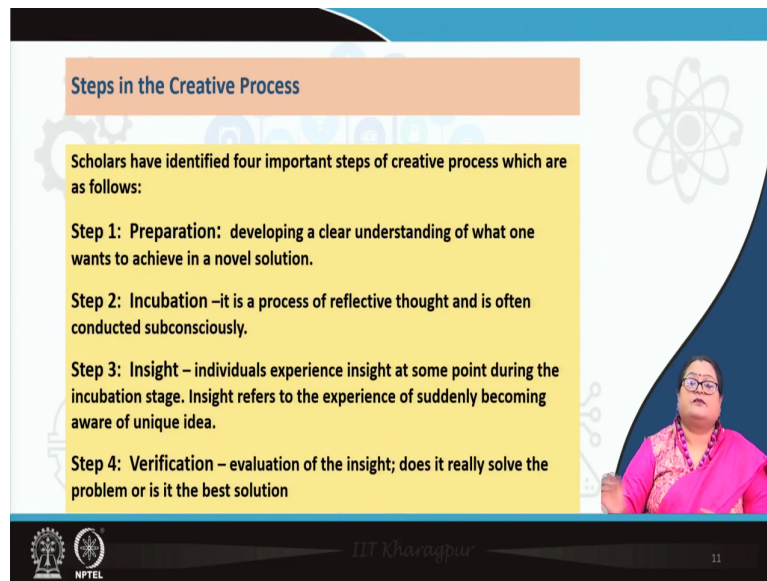
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What are the characteristics of creative individuals? Aswathappa has pointed out the following characteristics of creative individuals. A willingness to give up immediate gain to reach long term goals, a great amount of energy and irritation with the status quo, perseverance, a pursuit of hobbies and specialized interest, a belief that fantasy and daydreaming are not a waste of time, inventive thinking style, high intellectual abilities.

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Steps in the Creative Process

Scholars have identified four important steps of creative process which are as follows:

Step 1: Preparation: developing a clear understanding of what one wants to achieve in a novel solution.

Step 2: Incubation –it is a process of reflective thought and is often conducted subconsciously.

Step 3: Insight – individuals experience insight at some point during the incubation stage. Insight refers to the experience of suddenly becoming aware of unique idea.

Step 4: Verification – evaluation of the insight; does it really solve the problem or is it the best solution

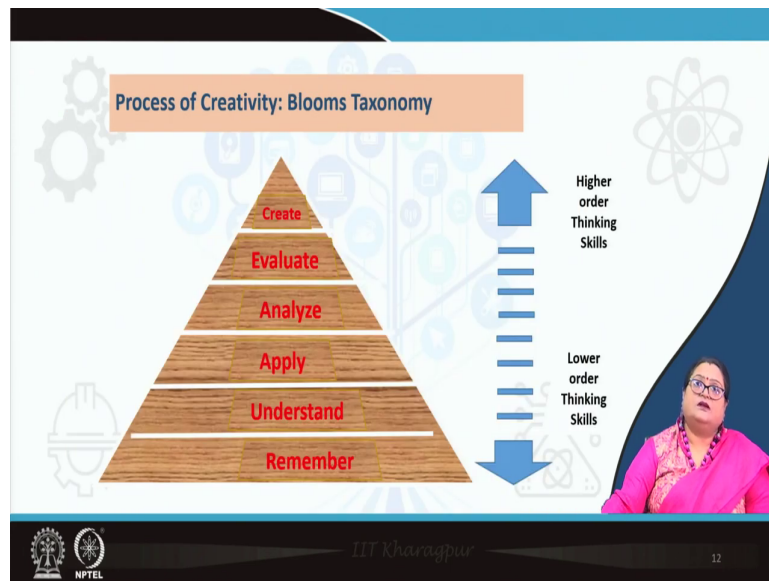
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Scholars have identified four important steps of creative processes feature as follows. Step 1 is preparation, developing a clear understanding of what one wants to achieve in a novel situation. Step 2 is incubation. It is a process of reflecting thought and is often conducted subconsciously.

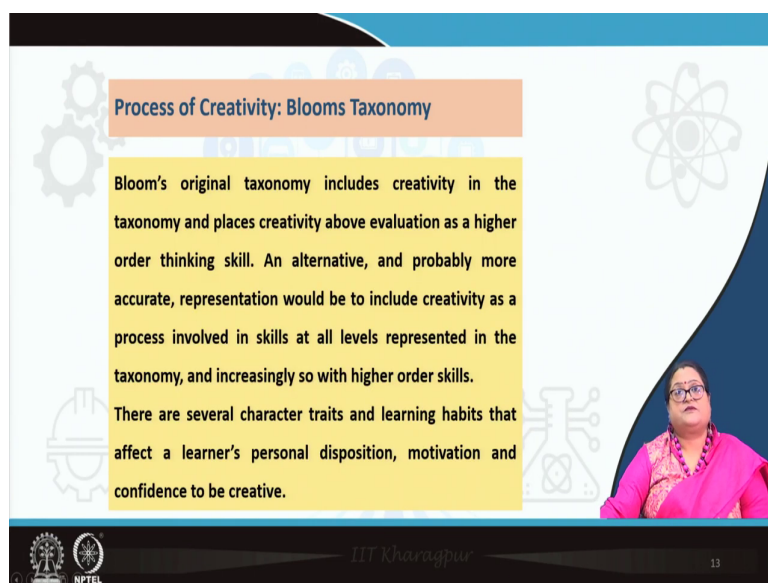
Step 3 is insight- Individual experience insight at some point during the incubation stage. Insight refers to the experience of suddenly becoming aware of an unique idea. Step 4 is verification. Evaluation of the insight, does it really solve the problem or is this the best solution?

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Now, we can see the process of creativity according to the Bloom's taxonomy which has classified it in the form of a pyramid based on lower order thinking skills and higher order thinking skills. In the lower order thinking skills, we have remember, understand, then apply, analyze, evaluate and then create which is at the highest order.

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Process of Creativity: Blooms Taxonomy

Bloom's original taxonomy includes creativity in the taxonomy and places creativity above evaluation as a higher order thinking skill. An alternative, and probably more accurate, representation would be to include creativity as a process involved in skills at all levels represented in the taxonomy, and increasingly so with higher order skills.

There are several character traits and learning habits that affect a learner's personal disposition, motivation and confidence to be creative.

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So, we will discuss Bloom's taxonomy in details. Bloom's original taxonomy includes creativity in the taxonomy and places creativity above evaluation as a higher order thinking skill. An alternative and probably more accurate representation would be to include creativity as a process involved in skills at all levels represented in the taxonomy and increasingly so, with higher order skills.

There are several character traits and learning habits that affects a person's personal disposition, motivation and confidence to be creative.

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The slide features a title 'Method of Enhancing Creativity' in an orange box. Below it, a yellow box contains text stating that experts have identified several techniques to improve individual creative ability. A list of four techniques follows: Brainstorming, Alternative solutions, Grid analysis, and Lateral thinking. The slide is decorated with icons of gears, a lightbulb, a brain, and a chemical flask. A woman in a pink sari is visible in the bottom right corner. The footer includes the IIT Kharagpur logo, the NPTEL logo, the text 'IIT Kharagpur', and the page number '14'.

Method of Enhancing Creativity

Experts of organizational behaviors have identified several techniques through which creative ability of an individual is improved, such as

- Brainstorming
- Alternative solutions
- Grid analysis
- Lateral thinking

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Now, what are the methods of enhancing creativity? Experts of organizational behaviors have identified several techniques through which creative ability of an individual is improved such as brainstorming, alternative solutions, great analysis, lateral thinking.

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Method of Enhancing Creativity

- **Brainstorming:** A group of people is encouraged to share their ideas freely when presented a problem to solve.
- **Alternative solutions:** Here sheer number is emphasized rather quality of the ideas.
- **Grid analysis:** the ideas or materials of possible relevance to a problem listed on two sides of a two dimensional grid. Then each possible idea is created and examined for its usefulness as a solution
- **Lateral thinking:** it poses a deliberate and proactive challenge to one's preconceptions

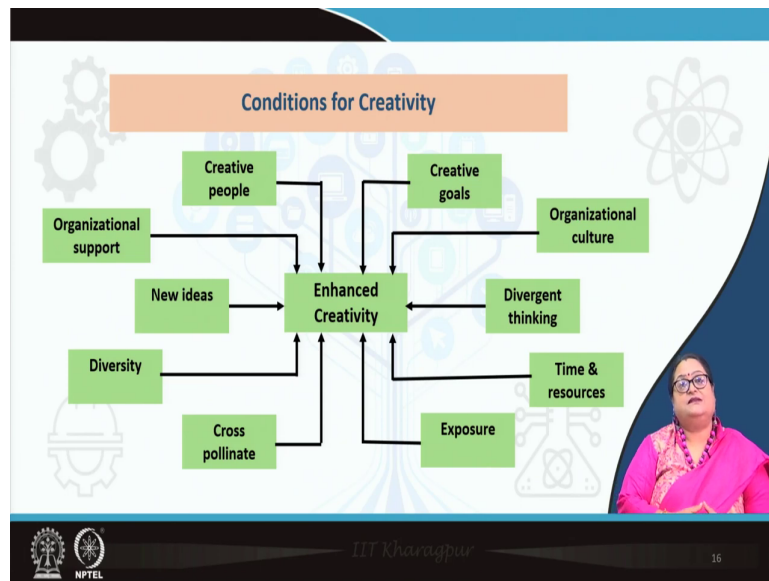
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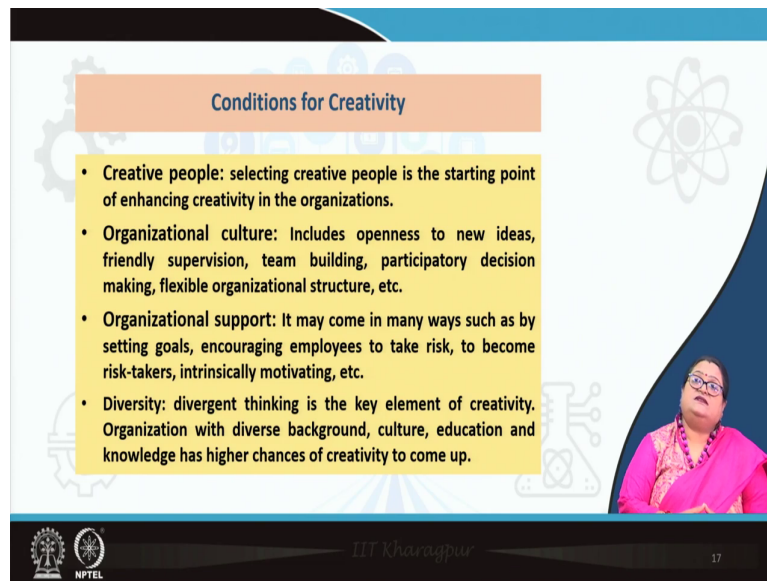
Brainstorming, a group of people is encouraged to share their ideas freely when presented a problem to solve. Alternative solutions Here sheer number is emphasized rather quality of the ideas. Great analysis, the ideas and materials are possible relevance to a problem listed on two sides of the two dimensional grid. Then each possible idea is created and examined for its usefulness as a solution. Lateral thinking, it poses a deliberate and proactive challenge to one's preconceptions.

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Now, we will see here the conditions for creativity. So, creative people organizational support new ideas, diversity, cross pollination of ideas, creative goals, organizational culture, divergent thinking, times and resources, exposures, all these together lead to enhanced creativity. So, as it was telling like it is a creativity syndrome, you just cannot match it with one of the conditions, but again like co coordinated effort, a synergistic effort, mixture, a blend of all these conditions will lead to creativity.

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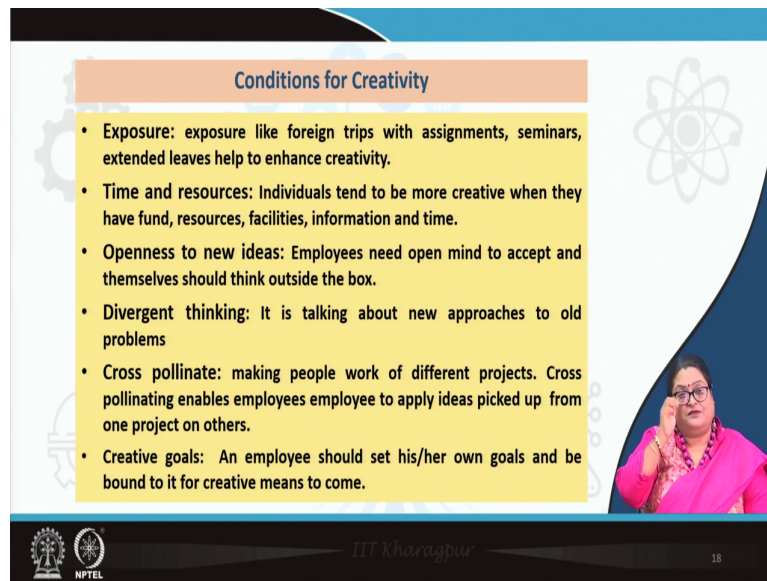
The slide is titled "Conditions for Creativity" and features a list of four bullet points. The speaker, a woman in a pink sari, is visible in the bottom right corner of the slide. The slide also includes logos for IIT Kharagpur and NPTEL at the bottom.

- **Creative people:** selecting creative people is the starting point of enhancing creativity in the organizations.
- **Organizational culture:** Includes openness to new ideas, friendly supervision, team building, participatory decision making, flexible organizational structure, etc.
- **Organizational support:** It may come in many ways such as by setting goals, encouraging employees to take risk, to become risk-takers, intrinsically motivating, etc.
- **Diversity:** divergent thinking is the key element of creativity. Organization with diverse background, culture, education and knowledge has higher chances of creativity to come up.

Then we will discuss each of these in details now. Creative people, selecting creative people is the starting point of enhancing creativity in the organizations. Organizational culture, it includes the openness to new ideas, friendly supervision, team building, participatory decision making, flexible organizational structure, etcetera.

Organizational support, it may come in many ways such as by setting goals, encouraging employees to take risk, to become a risk takers, intrinsically motivated, etcetera. Diversity, divergent thinking is the key element of creativity. Organization with diverse background, culture, education and knowledge has higher chances of creativity to come up.

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Conditions for Creativity

- **Exposure:** exposure like foreign trips with assignments, seminars, extended leaves help to enhance creativity.
- **Time and resources:** Individuals tend to be more creative when they have fund, resources, facilities, information and time.
- **Openness to new ideas:** Employees need open mind to accept and themselves should think outside the box.
- **Divergent thinking:** It is talking about new approaches to old problems
- **Cross pollinate:** making people work of different projects. Cross pollinating enables employees employee to apply ideas picked up from one project on others.
- **Creative goals:** An employee should set his/her own goals and be bound to it for creative means to come.

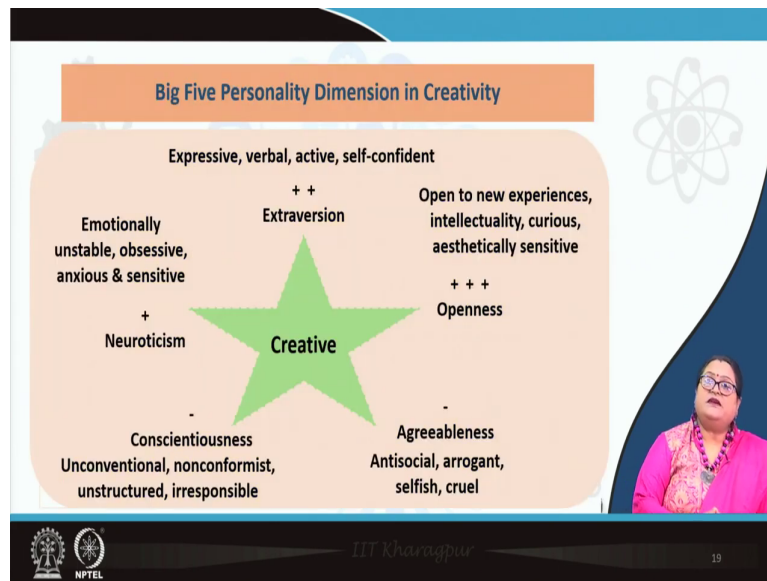
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Exposure, exposure like foreign trips with assignments, seminars, extended leaves help to enhance creativity, time and resources. Individual tends to be more creative when they have fund resources, facilities, information and time. Openness to new ideas, employees need an open mind to accept themselves should think out of the box.

Divergent thinking, it is talking about new approaches to old problems. Cross-pollination makes people work on different projects. Cross-pollination enables employees to like apply ideas picked up from one project on others. Creative goals, an employee should set his or her own goals and be bound to it for creative means to come.

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The big five personality dimensions in creativity: As we have told like the while we are thinking of developing creativity in the organization, the first input that we need is we need to take in creative people within the organization.

So, here we are focusing on the personality patterns dimensions of the creative people in like who are the creative people. So, according to the big five personality dimensions, people who are high on extroversion like expressive, verbal, active and self-confident people, they are creative in nature.

People who are very high in openness as like they are also creative in nature. Like they are open to new experiences, intellectually curious and aesthetically sensitive. People who have some degree of neuroticism in terms of who are emotionally unstable, obsessive, anxious and sensitive, they are also creative. So, in order why in order to like deal with that instability,

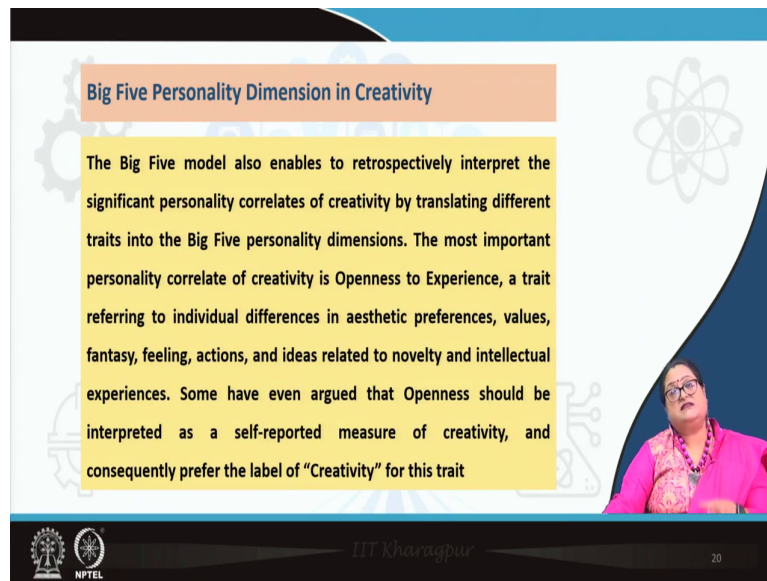
they may come up with new solutions. So, people with some degree of neuroticism are also creative in nature.

People who are low in agreeableness, mean those who are antisocial, arrogant, selfish and cruel, they are also creative in nature in for the creative ways of thinking creative processes and then creative outcomes, So, they are also creative in nature. People who are also low in conscientiousness is those who are unconventional, those who are non-conformist, unstructured, irresponsible, they are also creative in nature.

So, as we can understand there are different weightages of the different personality traits in contributing to your creative nature of which you will find like whenever we are talking of this lower in conscientiousness, lower in agreeableness. These are having some ethical issues also in terms of whether this creative potential is channelized in for doing something which is good to the society, good for self, good to the society or it has been used in producing harm to others and harm to society also.

So, this needs to be nurtured in a very like with nurtured with much care and you need to see like how these are getting channelized into the process and outcome which are not unethical in nature.

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Big Five Personality Dimension in Creativity

The Big Five model also enables to retrospectively interpret the significant personality correlates of creativity by translating different traits into the Big Five personality dimensions. The most important personality correlate of creativity is Openness to Experience, a trait referring to individual differences in aesthetic preferences, values, fantasy, feeling, actions, and ideas related to novelty and intellectual experiences. Some have even argued that Openness should be interpreted as a self-reported measure of creativity, and consequently prefer the label of "Creativity" for this trait

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So, with this we come to the detail discussion of like openness to experience because that is one of the primary traits for creativity. So, the big five model also enables retrospectively interpret the significance of personality, qualities, correlates a creativity by translating different traits into the big five personality dimensions.

The most important personality correlate of creativity is openness to experience a trait referring to individual differences in aesthetic preferences, values, fantasies, feelings, actions and ideas related to novelty and intellectual experiences. Some have even argued that openness should be interpreted as a self-reported measure of creativity, and consequently referred the level of creativity for this trait.

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Creativity and Co-creation Approach

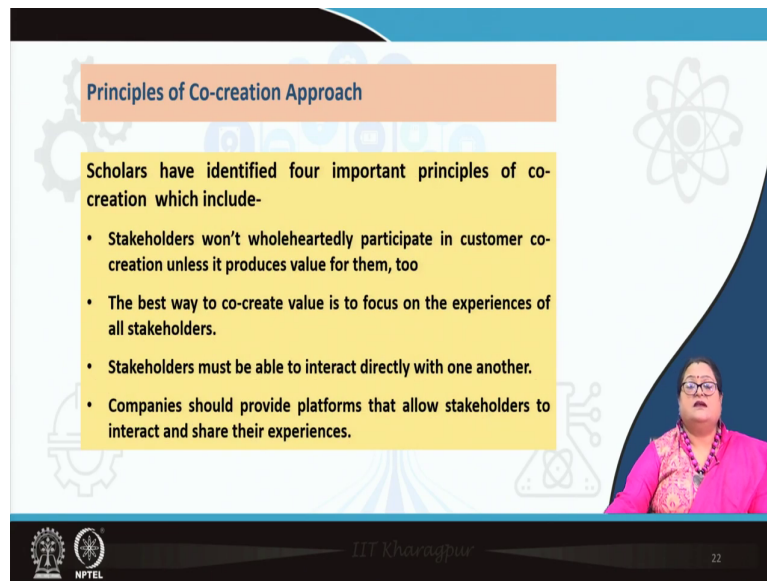
The term co-creation to describe this emerging relationship between customers and companies.

The companies like Starbucks, and Unilever—have embraced “customer co-creation” and they have discovered something crucial including generating new experiences for end customers often requires designing better experiences for internal players, a fact frequently overlooked in conventional process analysis

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Now, we will look into the creativity and co-creation approach. The term co-creation is to describe this emerging relationship between the customers and the companies. The companies like Starbucks and Unilever have embraced the customer co-creation and they have discovered something crucial including generating new experiences for end customers often requires designing better experience for internal players, a fact frequently overlooked in conventional process analysis.

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Principles of Co-creation Approach

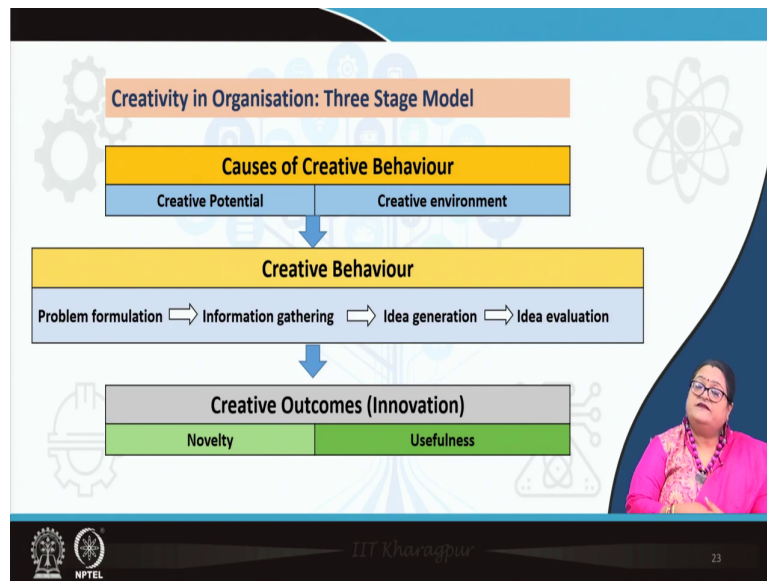
Scholars have identified four important principles of co-creation which include-

- Stakeholders won't wholeheartedly participate in customer co-creation unless it produces value for them, too
- The best way to co-create value is to focus on the experiences of all stakeholders.
- Stakeholders must be able to interact directly with one another.
- Companies should provide platforms that allow stakeholders to interact and share their experiences.

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What are the principles of co-creation approach? Scholars have identified four important principles of co-creation which include stakeholders will not wholeheartedly participate in customer co-creation until it produces value for them too. The best way to co-create value is to focus on the experience of all the stakeholders. Stakeholders must be able to interact directly with one another, companies should provide platforms that allow stakeholders to interact and share their experiences.

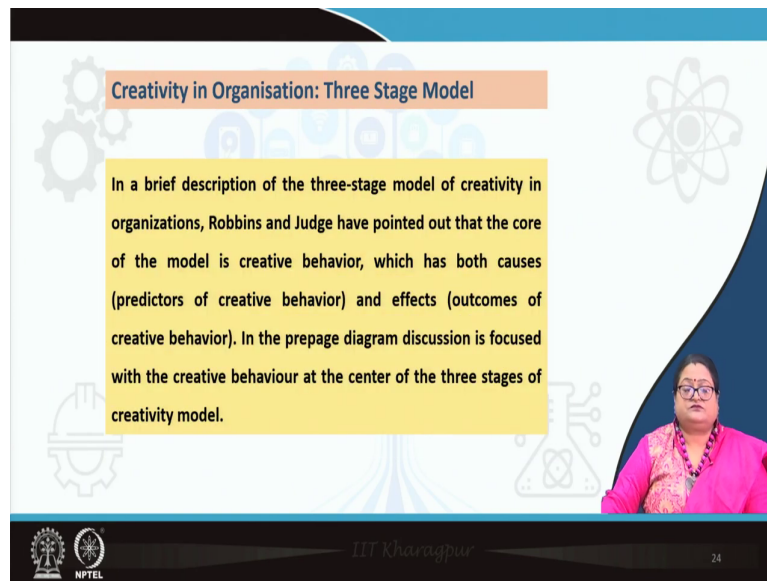
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Now, we will look into the creativity in organization and it is a three stage module. We will see like the what are the causes of creative behavior and then there is a creative potential and there is a creative environment. The blend of the creative potential and the creative environment to answer to the cause of creative behavior gives cause gives rise to a creative behavior, which follows apart from problem, formulation, information gathering, idea generation and idea evaluation.

All these creative behavior if it is done in a systematic synchronized way, it will give rise to some creative outcomes, which is an innovation. There could be two parts of the creative outcome. One is the novelty and the other is part of it is usefulness. So, if it is only novelty then we cannot say it is innovative in nature. Novelty plus usefulness will generate an product which is innovative product.

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Creativity in Organisation: Three Stage Model

In a brief description of the three-stage model of creativity in organizations, Robbins and Judge have pointed out that the core of the model is creative behavior, which has both causes (predictors of creative behavior) and effects (outcomes of creative behavior). In the prepage diagram discussion is focused with the creative behaviour at the center of the three stages of creativity model.

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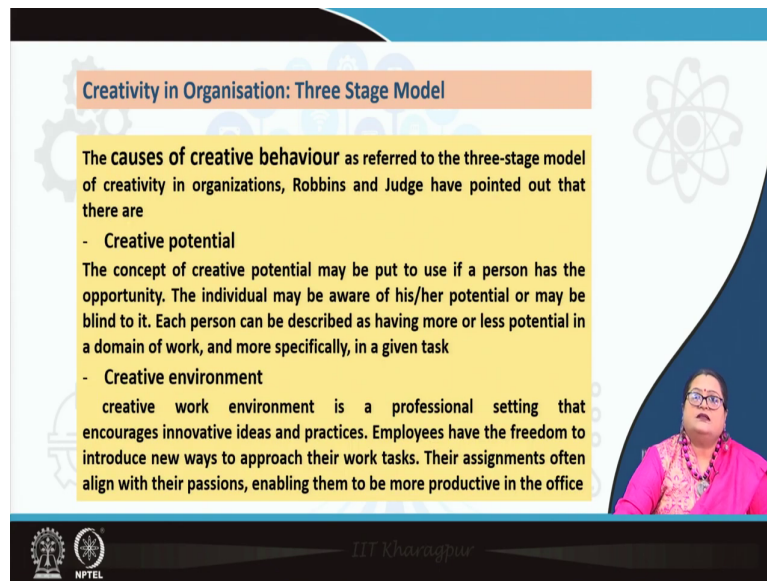
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Now, let us give describe this three stage module in details. In a brief description of the three stage module of creativity in organizations, Robbins and Judge have pointed out that the core of the module is creative behavior which has both causes, predictors of creative behavior and effects that is the outcome of creative behavior.

In the pre-page diagram discussion, is focused with the creative behavior in the center of the three stages of the creative module. Here we have discussed about the creative behavior at the center of the module and we see like there are causes of creative behavior and outcomes also of creative behavior. Next, we will discuss in some more details the causes and effects of the creative behavior.

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Creativity in Organisation: Three Stage Model

The **causes of creative behaviour** as referred to the three-stage model of creativity in organizations, Robbins and Judge have pointed out that there are

- **Creative potential**
The concept of creative potential may be put to use if a person has the opportunity. The individual may be aware of his/her potential or may be blind to it. Each person can be described as having more or less potential in a domain of work, and more specifically, in a given task
- **Creative environment**
creative work environment is a professional setting that encourages innovative ideas and practices. Employees have the freedom to introduce new ways to approach their work tasks. Their assignments often align with their passions, enabling them to be more productive in the office

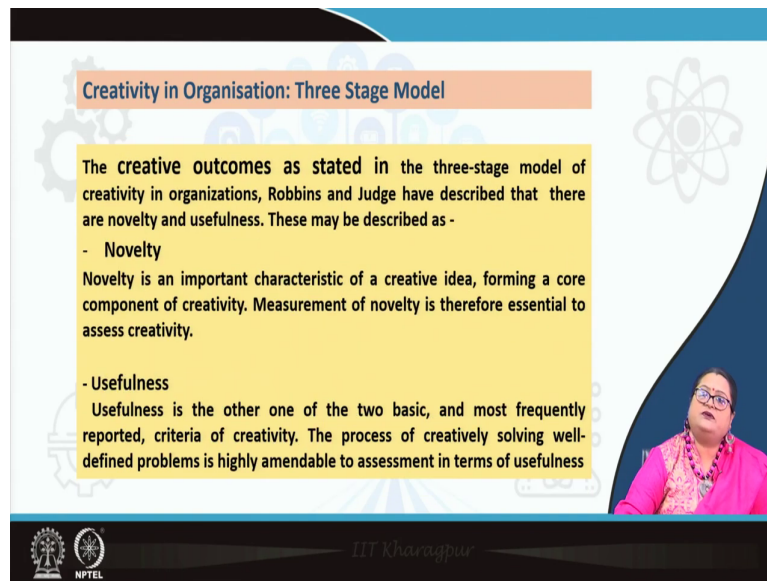
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The cause of creative behavior as referred to in the third three stage module of creativity in organizations. By Robbins and Judge we found like there are two causes. One is the creative potential and the other is the creative environment. Now, the creative potential is the potential or the like capability which may be put to use if the person has the opportunity.

The individual may be aware of his or her potential or may be blind to it. Each person can be described as having more or less more or less potential in a domain of work and more specifically in a given task. Now, only having creative when we tell like the outcome of the creative behavior to be something creative has happened.

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Creativity in Organisation: Three Stage Model

The creative outcomes as stated in the three-stage model of creativity in organizations, Robbins and Judge have described that there are novelty and usefulness. These may be described as -

- Novelty

Novelty is an important characteristic of a creative idea, forming a core component of creativity. Measurement of novelty is therefore essential to assess creativity.

- Usefulness

Usefulness is the other one of the two basic, and most frequently reported, criteria of creativity. The process of creatively solving well-defined problems is highly amenable to assessment in terms of usefulness

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The creative outcomes as stated in the three stage model of creativity in organization is like there are two outcomes. One is novelty and the other is usefulness. Novelty is an important characteristics of creative ideas forming a core component of creativity. Measurement of novelty is therefore, essential to assess creativity.

But only being novel does not lead to the creative product to be innovating in nature. So, the creative product the novelty has to be blended again with usefulness. Usefulness is another of the two basic and most frequently reported criteria of creativity. The process of creatively solving well defined problems is highly amendable to assessment in terms of usefulness.

So, when usefulness and blended with novelty is there then we talk of there is a creative behavior which has happened. So, in the three stage model we find there are causes of creativity and that leads to creative behavior and that creative behavior itself has five phases

and the outcome when you see if it is both novel and useful in nature together we can talk of a something new innovative has happened.

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So, these are the references that we have used over here.

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CONCLUSION

This lecture has covered the concept of creativity, diagram of creativity, different categories of creativity, characteristics of creative individual, steps in creative process, method of enhancing creativity, conditions for creativity, big five personality dimension in creativity, creativity and co-creation, principles of co-creation and creativity in organization. Hope the learners have enjoyed their learning all about it.

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So, as in conclusion we can tell this lecture has covered the concept of creativity diagram of creativity in different categories of creativity characteristics of creative individuals steps in creative processes methods of enhancing creativity conditions for creativity big five personality dimensions in creativity, creativity and co-creation principles of co-creation and creativity in organization.

Hope the learners have enjoyed their learning we will be meeting you in the next session with the creativity and issues related to creativity.

Till then thank you and bye bye.