Business Briefing

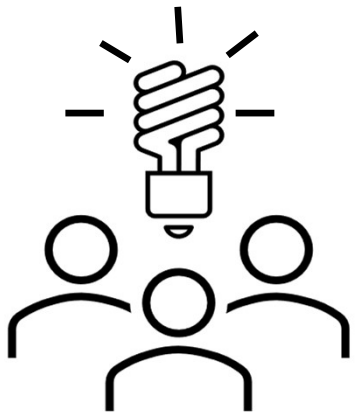
Unleashing Creativity: Organizational Purpose, Engagement, & Diversity

ATD-July 19, 2022

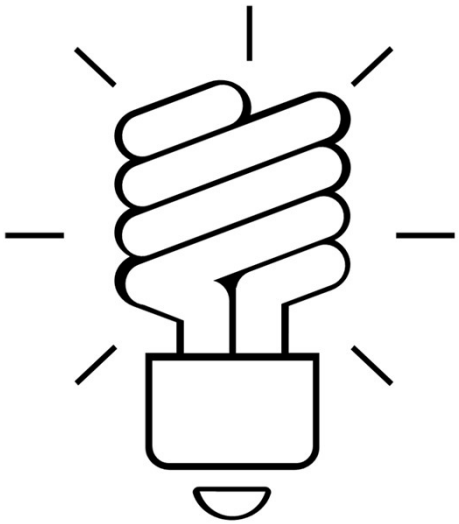
Dale Carnegie®

Today's Objectives

1. Understand the business case for creativity
2. Explain the creativity paradoxes
3. Examine the interpersonal aspects of creativity and innovation
4. Discuss ways organizations can foster creativity and innovation



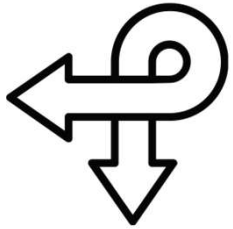
Creativity is the Precursor to Innovation



Creativity is the generation of novel and useful ideas, often by connecting knowledge in new ways.

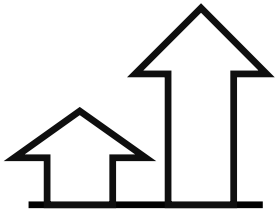
Innovation is the realization of those ideas (as products, practices, etc.) and their implementation to create value.

Crises Are Both Challenges and Opportunities



90%

Of executives believe that the Covid-19 crisis will fundamentally change the way they do business over the next 5 years, and more than three-quarters agree it will create significant new opportunities for growth



Organizations that maintain their innovation focus through crises emerge stronger and are more likely to deliver accelerated growth over the subsequent 3-5 years.

Source: McKinsey “Innovation in a crisis: Wy it is more critical than ever”, June 2020

Poll Question (Optional)

My organization's current level of creativity and innovation is:

- ❑ We are very creative and innovative.
- ❑ We are sometimes creative, but could do better
- ❑ We really aren't very creative/innovative.

Group Discussion (Optional)

- What are some of the areas where creativity and innovation could help your organization?
- What would be the benefit to you, your team, and your organization?

Creativity Is Good for Business

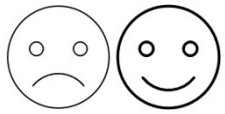
Businesses that invest in creativity are more likely to:

Have satisfied customers

Foster innovation

Be financially successful

Increase employee productivity



Provide better customer experience

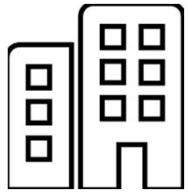
Source: Adobe “State of Create: 2016” (Survey of 5,026 adults in the U.S., U.K., Germany, France and Japan)
https://www.adobe.com/content/dam/acom/en/max/pdfs/AdobeStateofCreate_2016_Report_Final.pdf

Dale Carnegie 2021 Creativity Study

Online, web-based survey

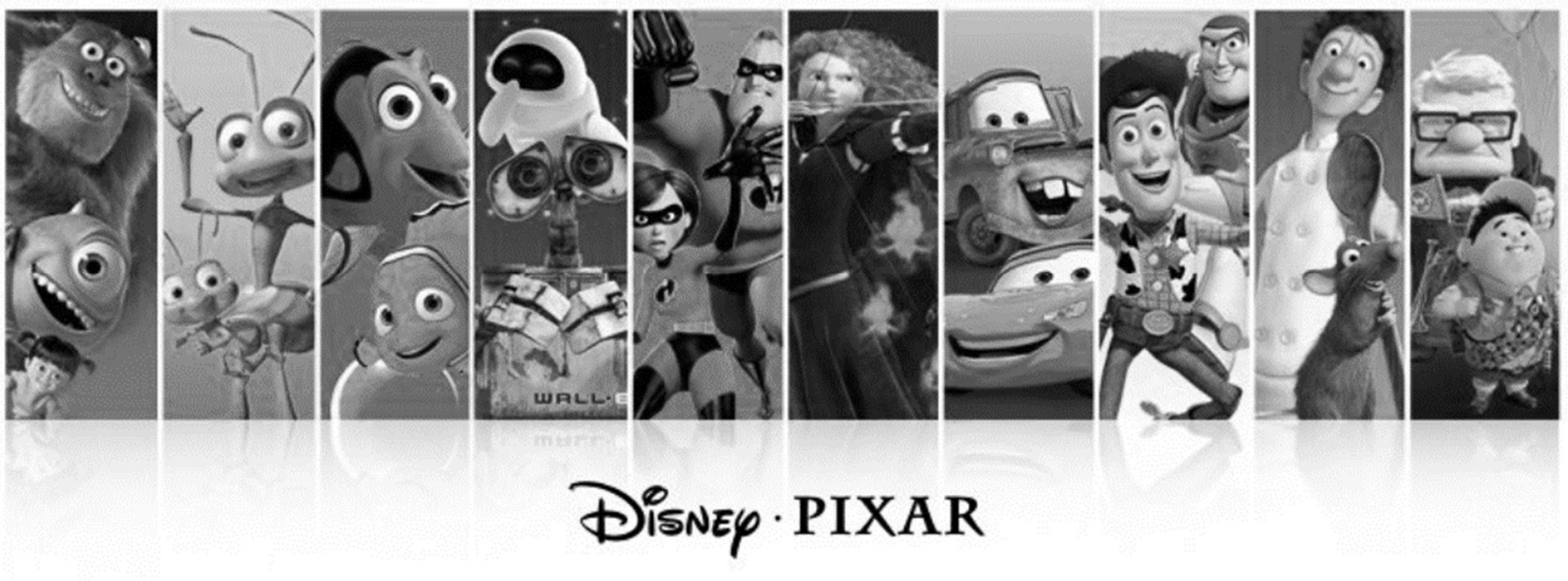
6,500+ respondents

21 countries and territories



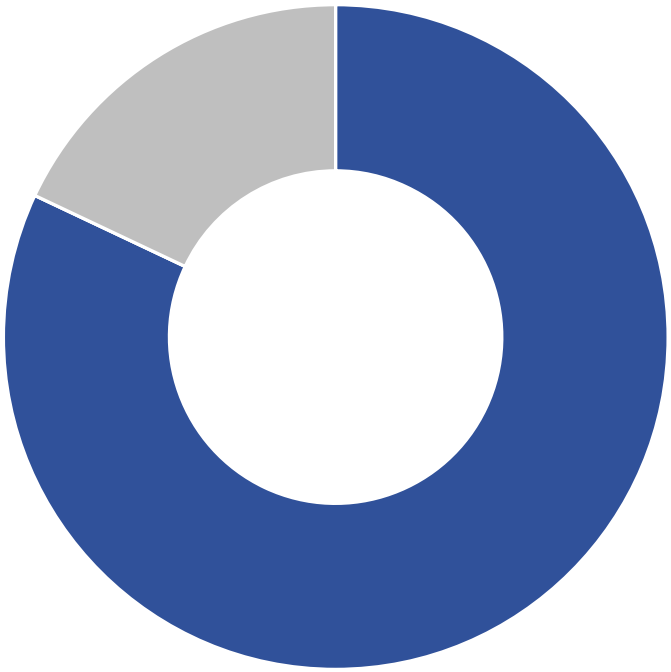
Across a range of industries and company sizes

Creativity at Pixar



“A movie contains literally tens of thousands of ideas. They’re in the form of every sentence, in the performance of each line, in the design of characters, sets and backgrounds, in the location of the camera, in the colors, lighting and pacing.”

Humans Are Inherently Creative



82%

of respondents say there are creative people on their team

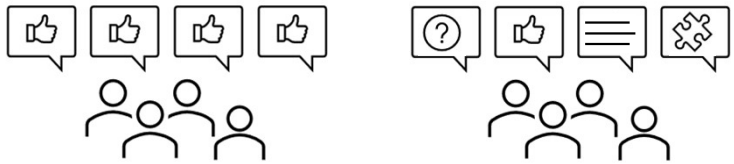
Source: Dale Carnegie Training 2021 Creativity Survey

Creativity Paradoxes

Individual v. Social Process

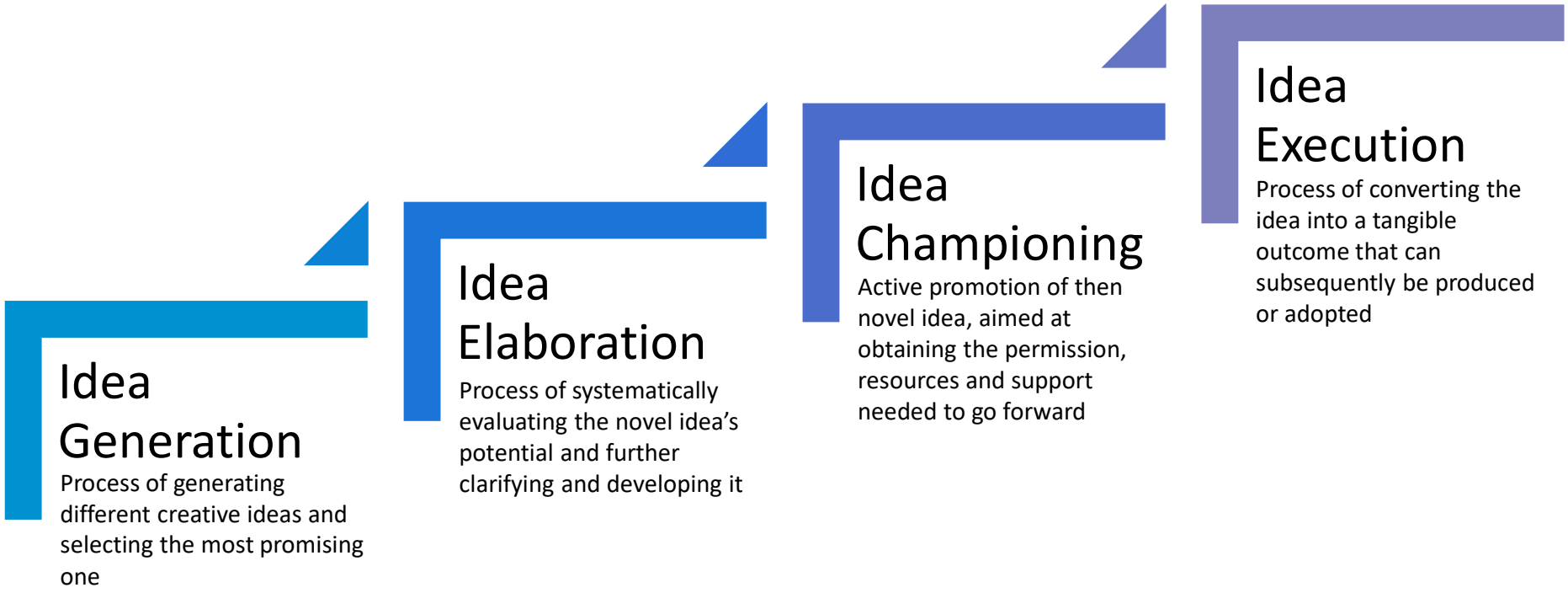
Diversity v. Homogeneity

Cooperation v. Conflict



Strong Ties v. Weak Ties

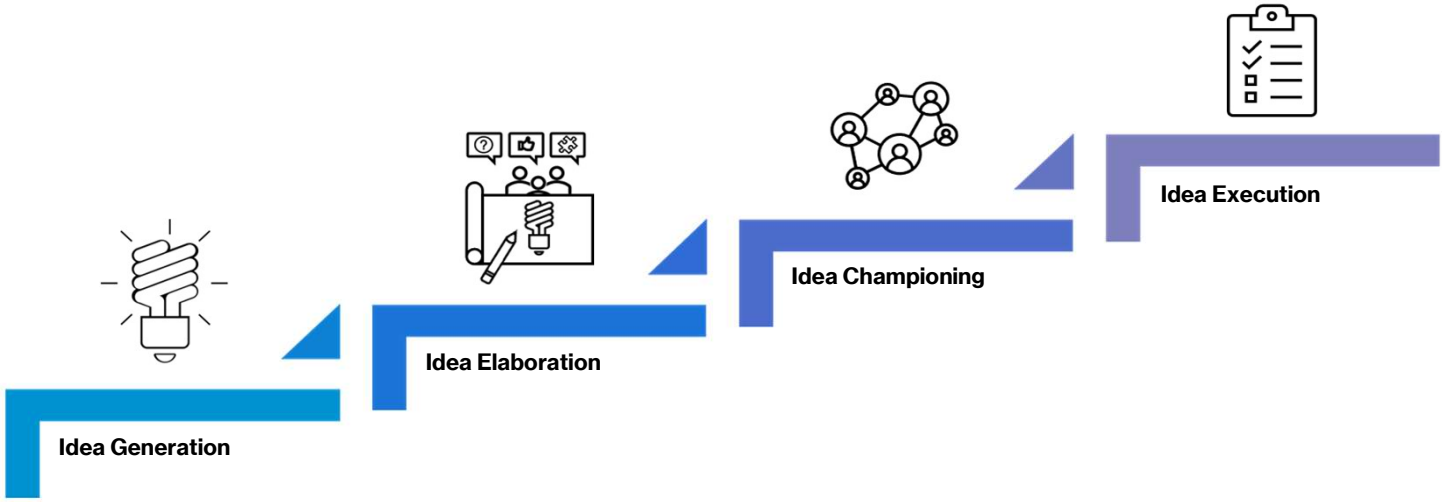
The Idea Journey Phases



Source: Jill E. Perry-Smith and Pier Vittorio Mannucci. "From Creativity to Innovation: The Social Network Drivers of the Four Phases of the Idea Journey." *Academy of Management Review* 2017, Vol. 42, No. 1, pp. 53–79.

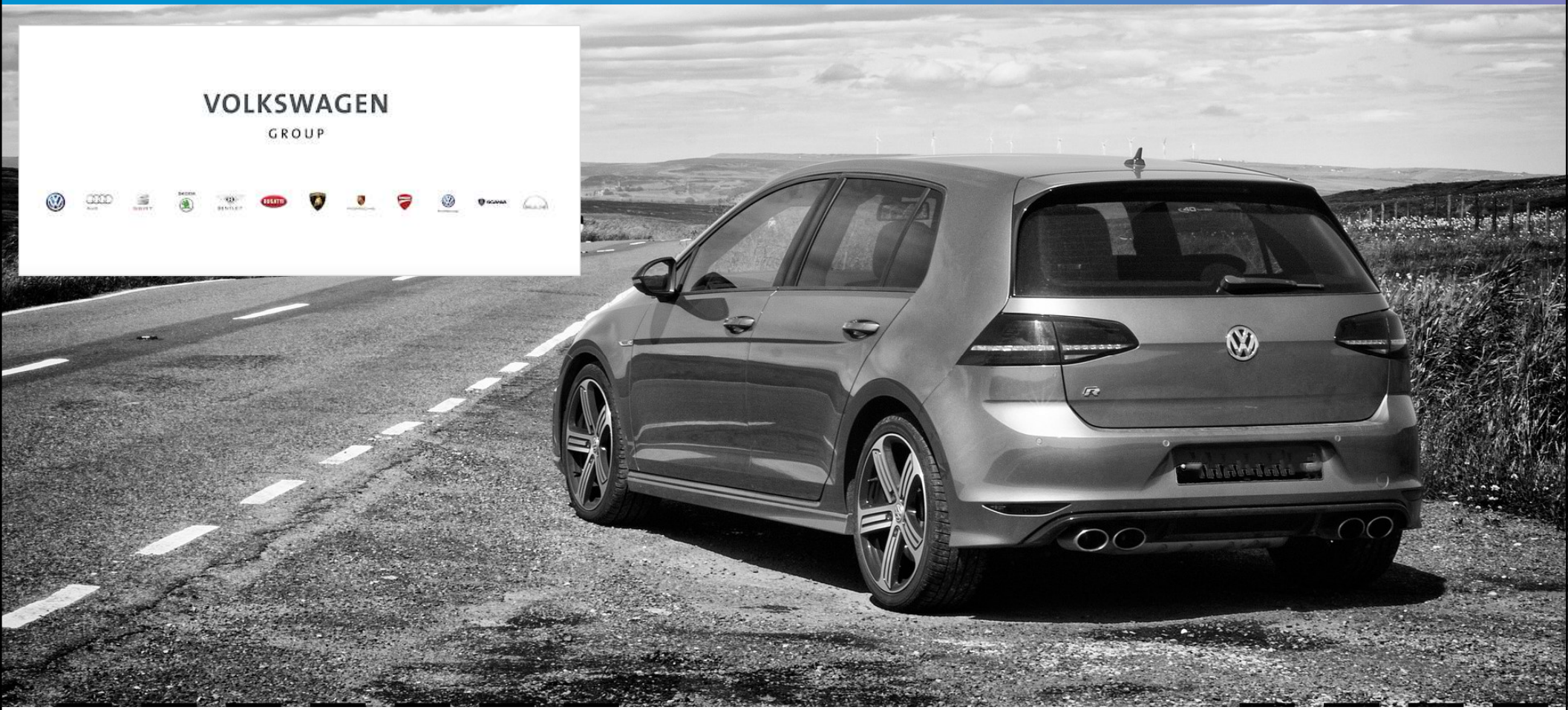
3 Operating Principles for Creativity at Pixar

1. We must stay close to innovations happening elsewhere.
2. It must be safe for everyone to offer ideas.
3. Everyone must have the freedom to communicate with anyone.



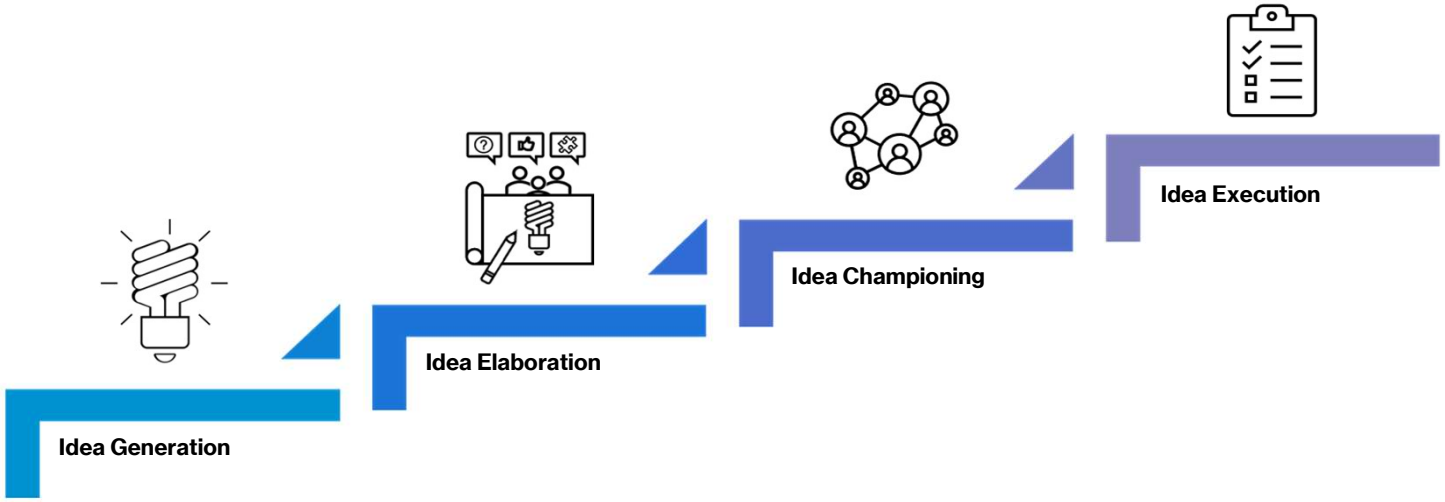
Source: “How Pixar Fosters Collective Creativity” by Linda A. Hill et.al, at https://hbr.org/2008/09/how-pixar-fosters-collective-creativity

Creativity in the VW Group



Rules in 2 Categories for Creativity at the VW Group

1. How people interact – mutual trust, respect and mutual influence. Everyone has a voice.
2. How people think – calls for everyone to question anything.



Source:

Creativity is Social

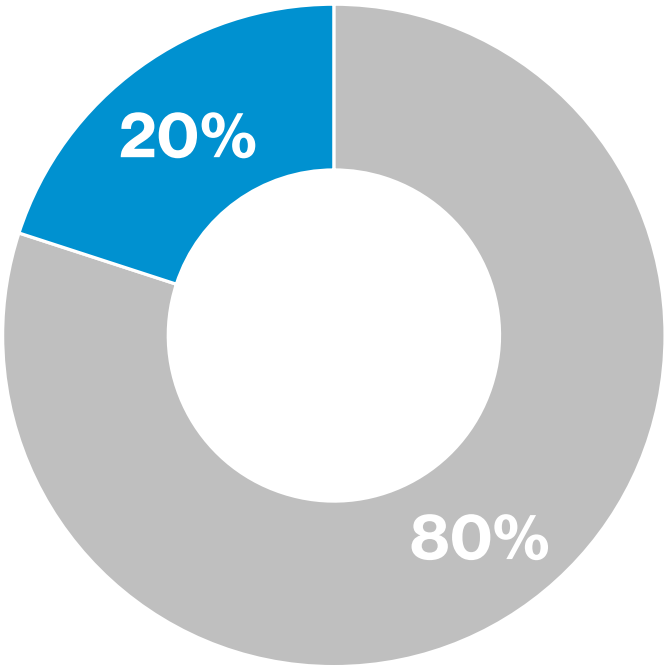
Pixar

1. We must stay close to innovations happening elsewhere.
2. It must be safe for everyone to offer ideas.
3. Everyone must have the freedom to communicate with anyone.

The VW Group

1. How people interact – mutual trust, respect and mutual influence. Everyone has a voice
2. How people think – calls for everyone to question anything.

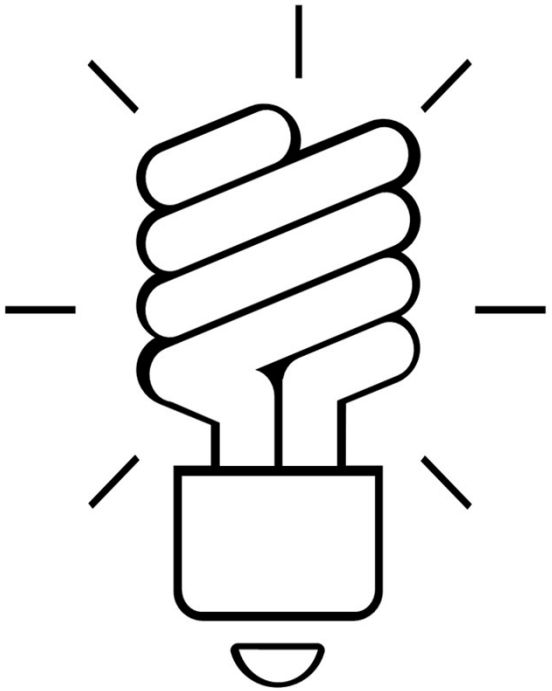
Dale Carnegie Study: High Creative Organizations

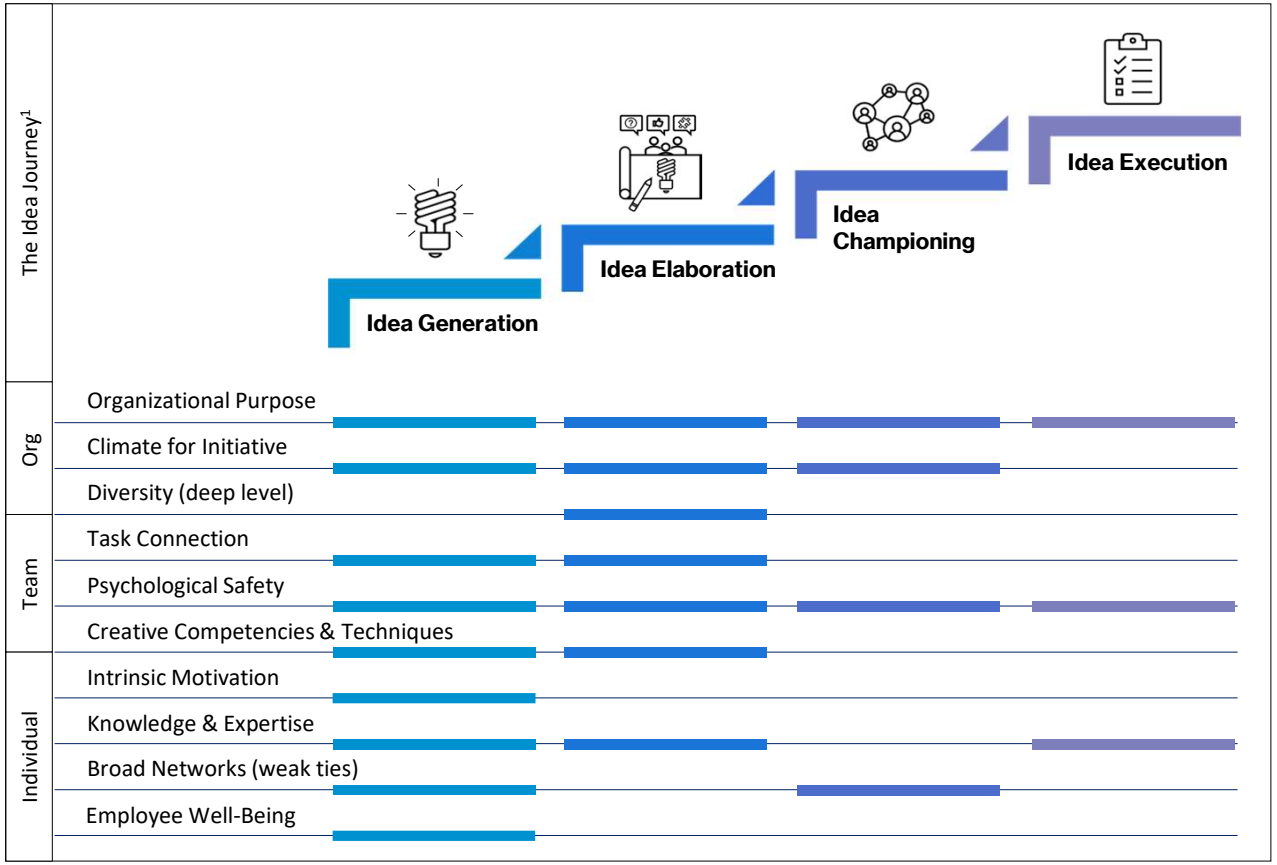


- People in my organization have good ideas, AND
- We change and improve things pretty quickly here, AND
- My organization has a reputation for being innovative.

Source: Dale Carnegie Training 2021 Creativity Survey

Creativity Is Social: The Dale Carnegie Model





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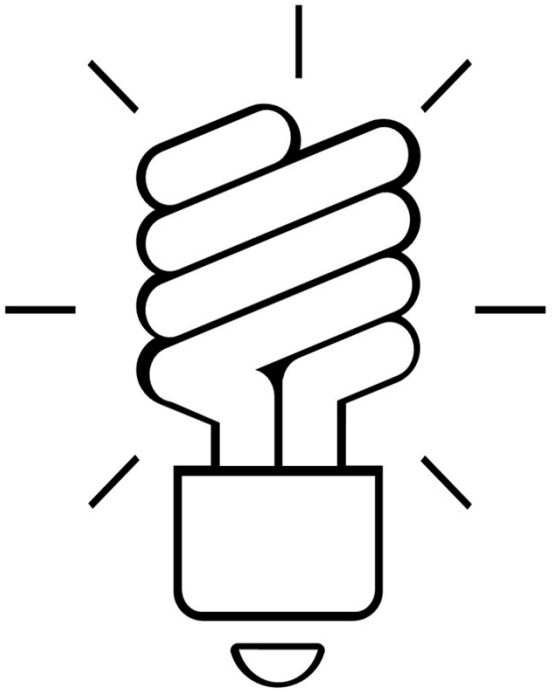
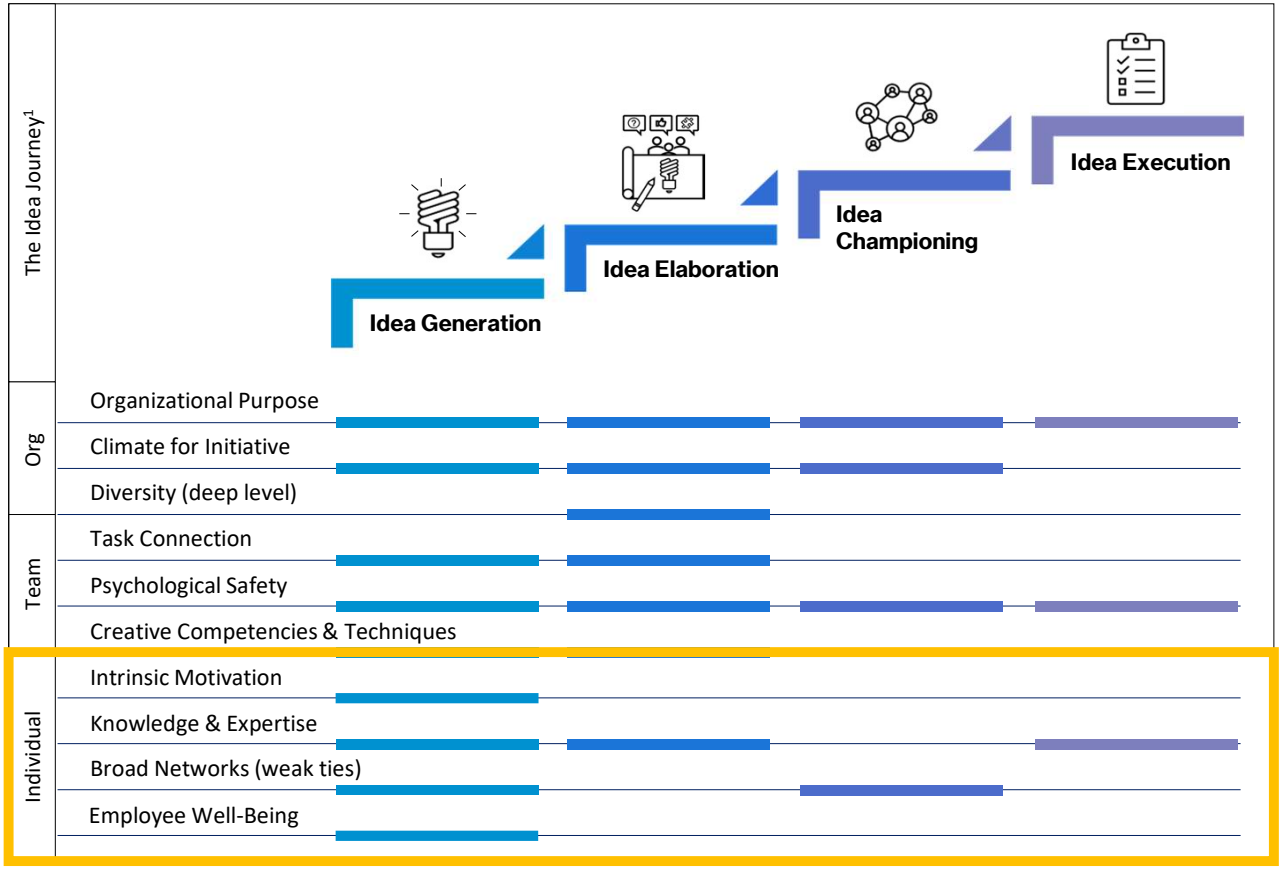
How Are High-Creative Organizations Different?

Creativity Is Social: The Dale Carnegie Model





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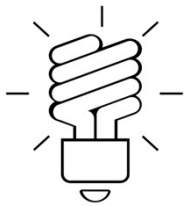
#1 They protect intrinsic motivation.



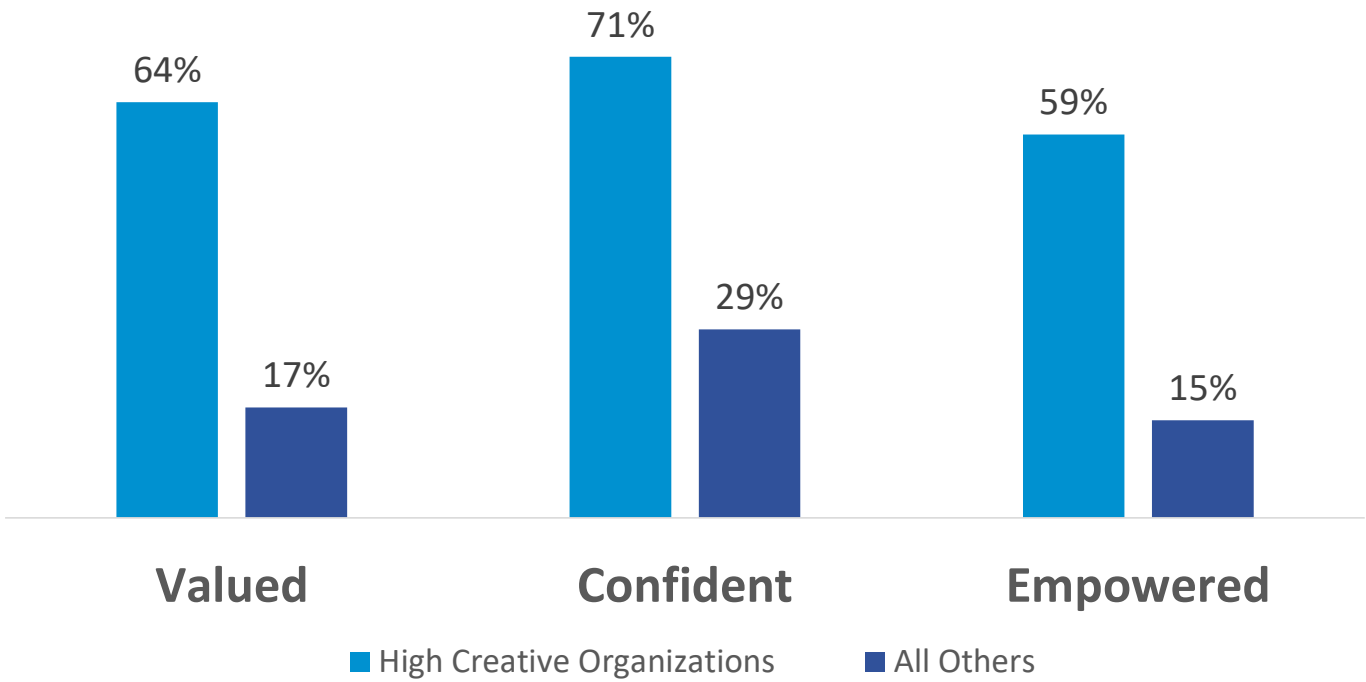
Individual

Intrinsic Motivation

Knowledge & Expertise

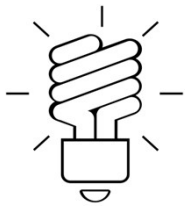
Broad Networks (weak ties)

Employee Well-Being



Source: Dale Carnegie Training 2021 Creativity Survey

#2 They help people gain knowledge & expertise.



Individual

Intrinsic Motivation

Knowledge & Expertise

Broad Networks (weak ties)

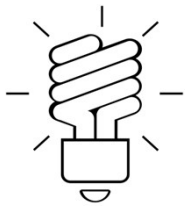
Employee Well-Being

"Creativity is just connecting things."

- Steve Jobs, Apple co-founder

Source: Jobs, Steve, and George W. Beahm. *I, Steve: Steve Jobs in His Own Words*. Agate, 2011.

#3 They encourage people to build networks.



Individual

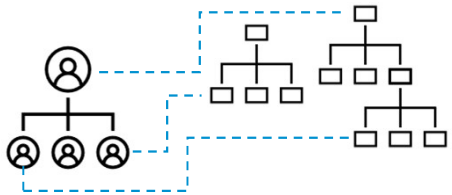
Intrinsic Motivation

Knowledge & Expertise

Broad Networks (weak ties)

Employee Well-Being

"Weak ties" promote creativity, but

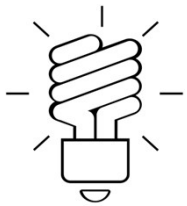


3 in 10

who began working remotely due to Covid-19 are aware they speak with fewer co-workers now than when they worked in the office.

Source: Dale Carnegie Training 2021 Creativity Survey

#4 They tend to their employees' well-being.



Individual

Intrinsic Motivation

Knowledge & Expertise

Broad Networks (weak ties)

Employee Well-Being

Stress is a creativity killer.

45%

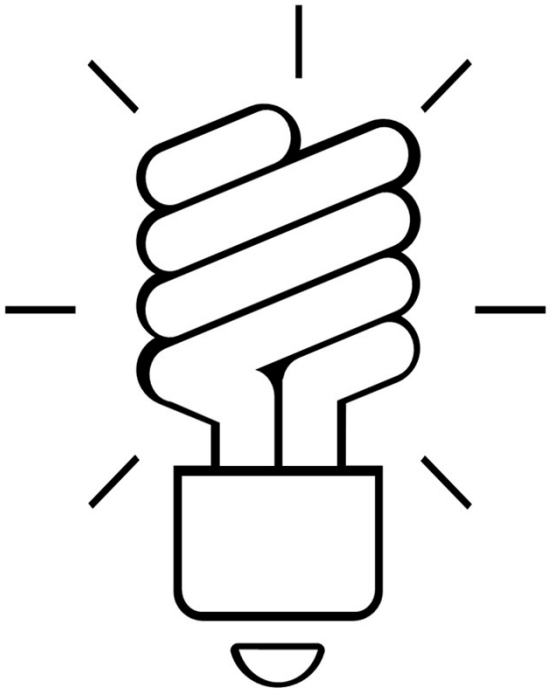
Less likely to think creatively on high-pressure vs. low-pressure work days.

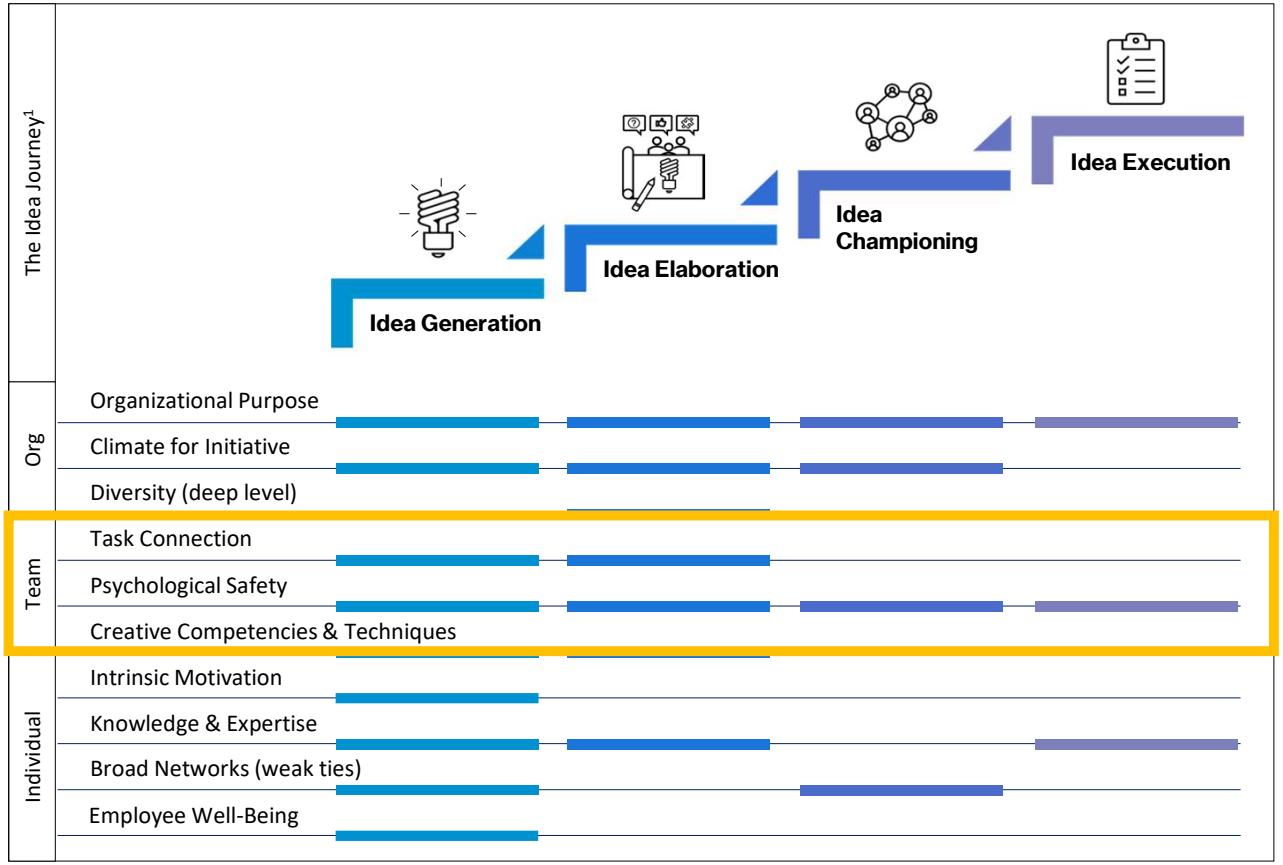
Source: Amabile, Teresa M., et al. "Creativity Under the Gun." *Harvard Business Review*, Aug. 2002, hbr.org/2002/08/creativity-under-the-gun.

Let's Discuss

- What is the state of these drivers in your own organization today?
- What could do to enhance them?
    1. Intrinsic motivation
    2. Knowledge & expertise
    3. Networks
    4. Well-being

Creativity Is Social: The Dale Carnegie Model





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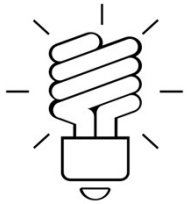
#5 Connections between team tasks and the purpose.



Team

Task Connection

Psychological Safety

Creative Competencies & Techniques

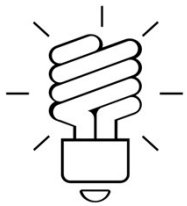
Just

1 in 3

respondents in a 2020 survey by McKinsey believe their organizations strongly connect actions to purpose.

Source: McKinsey's "COVID-19 and the employee experience: How leaders can seize the moment", June 2020.

#6 Teams create and maintain psychological safety.

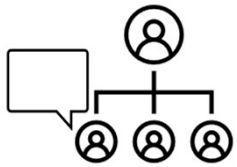


Team

Task Connection

Psychological Safety

Creative Competencies & Techniques

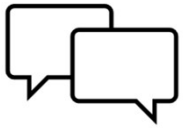


54% vs. 11%

Employees here are not afraid to bring up tough issues and problems to their leaders.

51% vs. 8%

Leaders here make it safe for employees to experiment and learn from mistakes.



51% vs. 12%

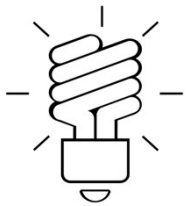
My team is comfortable with constructive controversy and disagreement about ideas.

High Creative Organizations All Others

% who strongly agree

Source: Dale Carnegie Training 2021 Creativity Survey

#7 Teams learn and use creative techniques.



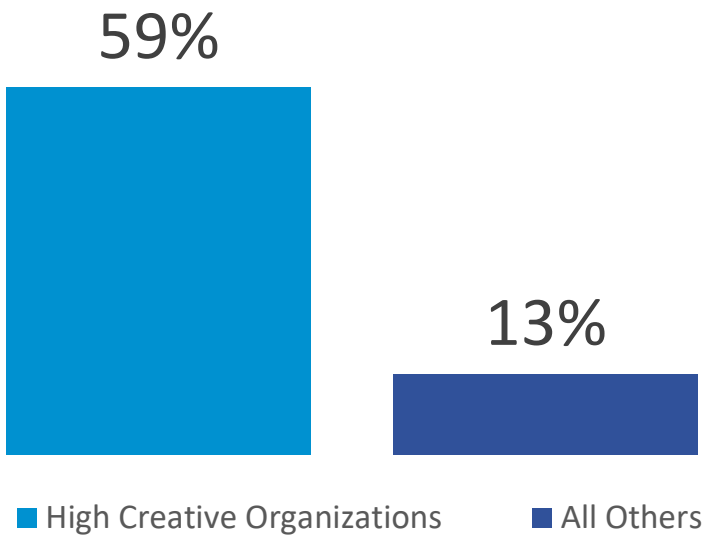
Team

Task Connection

Psychological Safety

Creative Competencies & Techniques

% who strongly agree that “My team regularly uses techniques to bring out creative ideas during problem-solving sessions.”

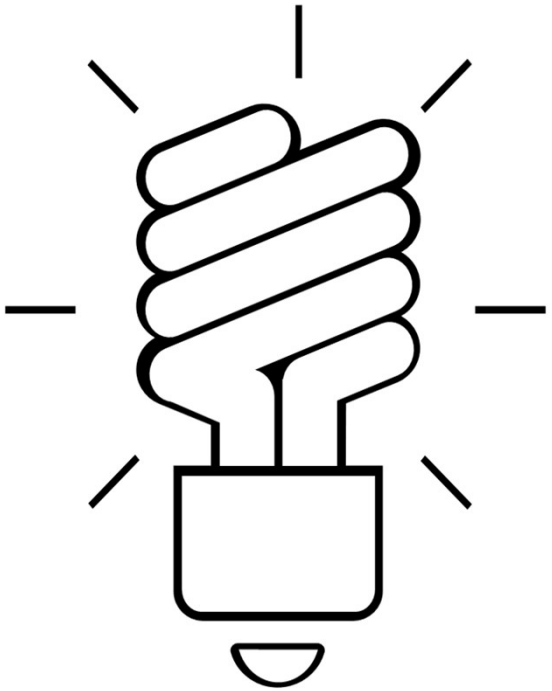


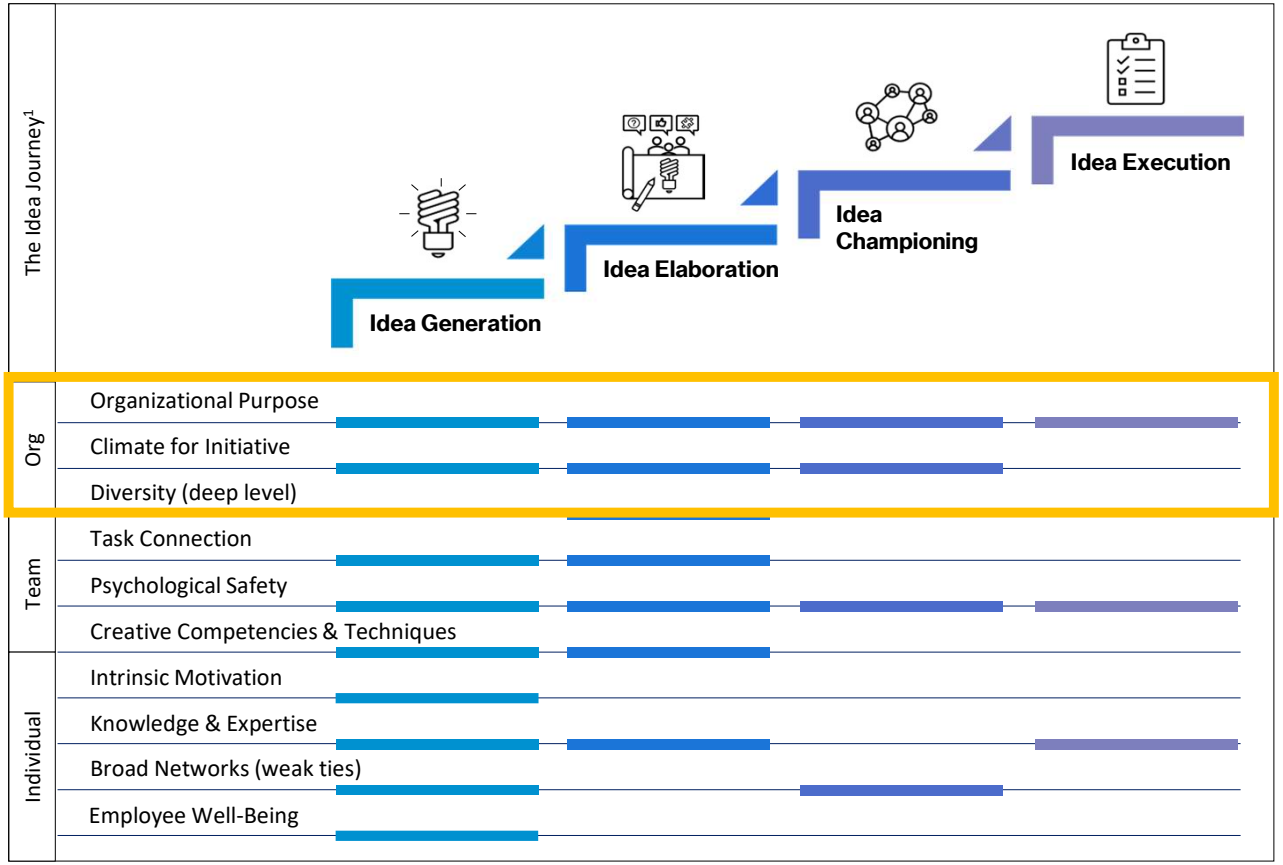
Source: Dale Carnegie Training 2021 Creativity Survey

Let's Discuss

- What is the state of these drivers in your own organization today?
- What could do to enhance them?
  1. Connecting tasks to purpose
  2. Psychological safety
  3. Using creative techniques

Creativity Is Social: The Dale Carnegie Model





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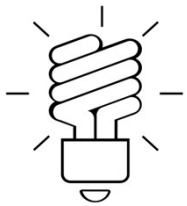
#8 The organization's purpose is clear and compelling.



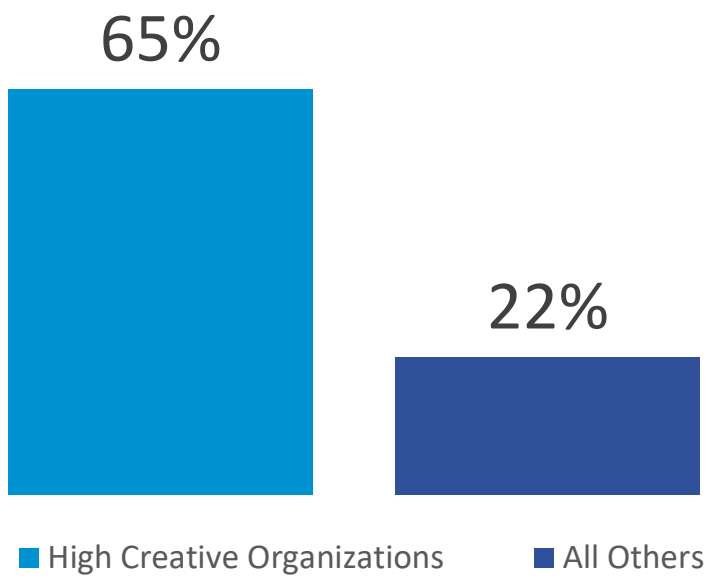
Organization

Organizational Purpose

Climate for Initiative

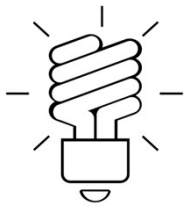
Diversity (deep level)

% who strongly agree that
"My organization has a clear purpose that guides our work."



Source: Dale Carnegie Training 2021 Creativity Survey

#9 They encourage and appreciate initiative.



Organization

Organizational Purpose

Climate for Initiative

Diversity (deep level)

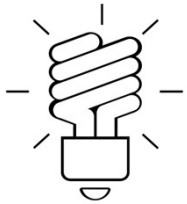
1 in 4

or fewer strongly agreed with the following:

- People in my organization are generally open to new ways of doing things
- It is easy to get support for good ideas around here
- Leaders actively seek ideas from anywhere/anyone in my organization

Source: Dale Carnegie Training 2021 Creativity Survey

#10 They cultivate sustained (deep level) diversity.



Organization

Organizational Purpose

Climate for Initiative

Diversity (deep level)

57% vs. 18%

My team is diverse in terms of race, culture, gender, and ethnicity

61% vs. 16%

My team is diverse in terms of peoples' training, backgrounds, ideas, and work experiences

64% vs. 15%

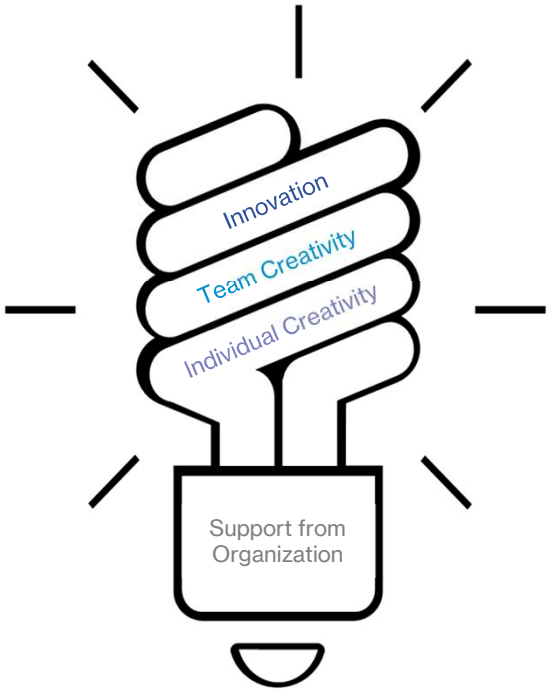
People in our company value each other's unique skills, perspectives and talents

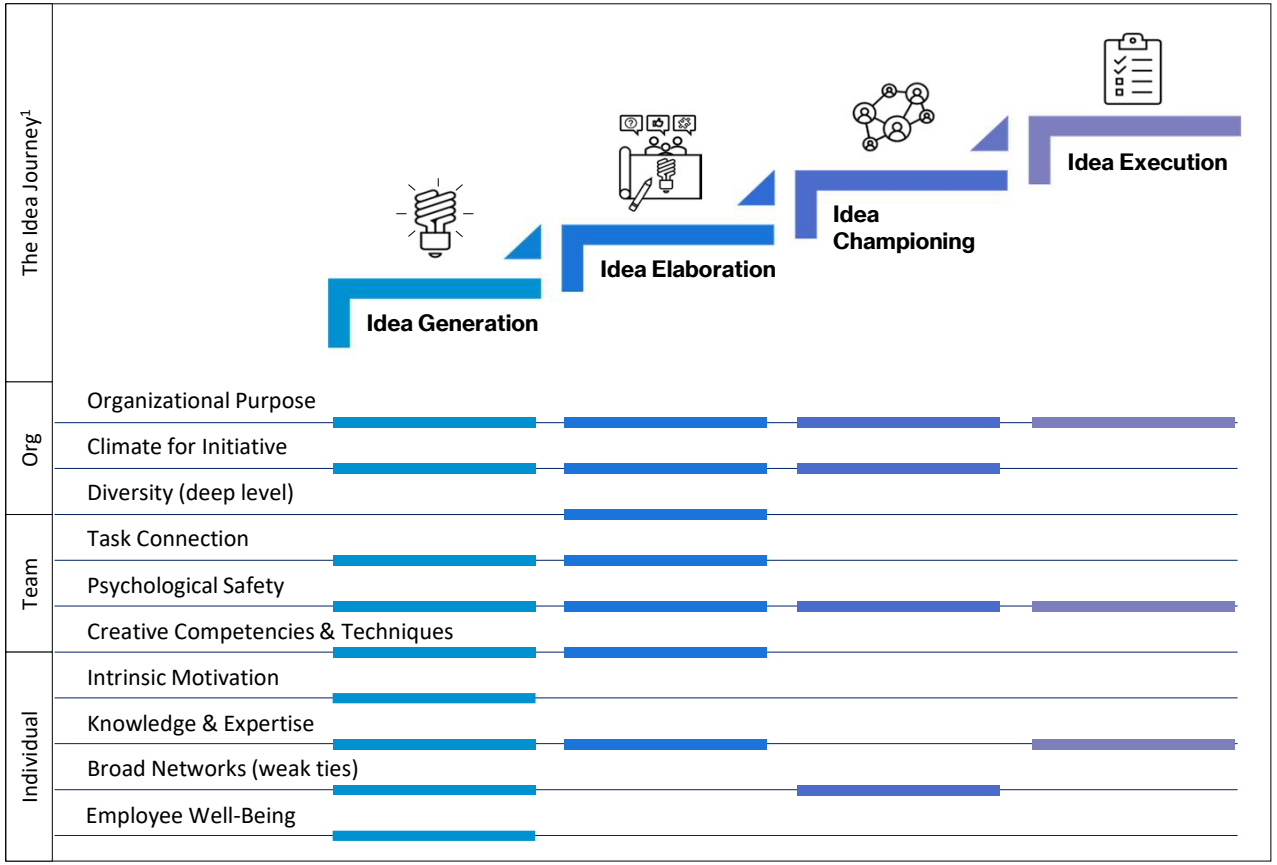
High Creative Organizations All Others

% who strongly agree

Source: Dale Carnegie Training 2021 Creativity Survey

Creativity Is Social: The Dale Carnegie Model





[1]Adapted from Jill E. Perry-Smith and Pier Vittorio Mannucci. "From Creativity to Innovation: The Social Network Drivers of the Four Phases of the Idea Journey." *Academy of Management Review* 2017, Vol. 42, No. 1, pp. 53–79.

Connecting with You

To learn more about how Dale Carnegie can help you to strengthen the factors that can lead to greater innovation in your organization:

- Download our white paper on Creativity and Innovation,
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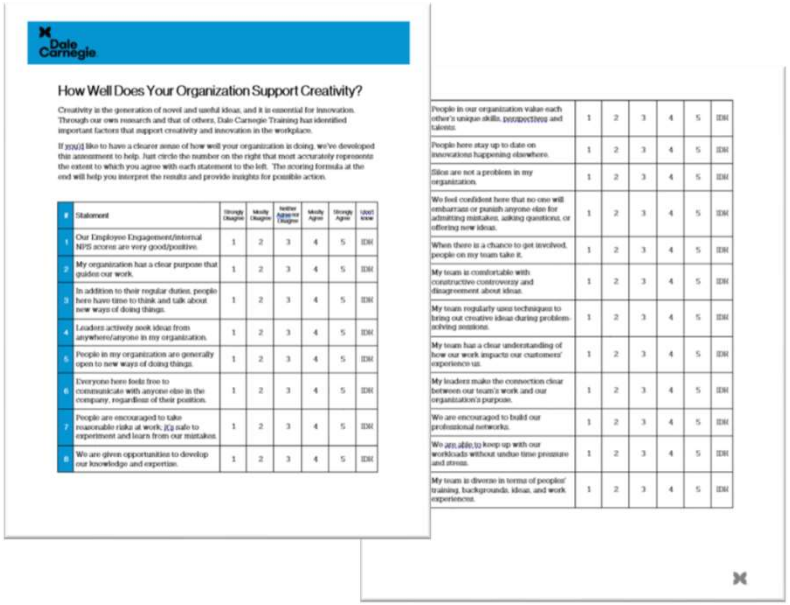
- Go to www.dalecarnegie.com to find an office near you and ask about our Creativity Assessment to pinpoint your best next steps.



Thank You!