

# Creative Leadership

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# Road Map for Session

1. Our context
2. Understanding what creativity is & why it is important to leadership
3. Developing creativity & creative thinking
4. Taking it Forward



# International Center for Studies in Creativity

Buffalo State – State University of New York

## Fast Facts

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



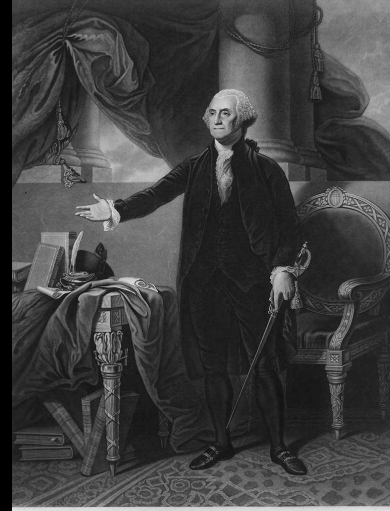
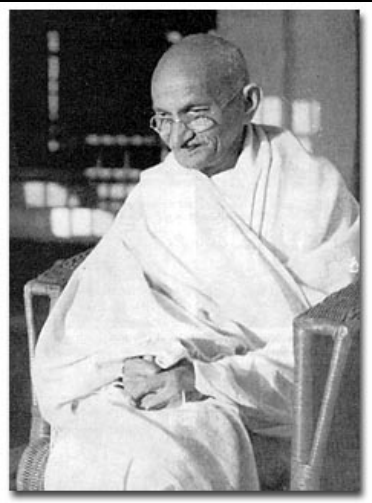
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# What is Leadership

List the skills, abilities, traits and attitudes that are necessary to be an effective leader today?



Elizabeth Cady Stanton  
1815 - 1902  
American Suffragist Leader

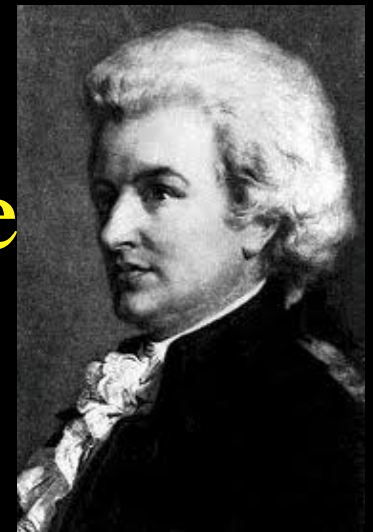
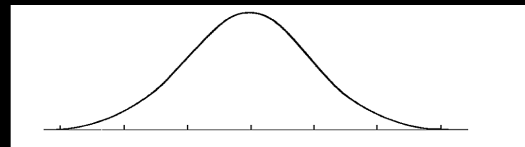
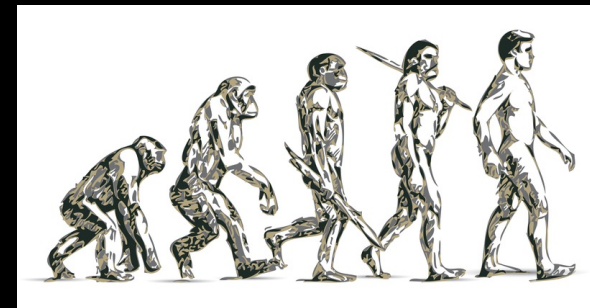


# **The Leadership-Creativity Connection**

# 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







# 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)



# Qualities of Complex Social Problems

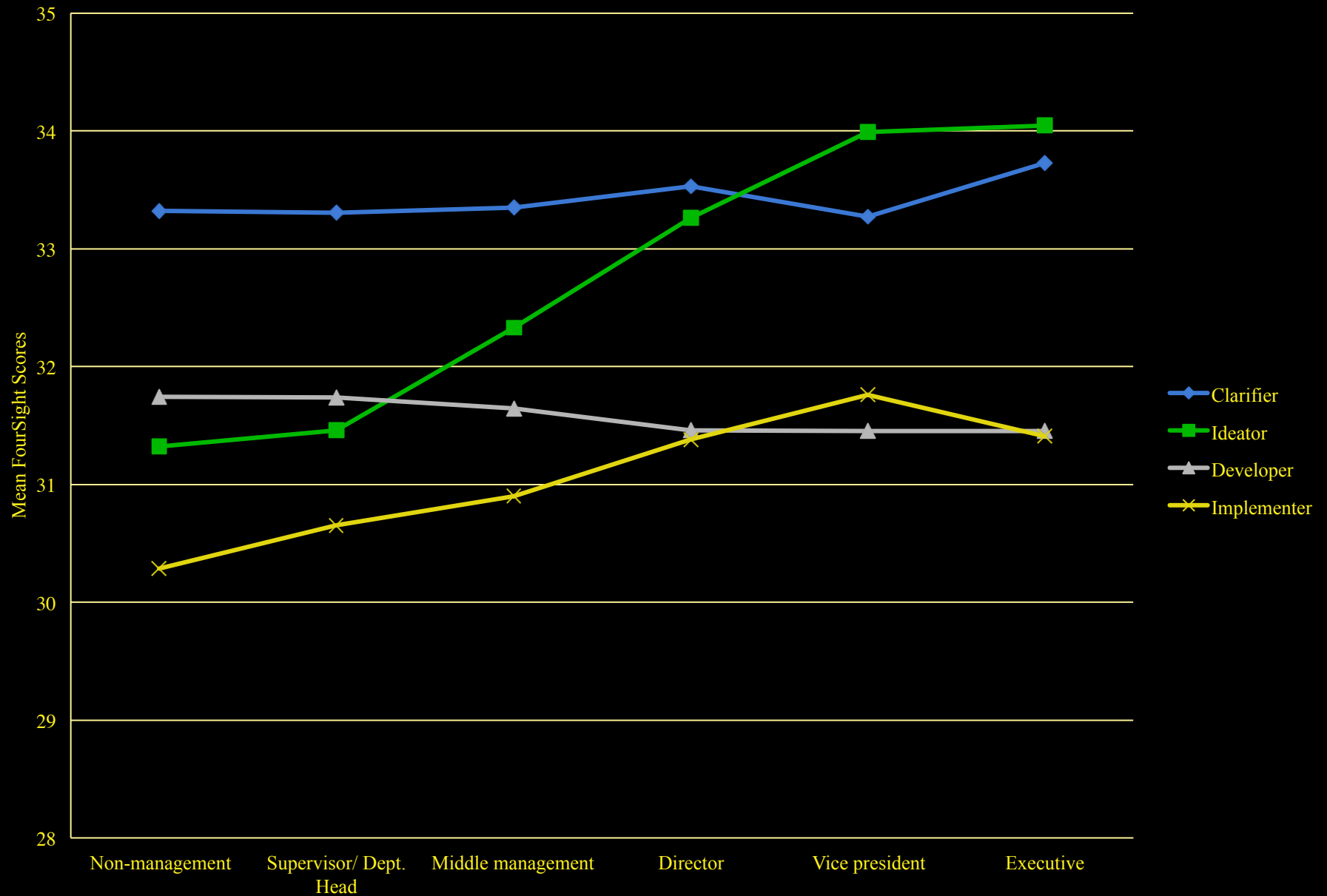
- **Ill-defined:** No single solution path – no right or wrong answer – thus allowing the problem to be defined in a number of ways.
- **Novel:** Past experience and knowledge is not sufficient to resolve the present situation, adaptive responses are needed for new or changing situations.
- **Ambiguous:** 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” (Mumford et al., 2000, p. 18).

Mumford et al. (2000)

# Senior Leaders Creative Mindset





# How to be a Better Creative Thinker

# Checking Your Creative Imagination

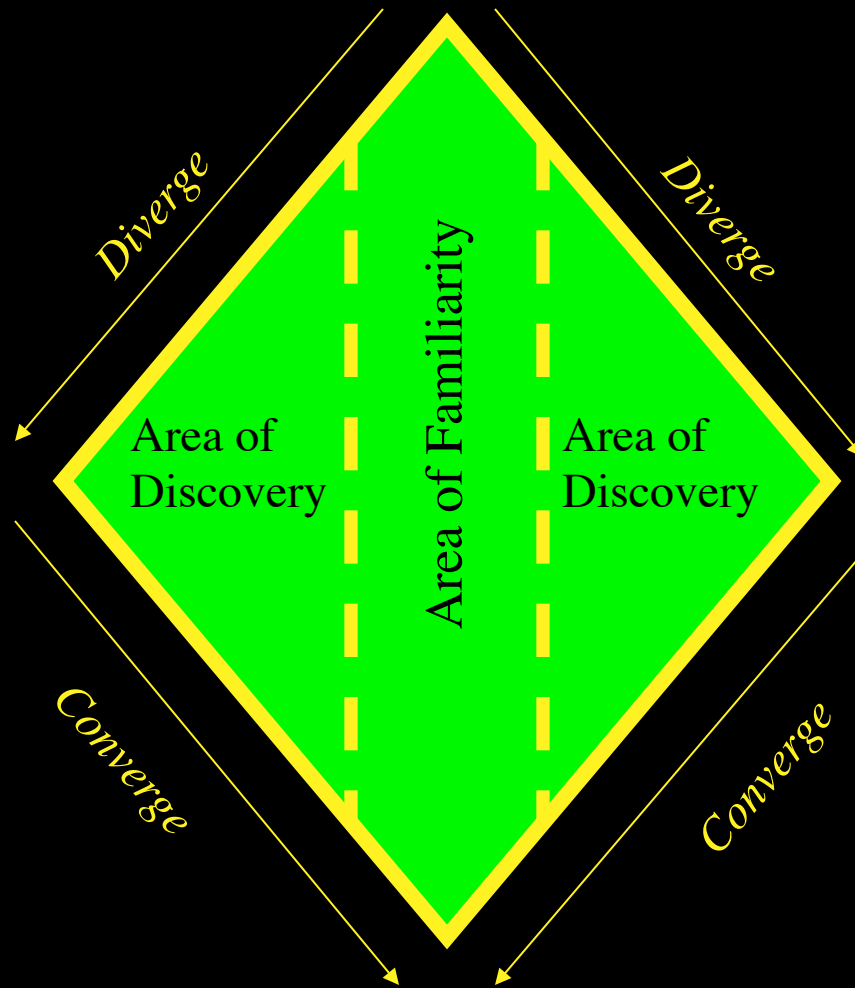
Goal: Challenge yourself to write the three most creative sentences you can think of using the following three words:

- Round
- Yellow
- Sour

(Note: all three words must appear in every sentence you write)



# Dynamic Balance: The Core to the CPS Process



- Allow for Incubation (wild card)

## Divergent Thinking Guidelines:

- Defer Judgment
- Go for Quantity
- Make Connections
- Seek Novelty

## Convergent Thinking Guidelines:

- Use Affirmative Judgment
- Consider Novelty
- Check Your Objectives
- Be Deliberate

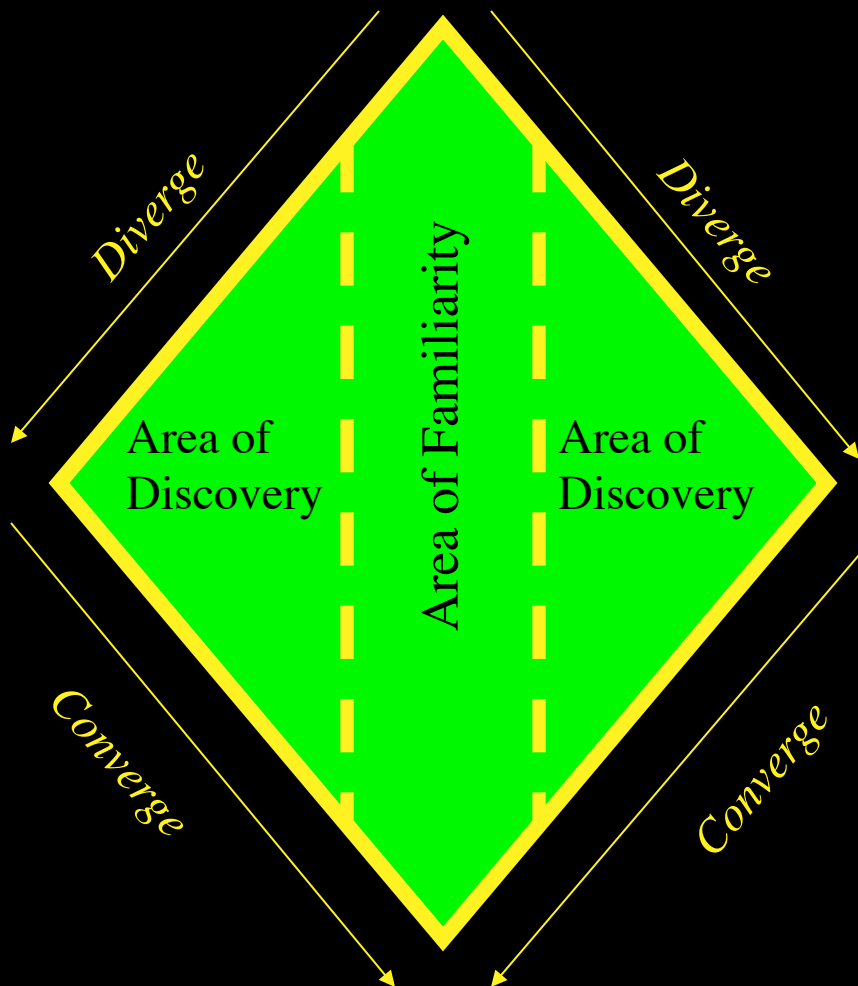




**How do you want your ideas  
to be evaluated?**

**Most useful feedback**

# Dynamic Balance: The Core to the CPS Process



## Convergent Thinking Guidelines:

- Use Affirmative Judgment
- Consider Novelty
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# POINT

## 1. Plusses

- Strengths, Good Points, Positives, Pluses

## 2. Opportunities

- Future Spin-offs, Possibilities, Novel Aspects
- What if thinking



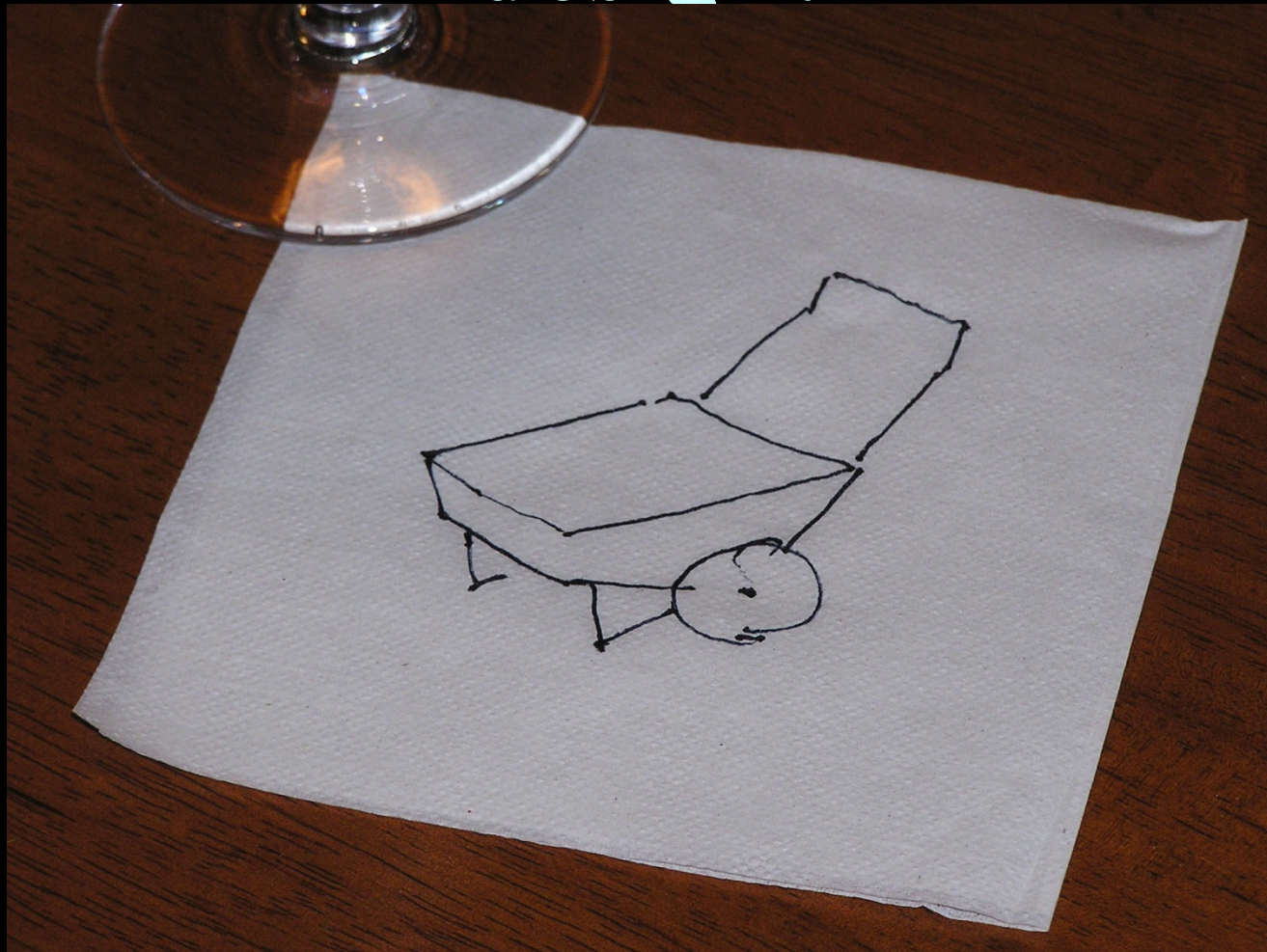
## 3. Issues

- Weaknesses, Trouble Spots, Minuses
- Phrased in "How to...", "How might..." What might..." statements

## 4. New Thinking: Overcoming Issues through Divergent Thinking

- Generate Ideas to Overcome Main Issues

# Comments on a new wheelbarrow design?



# Point

## Plusses

- The hopper has a lot of space
- The handle seems reinforced
- The wheelbarrow won't tip over
- The wheels give it more stability
- It's easy to maneuver

## Concerns

- How to make wheelbarrow easier to maneuver?
- How to make it more attractive?
- What might be ways to make the grip more comfortable?
- How to improve traction?
- How to identify buyers?
- **How to strengthen center of gravity?**

## Potentials

- It might make gardening easier
- It might reduce the number of accidents
- It might replace the traditional wheelbarrow
- It might cost less to produce
- It might be used for storage

## Overcoming Concerns

- **How to strengthen center of gravity?**
- Make it a longer handle
- Push down instead of lift up
- Attach and extend braces on sides of barrow
- Attach Segway technology to it
- Make it heavier near the handles
- Create a rail system for it

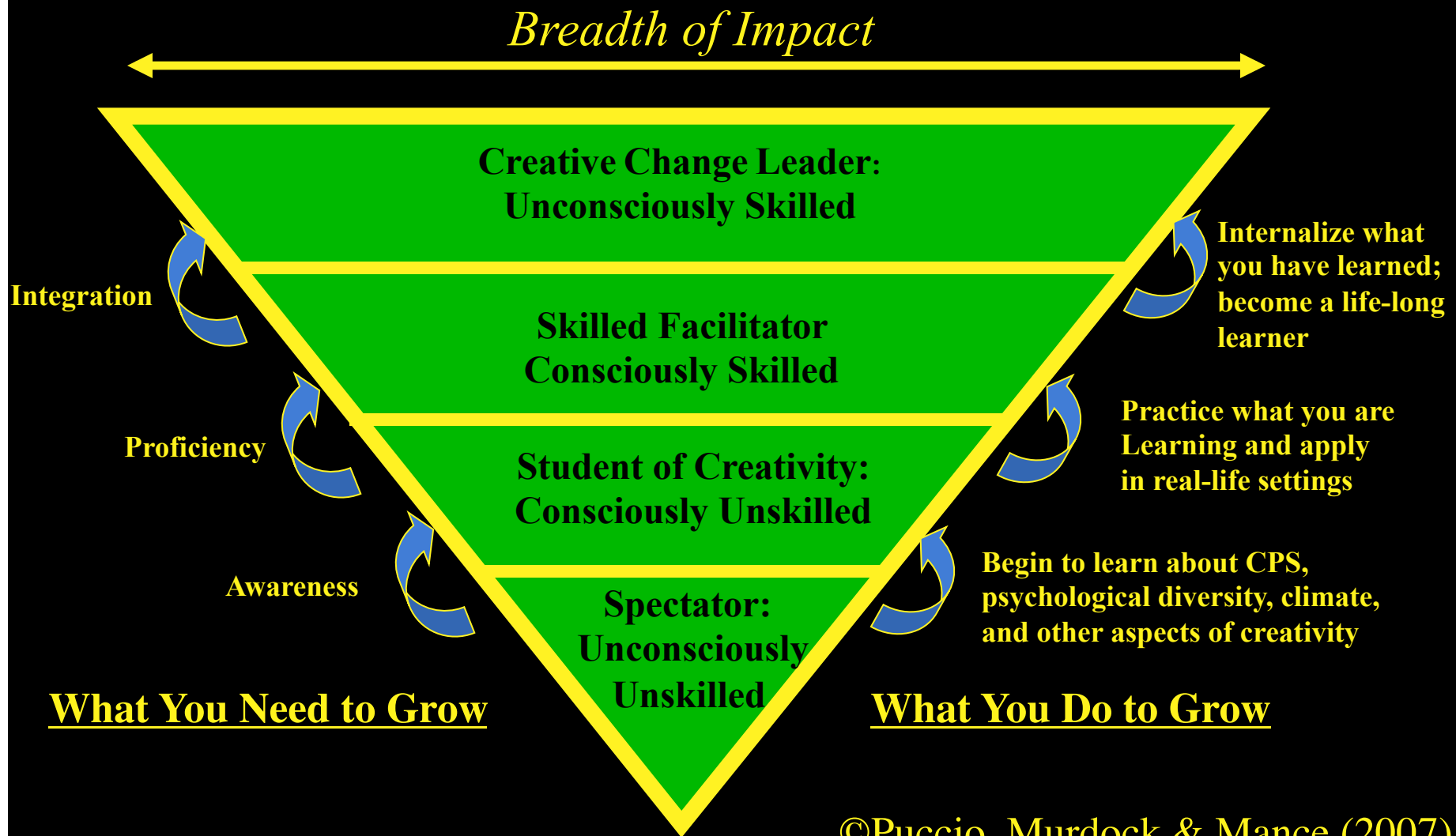


# Some Sample Uses for Point

- Evaluating a proposed idea
- Providing feedback
- Capturing lessons learned from a project, assignment or event
- Conducting performance reviews
- Developing a product concept
- Improving team effectiveness



# A Model for the Development of Creative Change Leaders



# Taking it Forward





# Resources

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

*Creative Leadership: Skills that Drive Change (Sage)*  
*Creativity Rising: Creative Thinking & Problem  
Solving for the 21<sup>st</sup> Century (ICSC Press)*

# Creativity Workshop & Information Session

Sheridan – Oakville Campus – May 5  
Conference Center Rooms A & B – 7:00 to 8:30



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## Topics

- MS in Creativity
- Certificate in Creativity and Change Leadership
- Program for Distance Learners
- Latest faculty research
- Team exercise





**Thank You**