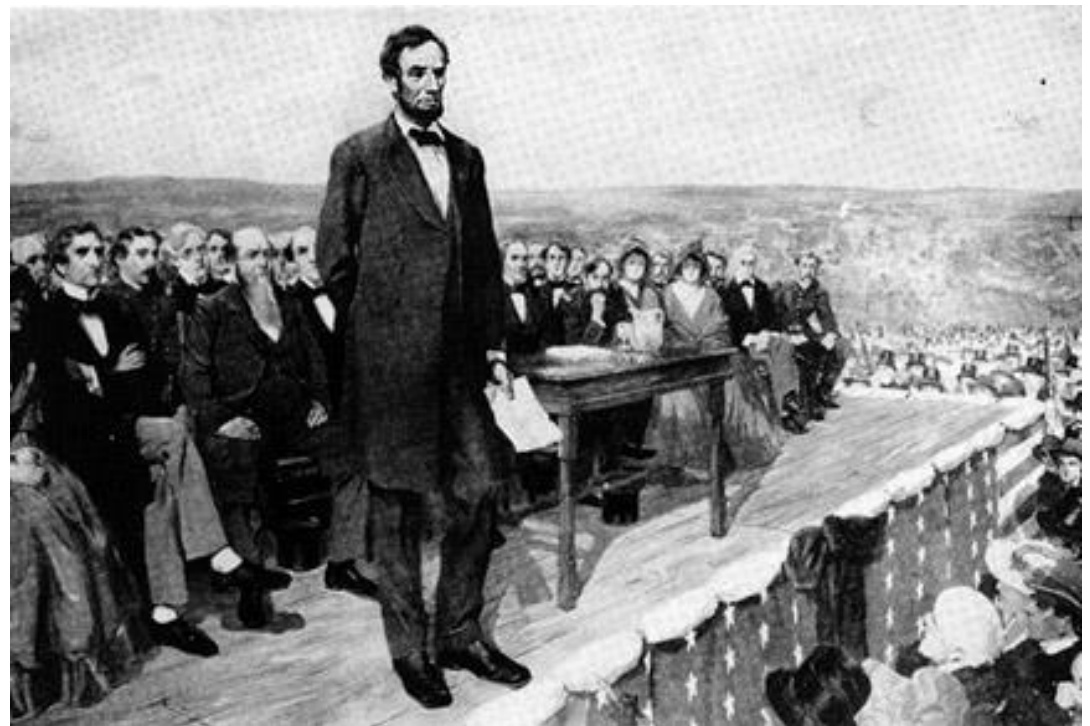


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Creativity and Leadership:

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?

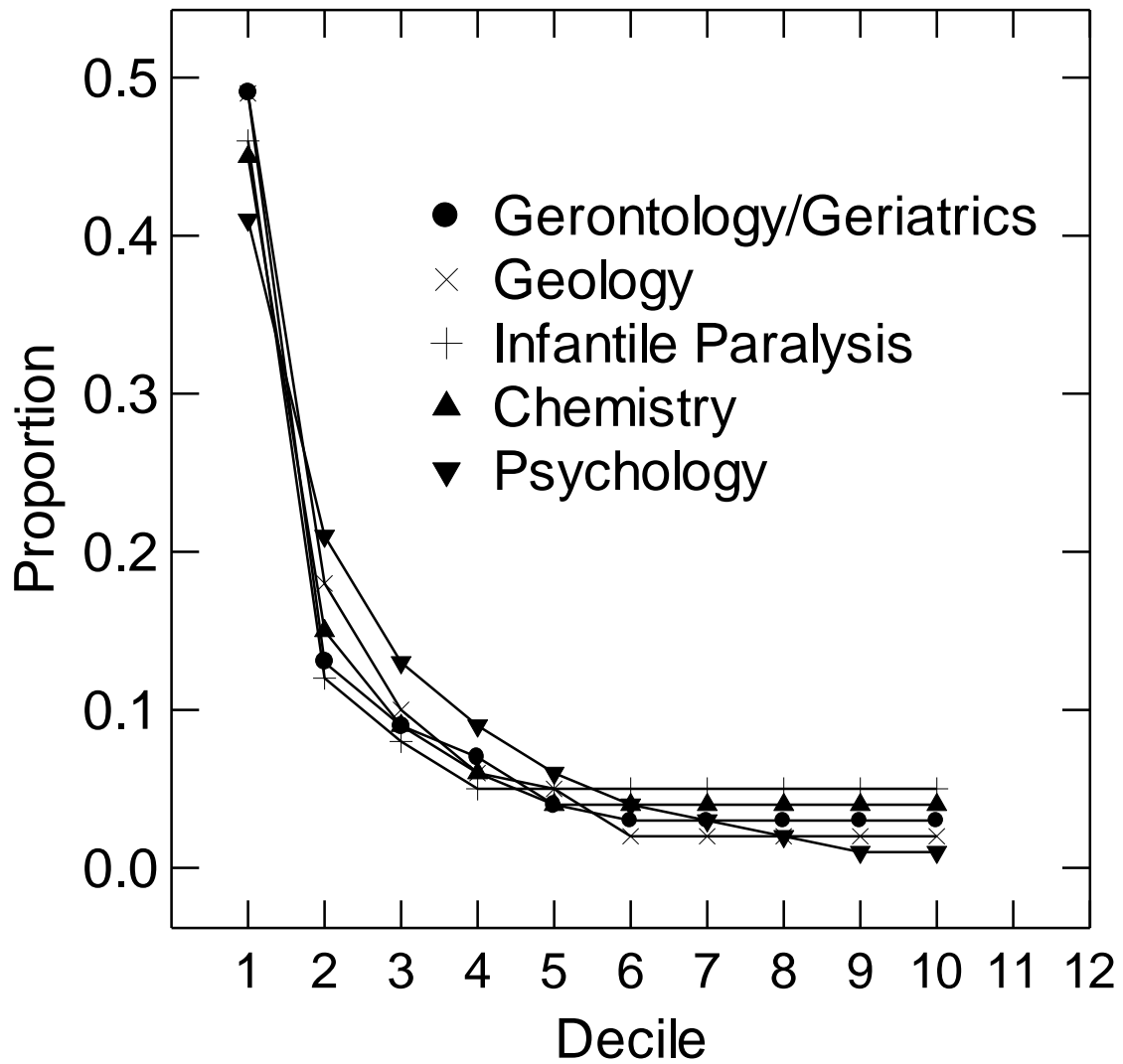
- Differential psychology:
 - How do people differ?
- Developmental psychology:
 - How do people develop?
- Social psychology:
 - How are people affected by the social context?

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

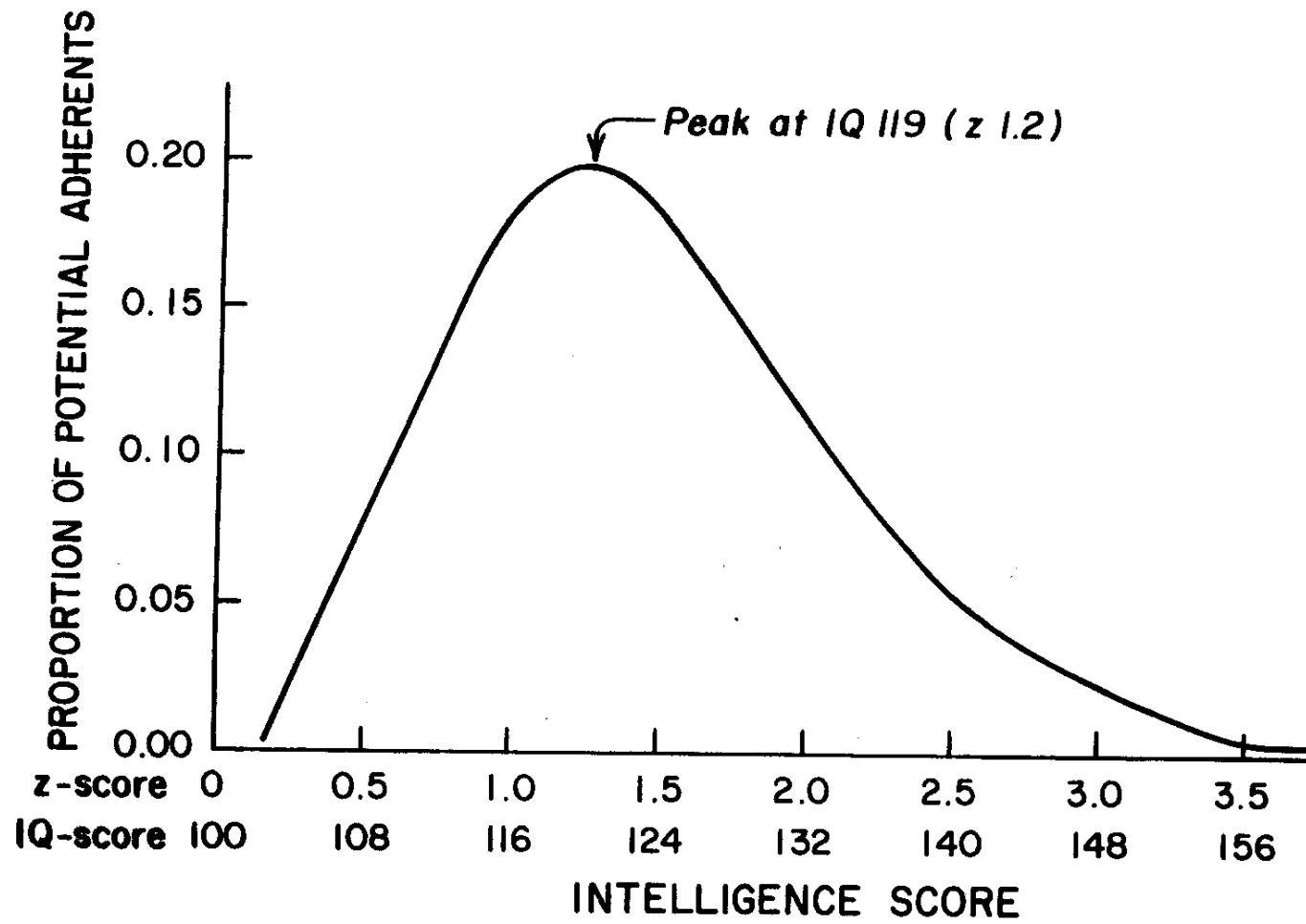
- IQ and impact
 - Creativity: The 120 Threshold

Cognition

- IQ and impact
 - Creativity
 - Leadership

Cognition

- IQ and impact
 - Creativity
 - Leadership: The 120 Optimum



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

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- Conceptual thinking (“secondary process”)
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– Measurement

Cognition

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– Measurement: Regressive Imagery Dictionary

Cognition

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

Cognition

■ Imagination

– Distinction

- Conceptual thinking (“secondary process”)
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– 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-roader.”

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

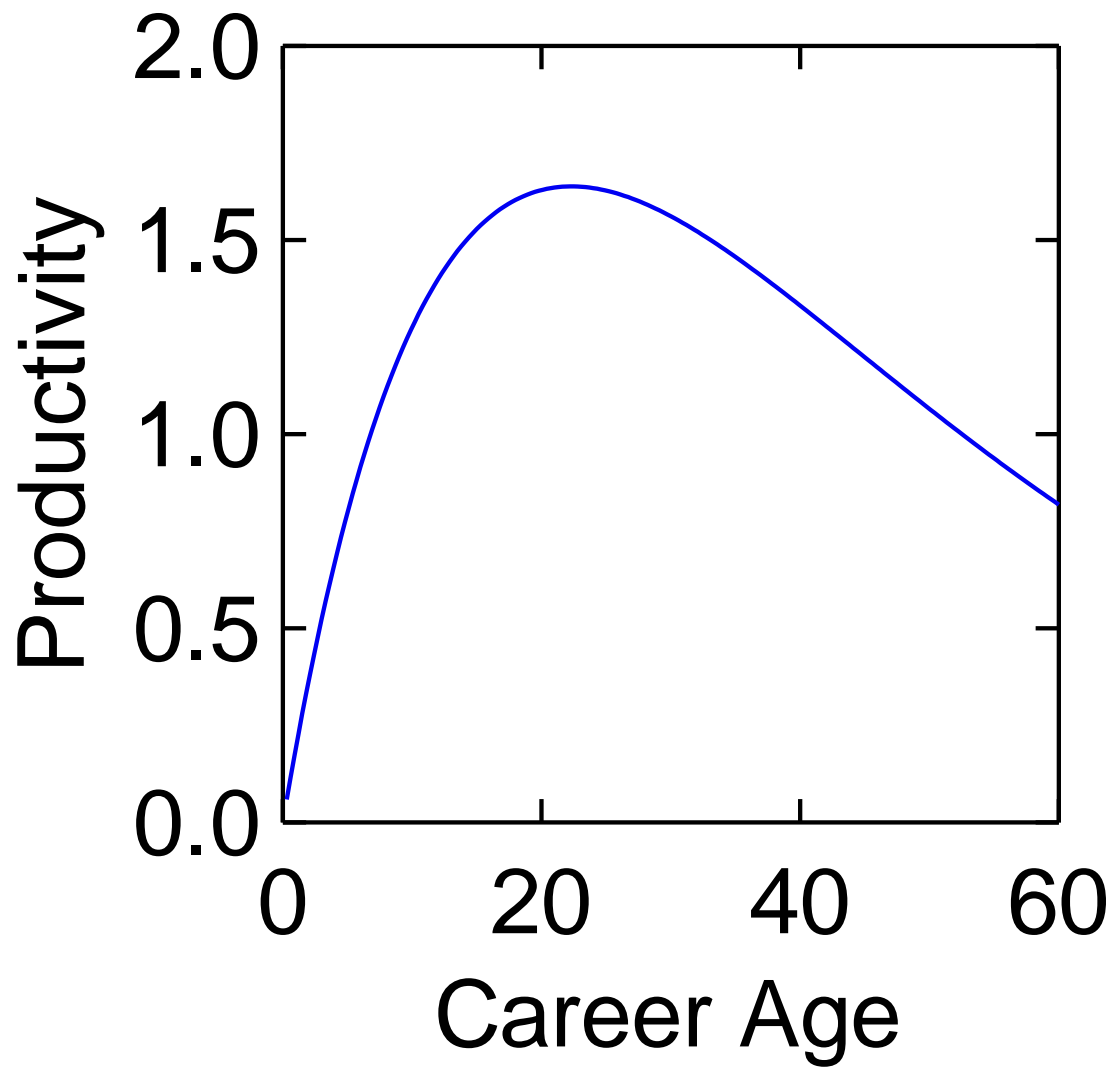
- Becoming an expert

- 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
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Developmental psychology

■ Career development

– Becoming an expert

- Leadership
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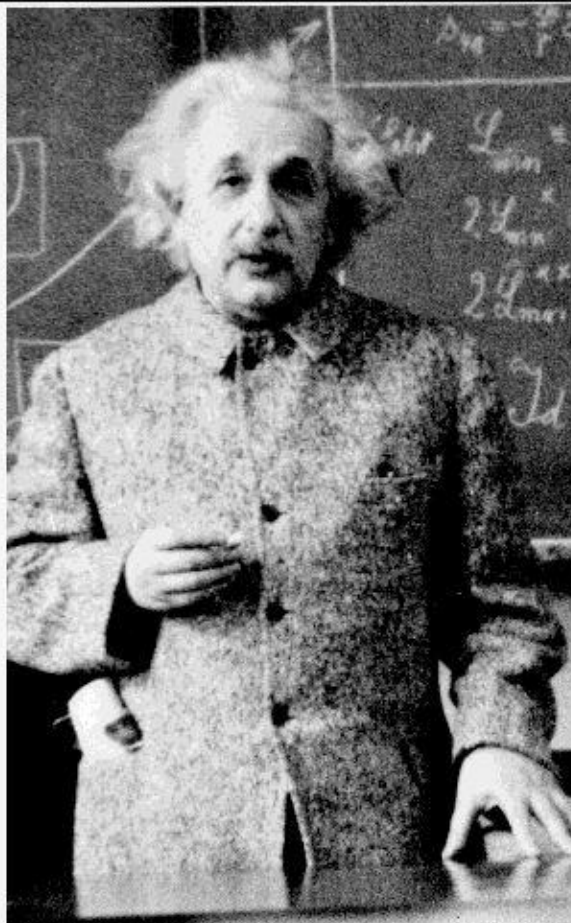
Social psychology

- 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



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