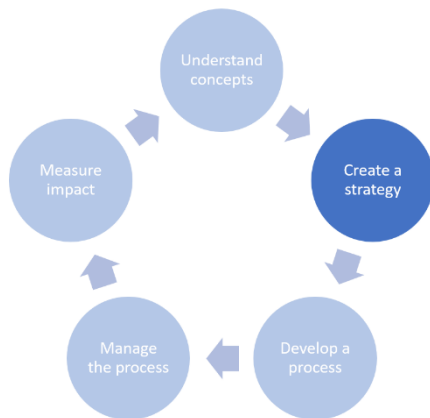


How do I manage creativity in the workplace?



Just as there is no one way to consider creativity there is also no standard technique for introducing creativity into an organisation but there are lots of ways to try, some of which might be useful to you. This section includes some suggestions on how you can encourage and help your staff to be creative starting with identifying your weak areas and making formal plans to address them.

This picture shows the overall process for managing creativity.

What helps creativity in organisations? Think of an organisation known to you that you believe to be creative. What strikes you as interesting about the way it works?



Creative organisations often share certain characteristics including an open culture, empowered staff, flexible structure, integrated procedures, idea development systems and good external partnerships.

In the previous section we considered individual creativity, in other words, activities undertaken by individual employees within an organisation. In this section we will think about organisational innovation and how you can influence these components through workplace practices and conditions. As with any major change in practice it's a good idea to create a plan or strategy to guide you with clear steps for implementation.

A strategy is a way of describing how you are going to get things done

Your Creative Management Strategy will broadly answer the question of **how you are going to get** from **where you are** to **where you want to be** in terms of managing the various aspects of creativity in your company.

How do I do it?

Your Managing Creativity Strategy can take the same format as any other type of strategy you currently use. The plan should be practical and actionable, so you are clear on what

steps you need to take to implement it. This section covers some examples of tools you can use to consider the environment in which your organisation operates and to identify threats and weaknesses you are vulnerable to as well as strengths and opportunities you can make use of. This knowledge helps you to then determine a high-level plan to minimise the negatives and maximise the positives.

Analysis tools

There are various general analysis tools you can use like SWOT Analysis, Porter's 5 Forces, PESTEL, Porter's Value Chain, Pareto Analysis etc. As they are not unique to creativity we will just give a brief overview here, but you can find lots more information freely available, including other strategic analysis tools not included here.

Creativity Scorecard

SWOT Analysis

Pareto's Analysis

Porter's Value Chain

Create a strategy

Affinity Diagram

Porter's 5 Forces

PESTLE

Table 1: Common Strategy Level Analysis Techniques

SWOT Analysis

The most basic form of analysis, you just think of your company's **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats.

Porter's 5 Forces

A framework for identifying threats and opportunities around you. It includes the competitive rivalry, bargaining power of suppliers and customers and threat of new entrants and substitutes".

PESTLE

Another framework to ensure you consider a broad range of possibly sources of opportunities and threats. It prompts you to think about the **P**olitical, **E**conomic, **S**ocial, **T**echnological, **E**nvironmental and **L**egal opportunities or threats to your business.

Porter's Value Chain

A simple and graphical way for identifying and describing your companies' main functions and understanding how they help you to create value.

Pareto Analysis

Have you heard that 20% of your products, services, customers and distribution deliver about 80% of your products? This is a visual way of looking at that idea.

Creativity Scorecard

As well as the more general strategy analysis tools available, we would also like to suggest using the following scorecard, specifically developed to help you manage creativity by helping you to capture:

- your staff's **attitude** to and **perception of creativity** in your organisation
- the current level of **creative initiatives** in the organisation
- the **barriers** experienced by your staff when trying to be creative
- the health of the **current structures, systems and culture** in place to assist effective creativity management.

You can complete the scorecard yourself and ask your staff to complete it. You can also use the questions as a guide for structured interviews if you prefer to gather information through talking to your staff.

*You can use this scorecard both when planning your strategy,
when managing creativity and to assess your progress.*

The scorecard is divided into a number of factors that can help to embed or work against creativity management within organisations. Once you have completed the questions, you will have an idea of which section you need to focus on.

You can come back and use this scorecard again and again as you work through your process of introducing and managing creativity in your business.



Creativity Scorecard

Table 2: Creativity Scorecard

Please circle the extent to which you agree or disagree with these statements where 1 represents strongly agree and 5 represents strongly disagree					
Leadership (relates to you and any other management)					
1. You have defined clear strategies (or action plans)	1	2	3	4	5
2. You have communicated the strategies to all employees	1	2	3	4	5
3. You have created a vision and set clear objectives	1	2	3	4	5
4. You and other management actively promote creativity & innovation	1	2	3	4	5
5. You accept non-conformity	1	2	3	4	5
6. You encourage champions	1	2	3	4	5
7. You visibly drive innovation	1	2	3	4	5
8. You adopt a consensus and shared approach to decision making	1	2	3	4	5
9. You adopt a participative decision-making style	1	2	3	4	5
10. You actively encourage your people to offer new product ideas	1	2	3	4	5
Culture					
1. Your organisation's culture promotes the generation of ideas	1	2	3	4	5
2. You have a formal idea generation process in place	1	2	3	4	5
3. Your employees have a diverse range of interests	1	2	3	4	5
4. You actively encourage risk taking	1	2	3	4	5
5. There is a high level of trust in the organisation	1	2	3	4	5

6. You have dedicated the right resources to achieving creativity goals	1	2	3	4	5
7. All employees participate in generating ideas	1	2	3	4	5
8. Information and knowledge are shared throughout the company	1	2	3	4	5
9. All operations are driven by customer needs	1	2	3	4	5
10. You have an effective mentoring system	1	2	3	4	5
Structure	1	2	3	4	5
1. Structure is flexible and organic	1	2	3	4	5
2. Your structure allows you to capture the voice of the customer	1	2	3	4	5
3. Your organisational structure promotes idea generation & learning	1	2	3	4	5
4. You implement projects using autonomous cross-functional teams	1	2	3	4	5
5. Project teams are organic, flexible and agile	1	2	3	4	5
6. All team operations are driven by customer needs	1	2	3	4	5
7. Team members are mutually accountable	1	2	3	4	5
8. Team members are empowered to make decisions	1	2	3	4	5
9. You use communities of practice to optimise core competencies	1	2	3	4	5
10. There is a high level of co-operation across the organisation	1	2	3	4	5
Motivation					
1. You use effective performance indicators to measure progress	1	2	3	4	5
2. You use performance indicators to encourage desired behaviour	1	2	3	4	5
3. You reward knowledge sharing, and reuse	1	2	3	4	5

4. You recognise success in your company	1	2	3	4	5
5. Your team members are all mutually accountable	1	2	3	4	5
6. You provide adequate and effective training to all employees	1	2	3	4	5
7. You give your staff some freedom to pursue their own ideas	1	2	3	4	5
8. Failures and mistakes are tolerated and not punished	1	2	3	4	5
9. You give your staff lots of autonomy to make decisions	1	2	3	4	5
10. Money is made available for internal projects	1	2	3	4	5
Communication					
1. Virtual team members have effective IT tools to communicate	1	2	3	4	5
2. The right information is available at the right time and structure	1	2	3	4	5
3. People collaborate to facilitate the cross fertilisation of ideas	1	2	3	4	5
4. Alliances are formed with other organisations for mutual benefit	1	2	3	4	5
5. Communication among team members is efficient and effective	1	2	3	4	5
6. Communication between project teams is efficient and effective	1	2	3	4	5
7. All staff can access Information on ideas generated and problems raised	1	2	3	4	5
8. Individuals collaborate to solve problems	1	2	3	4	5
9. Individual skills are effectively leveraged within & between project teams	1	2	3	4	5
10. Virtual team members can seamlessly communicate with each other	1	2	3	4	5

Leadership and Policy

The process of generating ideas which we will look at in the next section, is vital to your whole innovation management process and therefore should be:

- Included in your policy
- Supported by you and any other leaders
- Accepted by staff and any other stakeholders.

You should be clear on why you are generating creative ideas and what you intend to do with them. As part of setting your policy you should consider:

- Choosing the best person to manage the process
- Defining the level of innovation you are aiming for
- Deciding if you will come up with the ideas internally or seek external help. .

Documentation and Intellectual Property

When developing a Managing Creativity Strategy, it's a good idea to also develop a clear policy around documentation, intellectual property and employee contracts. For example, you could consider adding a contract clause such as “all ideas originated by company employees, inside or outside working hours are the property of the company”. Also consider a clause for subcontractor or freelancer contracts and whether you need to use Non-Disclosure Agreements (NDAs).

All records, meeting minutes, names of those involved and notes generated from an idea's inception should be kept. Determine if you need to name the idea originator on patent applications. This documentation will provide a possible resource for other new ideas and can also be useful if you then need to prove the originality of the idea at any point.