



# Building the Creative Worker: Leadership, Agency, and Creative Self-Image

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# What is creativity?

In organizations, it's the production of novel and useful ideas or solutions





# Is creativity the same everywhere?

Judgments of creativity are “domain-specific”

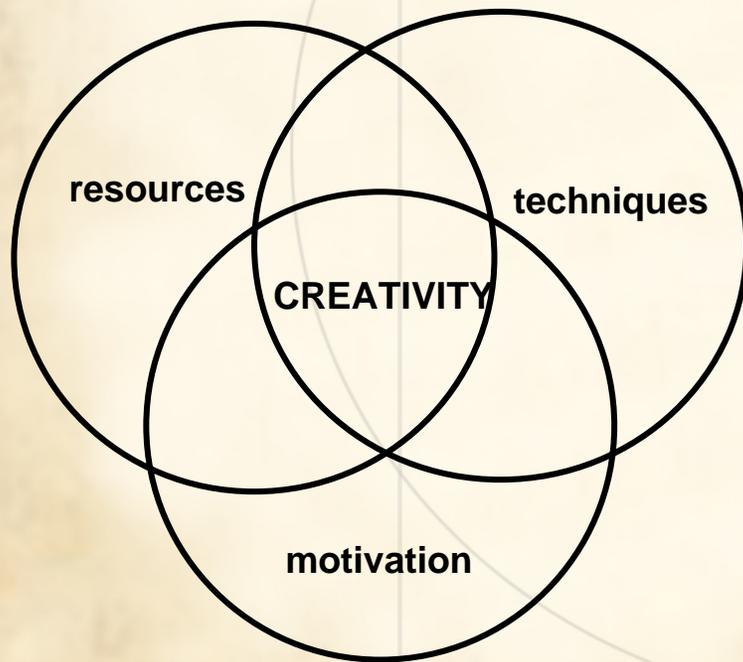
Employee (faculty) governance is not a new idea in universities, but it would be for traditional auto-makers

Creativity in a domain is judged by “field” members

Consumers judge what is creative and what is not in product markets



# To be creative, employees must have



**Resource** elements that enable employees to function in their task domain

**Technique** elements that provide employees opportunities to be creative and develop creativity-related skills

**Motivation** elements that elicit employees' interest and desire to be creative in their work



# Leadership and creative self-images as potent sources of creativity

**Leading for  
creativity**

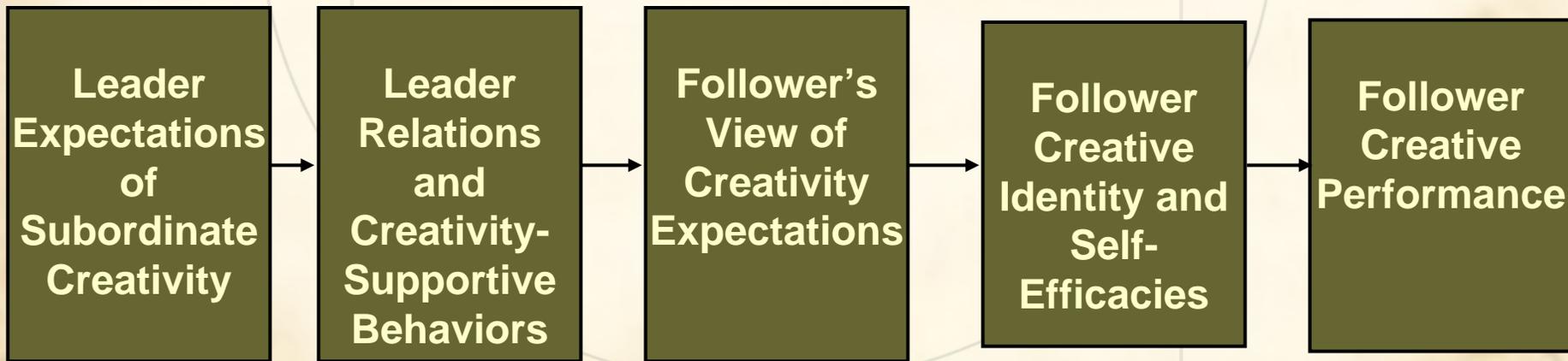
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**Employee  
creativity  
self-concepts**

***[A] sense of identity is the root by which all honest creative effort is fed.***  
*J. Saunders Redding, from his address at the First Conference of Negro Writers, 1959*



# The Pygmalion effect: Leader creativity expectations set off a chain reaction in followers





## Leader creativity expectations lead to different relationships

***Leader-member exchange*** (LMX) concerns how leaders divide followers into “in-groups” and “out-groups”

Leaders provide creativity-supportive behaviors toward in-group members, but not out-group members



# High LMX leaders support creativity by

**Role Modeling:** demonstrating actions such as problem solving and positive risk-taking

**Autonomy Granting:** permitting employees operational control and flexibility in how to conduct their jobs

**Collaboration Encouragement:** promoting collaborative work efforts among employees and the sharing of information and ideas

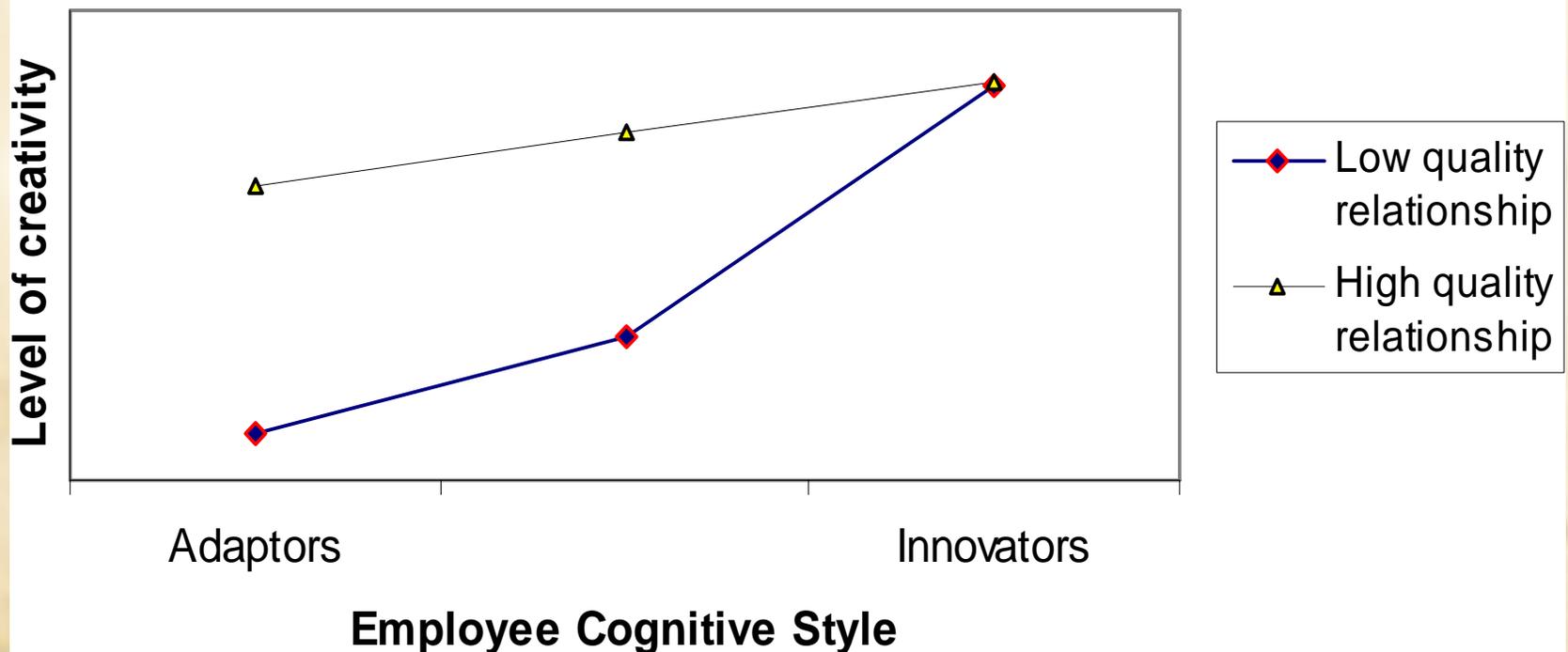
**Creativity Direction:** encouraging employees to be creative and set creativity goals

**Task Support:** facilitating tasks and providing resource support to employees

**Confidence-Building:** providing praise, acknowledgement, interpersonal support, and demonstrating confidence in employees, especially in their creative problem-solving efforts

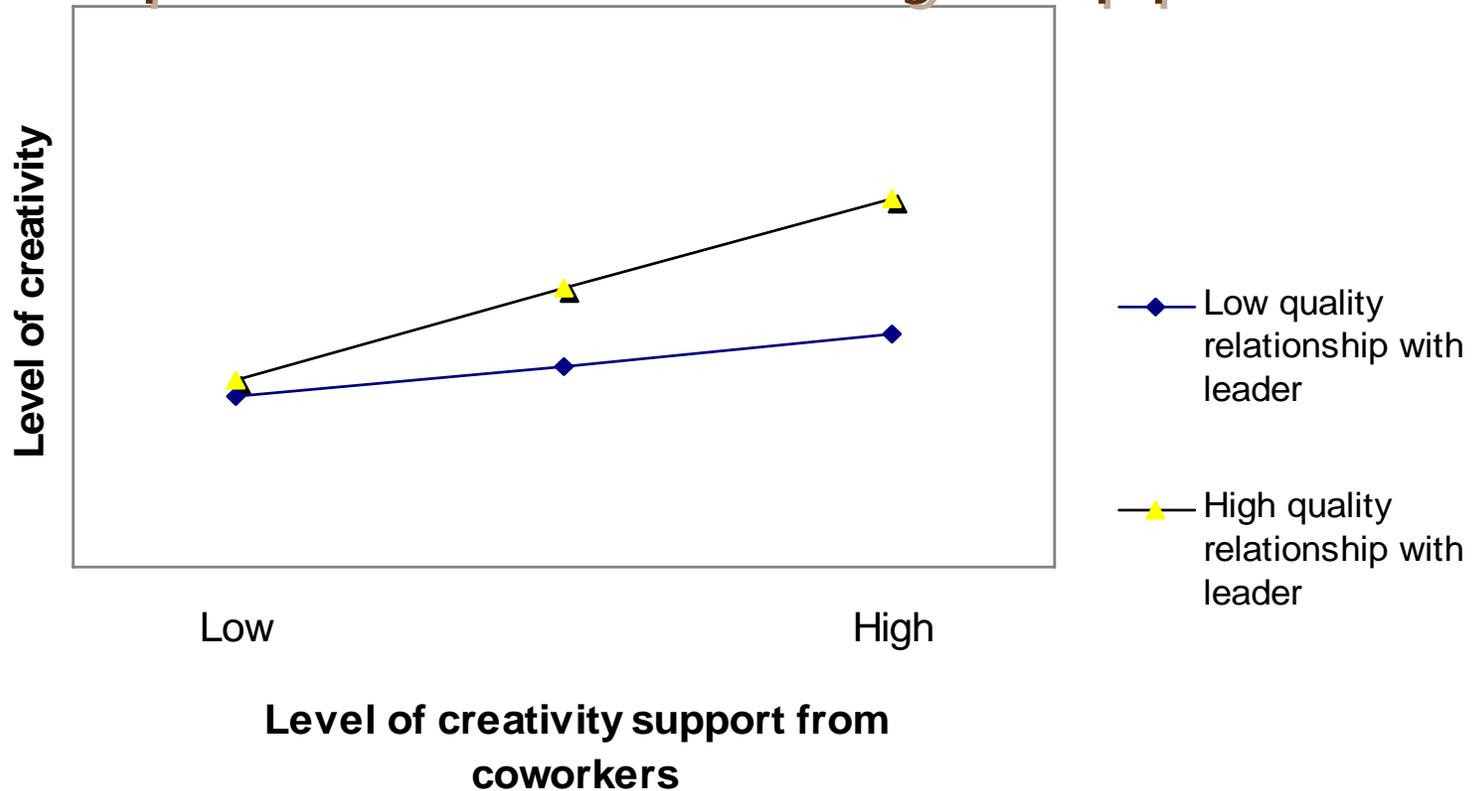


# Creativity support: Employees respond differently to leader relations



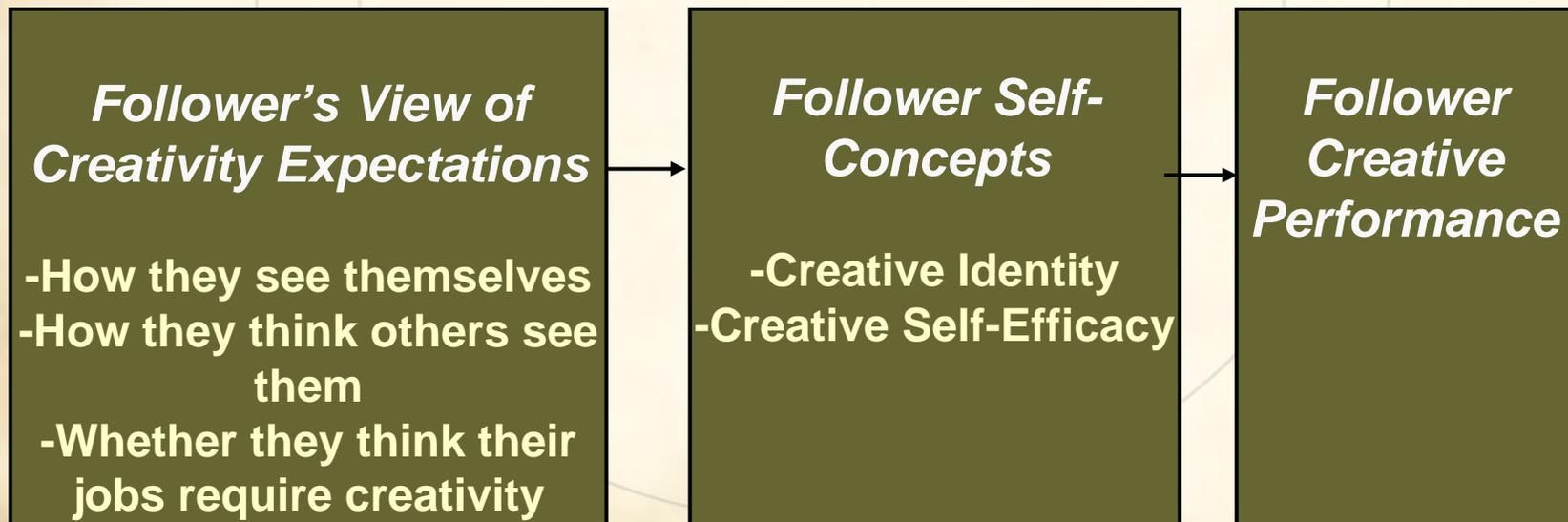


# Both leaders and group members must provide creativity support



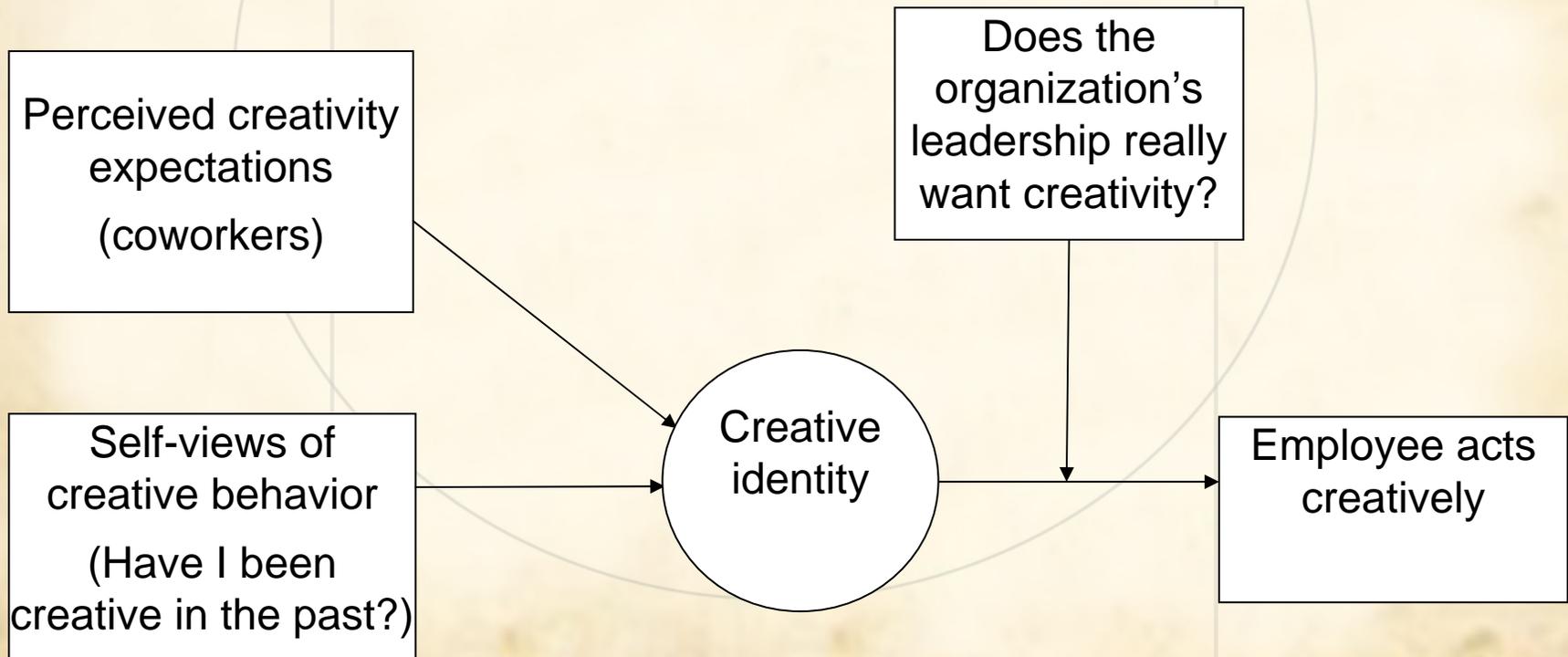


# How do follower's views affect their creativity?



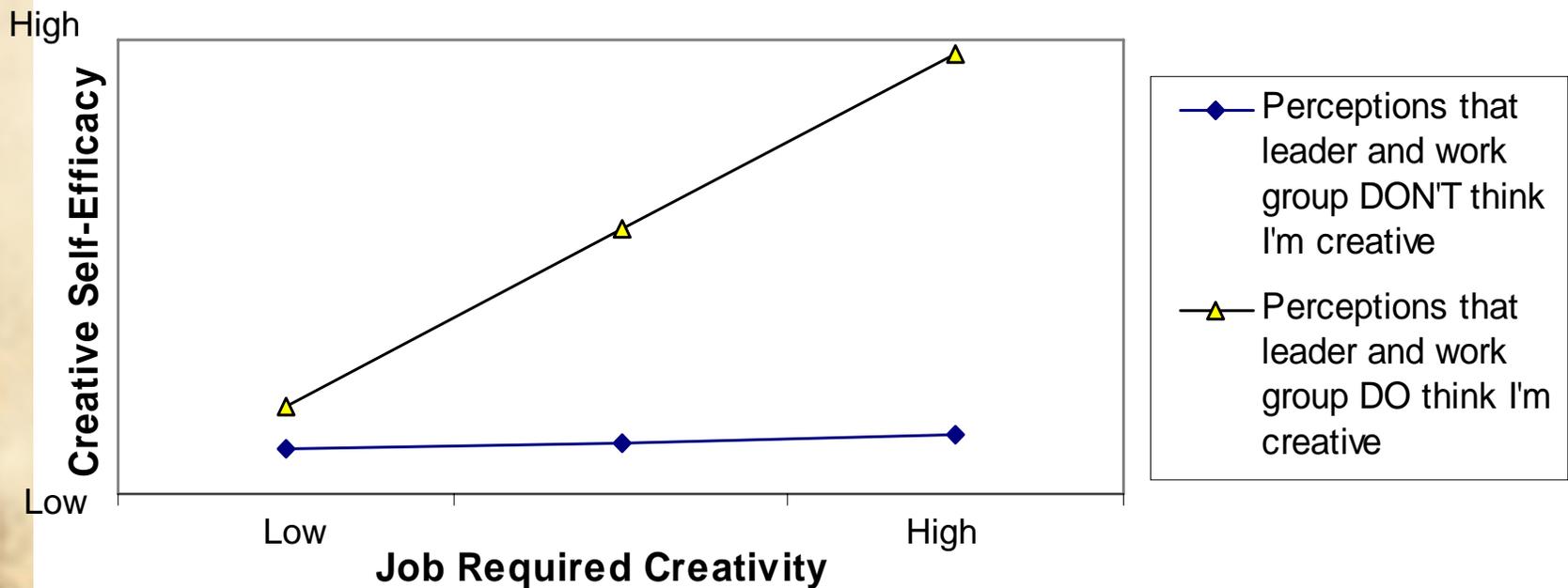


# Creativity expectations, self-concept, and creative performance





# Does the job need someone creative? Do you think it's me?





## So what?

**Leadership at all organizational levels has a strong impact on employee creativity**

- Provide resources, tools, and generate abilities
- Provide jobs that allow and encourage creativity
- Empowers the group to support each other's creativity
- Sending the message that “creativity is valued here”

**Leadership's impact is partly by changing how people see themselves and their environment**

- Am I creative? Can I succeed if I try? Creativity is risky—if I try and fail to be creative, will I be punished?



## Selected References (most papers can be found at [http://webs.twsu.edu/farmer/farmer\\_info.htm](http://webs.twsu.edu/farmer/farmer_info.htm))

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