

# Creative Leadership

— Leading creative people and personalities

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# What is creative leadership?



According to Jung (2001) leadership has not been traditionally connected to creativity and innovation.



Recent studies point out that leadership has a massive influence to creativity and innovation.



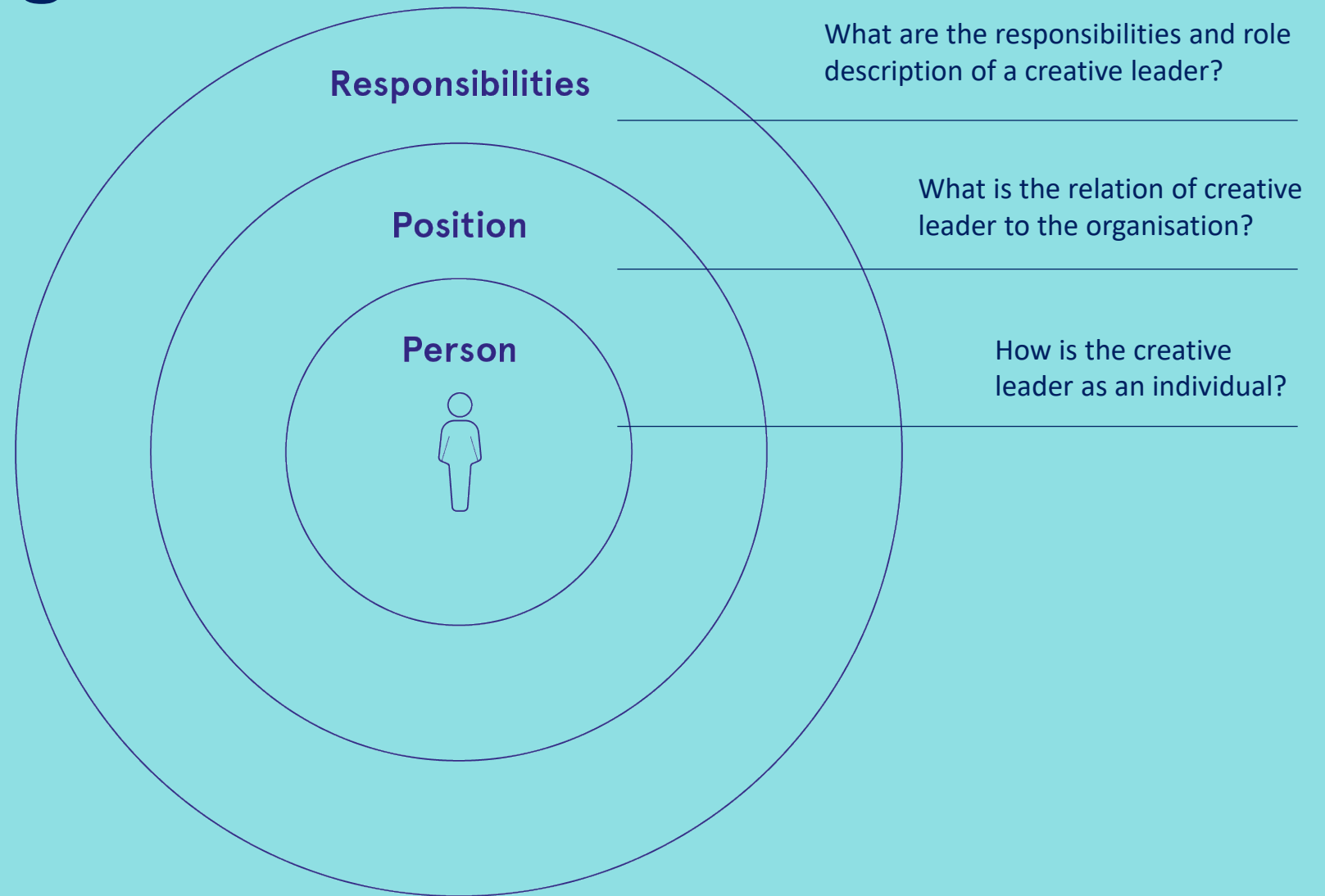
According to Mumford et al. (2002) leadership tactics and acts influence for instance people's willingness to engage and likely to success with creative ventures.

# Who are creative leaders?

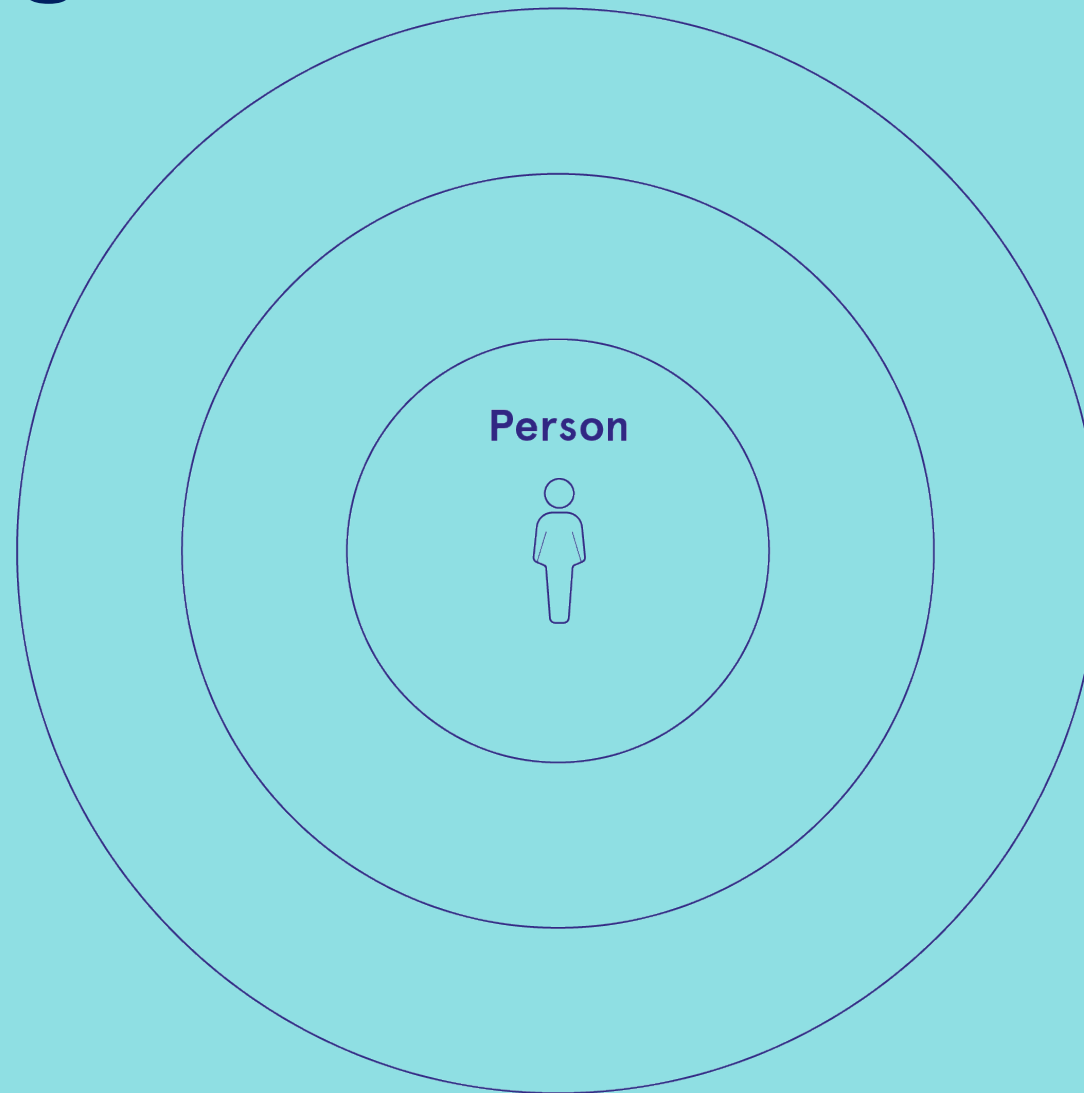


“Creative leadership can be understood through creative leaders” (Turner and Topalian, 2002)

# Understandings of creative leadership

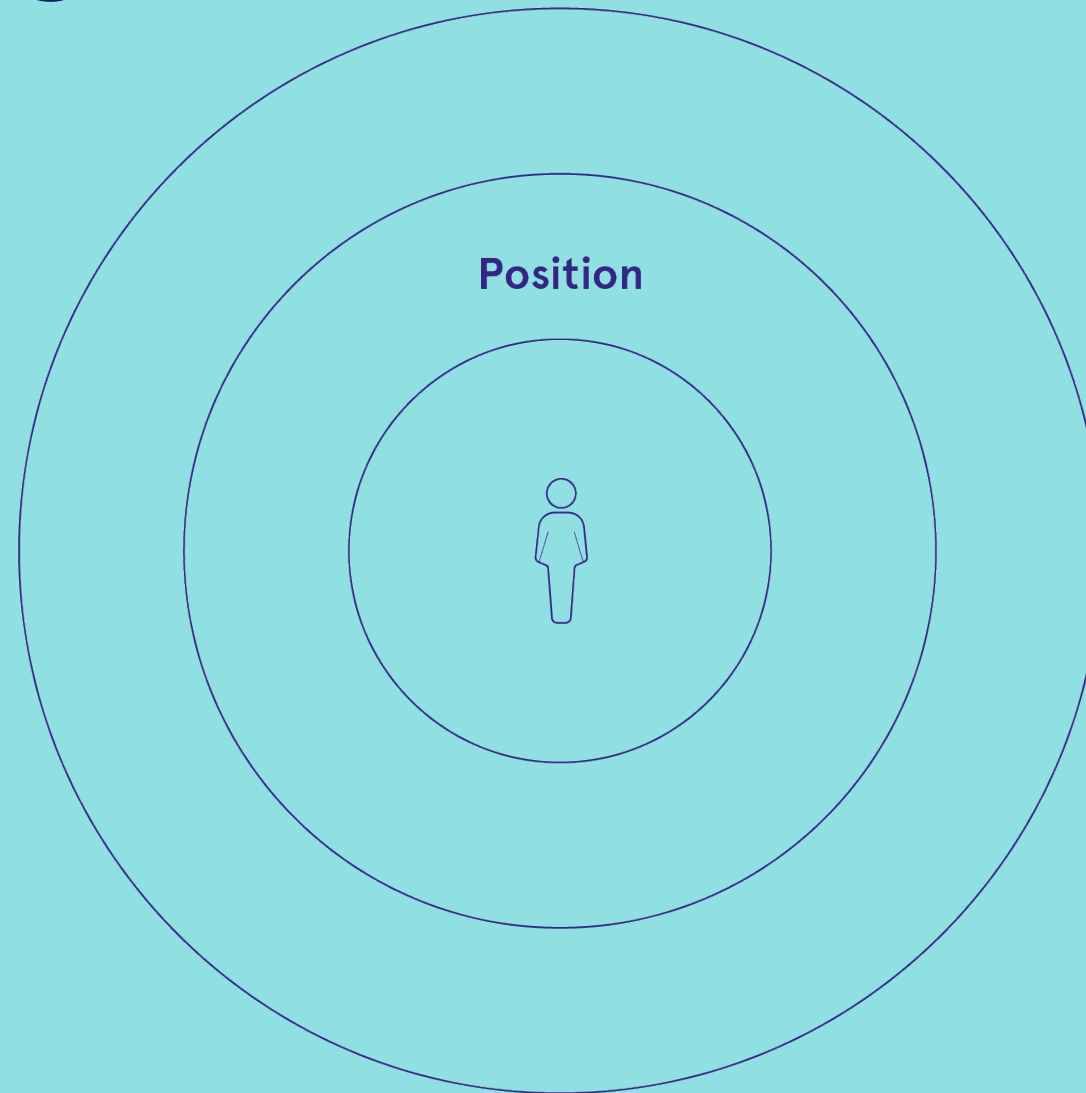


# Understandings of creative leadership



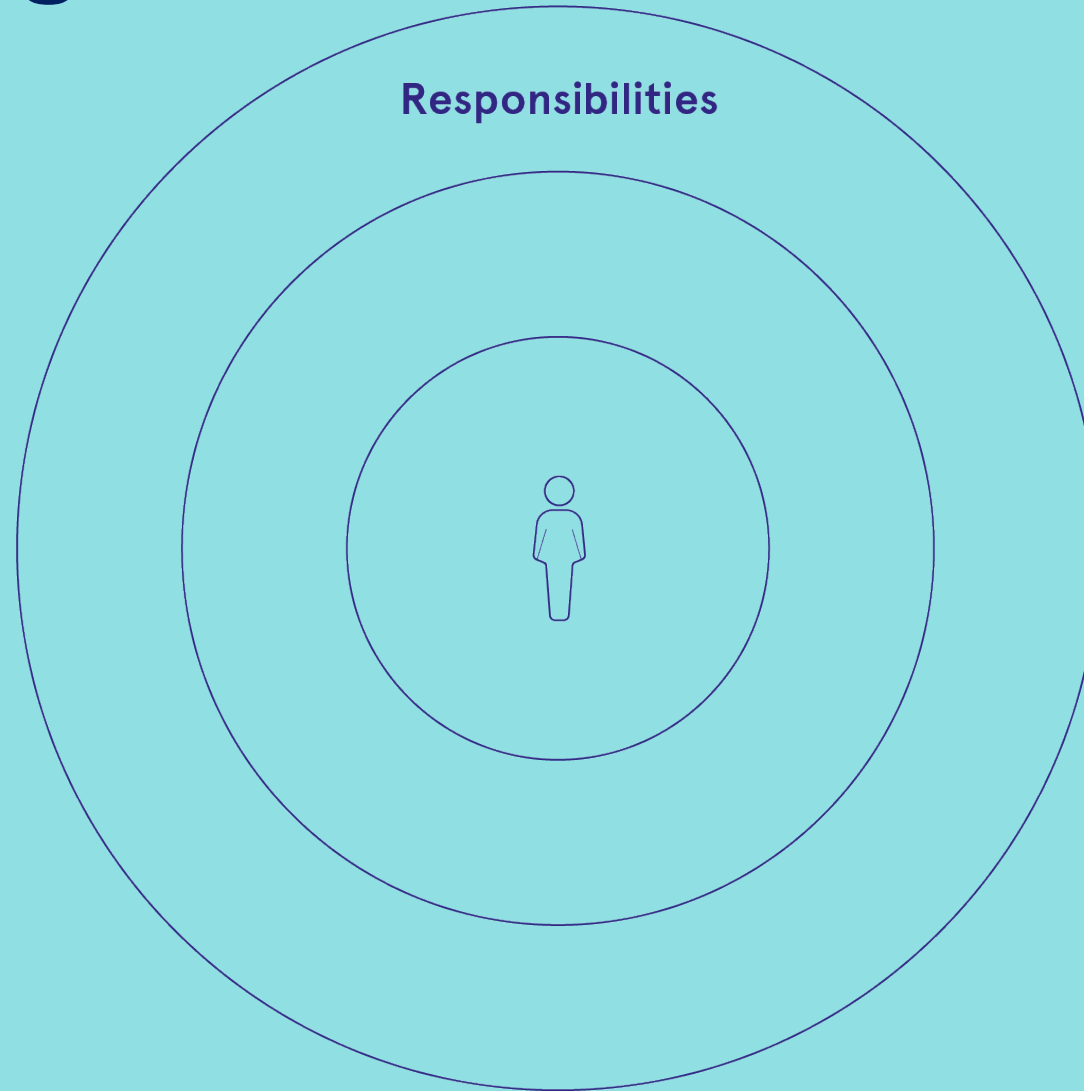
- Aspirational
- Systems thinker
- Experiments and improvises
- Comfortable with ambiguity
- Networked
- Expertise in design
- Social skills

# Understandings of creative leadership



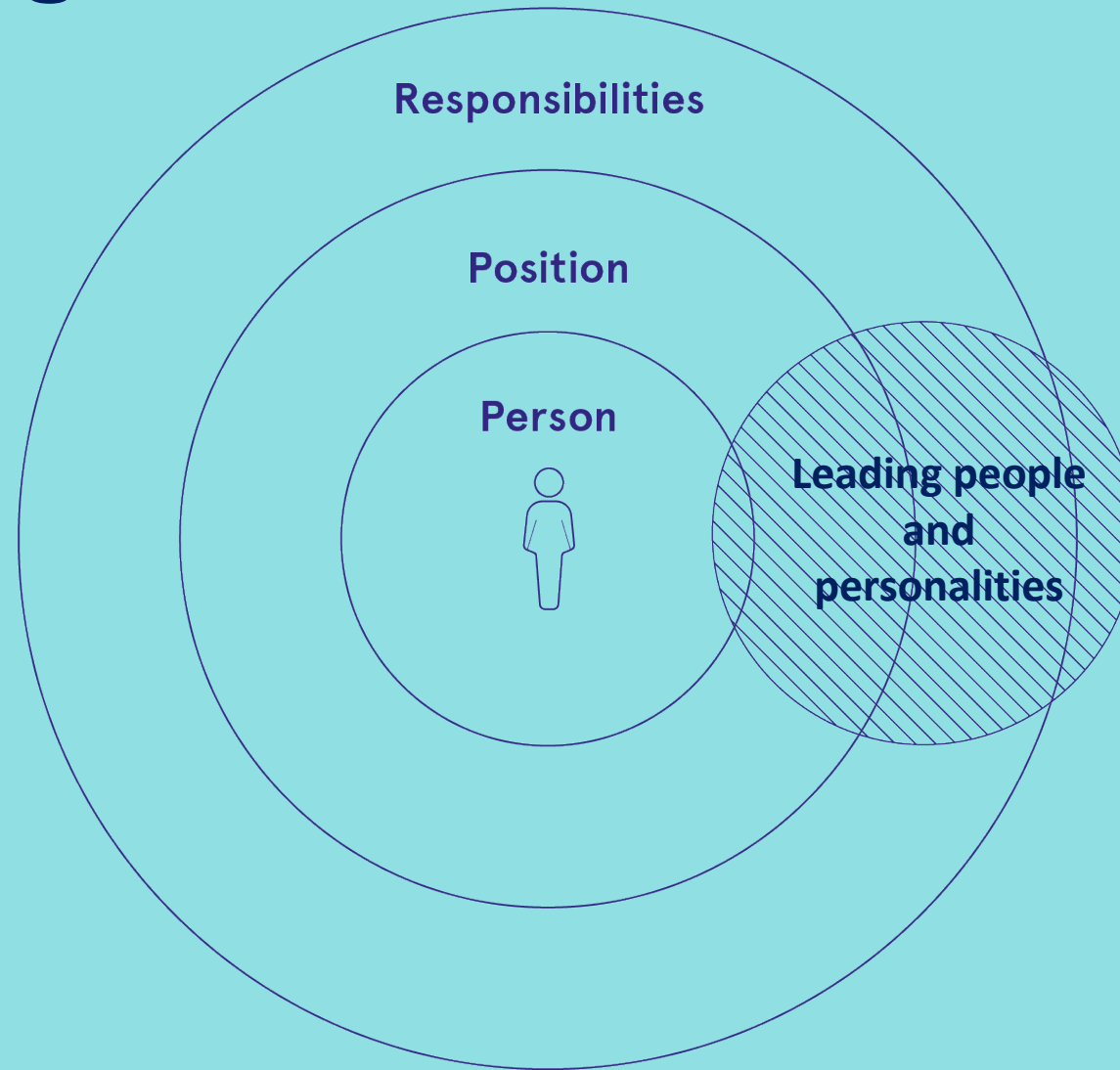
- Most senior partner
- Having an influence
- Directing investments and resources for design
- Influence on culture

# Understandings of creative leadership



- Permits useful disruption
- Leading change
- Creating a vision and leading through vision
- Engaging people for open collaboration
- Measuring and communicating design value

# Understandings of creative leadership





# Personality

- Characteristic set of feelings, behaviours and ways of thinking
- Evolves from biological and environmental factors
- Changes slowly if at all



# Personality is NOT

- Action
- Talent or skill
- Value or habit
- Cultural characteristics
  
- And it doesn't depend on will or situation



# The Big Five Personality model



**Openness**



**Conscientiousness**



**Extraversion**



**Agreeableness**

The  
Big Five  
Personality  
Traits



**Neuroticism**

# Characteristics of creative people

- High levels of expertise and continuous skill enhancement
- Strong work identity
- Professional achievement and recognition are powerful motivators
- Appreciation of autonomy



# Discussion in groups (5 min)

Do creative people have shared characteristics?

Do creative leaders share these characteristics?

How can a creative leader benefit from acknowledging the personalities of his/her employees?