Creativity and Leadership:

How Much Are They the Same?
How Much Are They Different?
Why is this question important?

- The significance of creativity and leadership in both the workplace and the world at large, and thus the need to understand how creativity and leadership actually operate in domains, organizations, and the general society.

  - to enhance, whenever possible and necessary, the amount of creativity and leadership manifested in a domain, organization or society.
What are creativity and leadership?

- What is leadership?
  - The traditional answer: Charisma, magnetism, dynamism, etc., etc.
  - The scientific answer: Impact
  - That is, that member of a group whose influence on group performance appreciably exceeds that of the average group member
  - Group performance = productivity and/or decision-making
What are creativity and leadership?

- What is creativity?
What are creativity and leadership?

- What is creativity?
  - Two requirements
What are creativity and leadership?

- What is creativity?
  - Two requirements
    - To be creative is to be *original*
What are creativity and leadership?

What is creativity?

- Two requirements
  - To be creative is to be original
  - To be creative is to be useful
What are creativity and leadership?

- What is creativity?
  - Two requirements
  - Three manifestations
What are creativity and leadership?

- What is creativity?
  - Two requirements
  - Three manifestations
    - The product
What are creativity and leadership?

- What is creativity?
  - Two requirements
  - Three manifestations
    - The product
    - The process
What are creativity and leadership?

- What is creativity?
  - Two requirements
  - Three manifestations
    - The product
    - The process
    - The person
How might these definitions be integrated?

- Impact through products - innovative ideas, inventions, solutions, policies, programs, strategies, tactics, reforms, initiatives, laws, regulations, etc.

- Examples: Creativity and leadership in
  - Small problem-solving groups (R & D units, research laboratories)
  - Professional domains, economic systems, and political institutions
How can creativity and leadership be compared?

- Differential psychology:
  - How do people differ?
- Developmental psychology:
  - How do people develop?
- Social psychology:
  - How are people affected by the social context?
Differential psychology

- Behavior: How much do people vary?
- Cognition: How does the person think?
- Personality: What is the person like?
Behavior

- Distribution of influential products
- Normal or “bell-shaped” curve?
- No 🕒 The Elitism of Impact
  - Leadership
    - Pareto’s Law: 20% 🕒 80%
  - Creativity
    - Lokta’s Law: $f(n) = c/n^2$
    - Price’s Law: $k^{1/2}$ 🕒 50%
Cognition

- IQ and impact
Cognition

- IQ and impact: Positive correlation ($r = .25$)
Cognition

- IQ and impact: But ...
Cognition

- IQ and impact
  - Creativity
Cognition

- IQ and impact
  - Creativity: The 120 Threshold
Cognition

- IQ and impact
  - Creativity
  - Leadership
Cognition

- IQ and impact
  - Creativity
  - Leadership: The 120 Optimum
Peak at IQ 119 (z 1.2)
Cognition

- Cognitive complexity: IC measures
  - Leadership
    - Performance (decision-making)
    - Ideology (ideologues vs. moderates)
  - Creativity
    - Performance (productivity)
    - Orientation (natural vs. human sciences)
Cognition
Cognition

- Imagination
Cognition

- Imagination
  - Distinction
Cognition

- Imagination
  - Distinction
    - Conceptual thinking ("secondary process")
Cognition

- Imagination
  - Distinction
    - Conceptual thinking ("secondary process")
    - Primordial thinking ("primary process")
Cognition

- Imagination
  - Distinction
    - Conceptual thinking ("secondary process")
    - Primordial thinking ("primary process")
  - Measurement
Cognition

- Imagination
  - Distinction
    - Conceptual thinking ("secondary process")
    - Primordial thinking ("primary process")
  - Measurement: Regressive Imagery Dictionary
Cognition

- Imagination
  - Distinction
    - Conceptual thinking ("secondary process")
    - Primordial thinking ("primary process")
  - Measurement: Regressive Imagery

Dictionary
  - Drives (drink, kiss, smell, lick, sex, etc.)
Cognition

- Imagination
  - Distinction
    - Conceptual thinking ("secondary process")
    - Primordial thinking ("primary process")
  - Measurement: Regressive Imagery

Dictionary
- Drives (drink, kiss, smell, lick, sex, etc.)
- Sensations (touch, taste, hear, see, etc.)
Cognition

- Imagination
  - Distinction
    - Conceptual thinking ("secondary process")
    - Primordial thinking ("primary process")
  - Measurement: Regressive Imagery

Dictionary
- Drives (drink, kiss, smell, lick, sex, etc.)
- Sensations (touch, taste, hear, see, etc.)
- Experiences (dream, smell, fly, fall, wake, etc.)
Cognition

- Imagination
  - Distinction
  - Measurement
  - Consequences
Cognition

- Imagination
  - Distinction
  - Measurement
  - Consequences
    - Creativity
Cognition

- Imagination
  - Distinction
  - Measurement
  - Consequences
    - Creativity
      - Aesthetics
Cognition

- Imagination
  - Distinction
  - Measurement
  - Consequences
    - Creativity
      - Aesthetics
    - Leadership
Cognition

- Imagination
  - Distinction
  - Measurement
  - Consequences
    - Creativity
      - Aesthetics
    - Leadership
      - Charisma
Cognition

- Imagination
  - Distinction
  - Measurement
  - Consequences
  - Correlation: Charisma and Creativity
Cognition

– Correlation: Charisma and Creativity

• Former: “is charismatic,” “finds dealing with the press challenging and enjoyable,” “consciously refines his own public image,” “has flair for the dramatic,” “enjoys the ceremonial aspects of the office,” “conveys clear-cut, highly visible personality,” “skilled and self-confident negotiator,” “uses rhetoric effectively, “dynamo of energy and determination,” “characterized by others as a world figure,” “keeps in contact with the American public and its moods”, “has ability to maintain popularity,” “exhibits artistry in manipulation,” “views the presidency as a vehicle for self-expression,” but “rarely shy, awkward in public.”
Cognition

– Correlation: Charisma and Creativity
  • Latter: “initiates new legislation and programs,” “is innovative in his role as an executive,” but rarely “is a middle-of-the-roadier.”
Cognition

– Correlation: Creativity and Charisma
  • $r = .78$
Personality

- Motivation
- Psychopathology
Personality

- Motivation
Personality

- Motivation
  - The triad
Personality

- Motivation
  - The triad:
    - Power - Concern with impact, control or influence on others; with arousing strong emotions in others; with prestige.
Personality

- Motivation
  - The triad:
    - Power
    - Achievement - Concern with excellence, success in competition, or unique unprecedented accomplishment.
Personality

- Motivation
  - The triad:
    - Power
    - Achievement
    - Affiliation - Concern with friendship, love, or companionate activity; nurturance.
Personality

- Motivation
  - The triad
  - The consequences
Personality

- Motivation
  - The triad
  - The consequences:
    - Leadership
Personality

- Motivation
  - The triad
  - The consequences:
    - Leadership
    - Creativity
Personality

Psychopathology
  – Creativity versus leadership
  – Artistic versus scientific creativity
  – Formal versus expressive artistic creativity
  – Status quo versus revolutionary leadership
Developmental psychology

- Genetic endowment
- Birth order
- Childhood trauma
- Formal education
- Career development
Developmental psychology

- Genetic endowment
  - Family pedigrees
  - Psychopathological families
Developmental psychology

- Birth order
  - Artistic versus scientific creators
  - Revolutionary versus normal scientists
  - Revolutionary versus status quo politicians
Developmental psychology

- Childhood trauma
  - Creators versus leaders
  - Artistic versus scientific creators
  - Revolutionary versus normal scientists
  - Revolutionary versus status quo leaders
Developmental psychology

- Formal education
  - Scholastic success
    - Creativity
    - Leadership
  - Level of training
    - Creativity
    - Leadership
Developmental psychology

- Career development
  - Becoming an expert
    - Leadership
    - Creativity
  - Age and achievement
    - The curve
Developmental psychology

- Career development
  - Becoming an expert
    - Leadership
    - Creativity
  - Age and achievement
    - The curve
    - The contrasts
Developmental psychology

- Career development
  - Becoming an expert
    - Leadership
    - Creativity
  - Age and achievement
    - The curve
    - The contrasts
      - Creativity
Developmental psychology

- Career development
  - Becoming an expert
    - Leadership
    - Creativity
  - Age and achievement
    - The curve
    - The contrasts
      - Creativity
      - Leadership
Social psychology

- Interpersonal Relationships
- Group dynamics
  - Group decision making
    - Groupthink phenomenon
  - Group problem solving
    - Creative research units
- Situational influences
  - Creativity
  - Leadership
Conclusion: Creativity and Leadership

- Conceptual commonality: Impact
- Often dependent on the same underlying psychological factors
- Yet also diverge in subtle ways
- Hence, the rarity of an often much needed phenomenon:
- Creative leadership