

When Sparks Fly

Igniting Creativity
in Groups

Dorothy Leonard
Walter Swap

When Sparks Fly Igniting Creativity In Groups

Steven A. Beebe, John T. Masterson



When Sparks Fly Igniting Creativity In Groups:

When Sparks Fly Dorothy Leonard-Barton, Walter C. Swap, 1999 How does a leader manage for creativity Many managers fall into the trap of assuming that only gifted individuals readily identifiable creative types can produce breakthrough thinking and if you don't have an eccentric genius on your team your efforts are doomed to mediocrity Some even argue that creativity is an art that can't possibly be planned or managed without extinguishing the vital creative spark Yet say Dorothy Leonard and Walter Swap today's most innovative complex services products and processes spring from well led well managed group interactions Blending their backgrounds in business and psychology into a fresh perspective Leonard and Swap sweep aside conventional thinking about creativity to show how managers can actively shape group processes to enhance creative output They offer proven strategies based on a deep understanding of human behavior for stimulating and directing the group dynamics that lie at the heart of innovative thinking The book clearly outlines and analyzes each step in the creative process and gives practical suggestions for managing creative teams including specific techniques for composing groups to maximize creative abrasion re channeling the tensions of conflicting points of view into new ideas and alternative options and failing forward to success Leonard and Swap explore how all aspects of the work environment from leadership style to the promotion of passion to the use of space to maximize serendipity can enhance innovation Drawing on examples in companies that range from small startups to Fisher Price Intel and Hewlett Packard *When Sparks Fly* shows how sophisticated managers can galvanize groups to maximize their creative potential

Innovation leadership: Roles and key imperatives Jill Hender, 2003

When You Say Yes But Mean No Leslie Perlow, 2003-05-20 We live in a culture especially at work that prefers harmony over discord agreement over dissent speed over deliberation We often smile and nod to each other even though deep down we could not disagree more Whether with colleagues friends or family members the tendency to paper over differences rather than confront them is extremely common We believe that the best thing to do to preserve our relationships and to ensure that our work gets done as expeditiously as possible is to silence conflict Let's face it most bosses don't encourage us to share our differences Indeed many people are taught that loyal employees accept corporate values policies and decisions never challenging or questioning them If we want to hold on to our jobs and move up in our organizations stifling conflict is the safest way to do it or so we believe And it is not just with our bosses that we fear raising a dissenting opinion We worry about what our peers and even our subordinates may think of us We don't want to embarrass ourselves or create a bad impression We don't want to lose others respect or risk rejection We often associate conflict with its negative form petty bickering heated arguing a bloody fight But conflict can also be a source of creative energy when handled constructively by both parties differences can lead to a healthy and fruitful collaboration creation or construction of new knowledge or solutions When we silence conflict we avoid the possibility of negative conflict but we also miss the potential for constructive conflict Worse yet as Leslie Perlow documents the act of silencing conflict may create the

consequences we most dread Tasks frequently take longer or never get done successfully and silencing conflict over important issues with people for whom we care deeply can result in disrespect for and devaluing of those same people Each time we silence conflict we create an environment in which we re all the more likely to be silent next time We get caught in a vicious silent spiral making the relationship progressively less safe less satisfying and less productive Differences get glossed over patched over and suppressed until disaster happens Saying yes when you really mean no is a problem that haunts organizations from start ups to multi nationals It exists across industries levels and functions And it s exacerbated by a down economy when the fear of losing one s job is on everybody s mind and the idea of allowing conflict to surface or disagreeing with others seems particularly risky All too often the conversation at work bespeaks harmony and togetherness even though passionate disagreements exist beneath the surface Leslie A Perlow is a corporate ethnographer an anthropologist of corporate culture Anthropologists like Margaret Mead spend years in the field studying exotic cultures Perlow does the same although the field for her is the office and the exotic people are us those who work in the world of organizations But the end result is no less surprising or rich in insight Whether it s a Fortune 500 firm small business or government bureaucracy Perlow provides a keen understanding of the hidden issues behind what people say and don t say And more important she shows how to create relationships where individuals feel empowered to express their genuine thoughts and feelings and to harness the power of positive conflict [The Innovator's Toolkit](#) ,2009 What are the types of innovation How can you generate creative ideas for your business How can you move from ideas to unleashing you innovation to the market How can you combine your innovation with a strategic plan to move your company forward Get these questions answered with jargon free useable practical tools and advice The Innovator s Toolkitoffers you field tested techniques and tips to ensure the successful development and implementation of your innovation Readers can also access free interactive tools on theHarvard Business Essentialscompanion Web site atwww elearning hbsp org businesstools

Group Genius Keith Sawyer,2017-05-16 A fascinating account of human experience at its best Mih Cs zentmih i author of Flow Creativity has long been thought to be an individual gift best pursued alone schools organizations and whole industries are built on this idea But what if the most common beliefs about how creativity works are wrong Group Genius tears down some of the most popular myths about creativity revealing that creativity is always collaborative even when you re alone Sharing the results of his own acclaimed research on jazz groups theater ensembles and conversation analysis Keith Sawyer shows us how to be more creative in collaborative group settings how to change organizational dynamics for the better and how to tap into our own reserves of creativity **Harvard Business School Bulletin** ,1999 *the journal of product innovation management* ,2002 *Handbook of Theories of Social Psychology* Paul A M Van Lange,Arie W Kruglanski,E Tory Higgins,2011-09-09 This innovative two volume handbook provides a comprehensive exploration of the major developments of social psychological theories that have taken place over the past half century culminating in a state of the art overview of the primary theories

and models that have been developed in this vast and fascinating field Authored by leading international experts each chapter represents a personal and historical narrative of the theory s development including the inspirations critical junctures and problem solving efforts that have effected the choices made in each theory s evolution as well as the impact each has had on the canon of social psychology Unique to this handbook these narratives provide a rich background for understanding how theories are created more generally how they re nurtured and shaped over time and how through examination we can better understand their unique contribution to society as a whole The Handbook also illustrates how the various theories contribute to understanding and solving critical social issues and problems The Handbook of Theories of Social Psychology is an essential resource for researchers and students of social psychology and related disciplines The Leadership Experience Richard L. Daft,Pat Lane,2002 Packed with interesting examples and real world leadership this readable upper level textbook helps students develop an understanding of theory while acquiring the necessary skills and insights to become effective leaders It is written for courses teaching leadership theory and application *Organizational Dynamics* American Management Association,1999 **Communicating in Small Groups** Steven A. Beebe,John T. Masterson,2002 Known for its wealth of relevant practical and up to date information the Seventh Edition continues to provide a balance of principles and applications of group communication With additional emphasis on teamwork technology and ethical collaboration *Communicating in Small Groups Principles and Practices* helps students enhance their performance in groups and teams while also giving them insight as to why group and team members communicate as they do *California Management Review* ,1999 **Sloan Management Review** ,1999 *A Systems Approach to Small Group Interaction* Stewart L. Tubbs,2004 A Systems Approach to Small Group Interaction pioneered the systems approach and is the only book that integrates all important small group topics into a single comprehensive conceptual model The text also features a unique systematic organization Each chapter begins with a brief preview followed by a glossary of terms a real life case study and then the chapter text material next comes several experiential exercises for skill development and finally the chapter concludes with two original readings **Academy of Management Journal** Academy of Management,1963 Focus on management theory and practice *Fundamentals of Organizational Behavior* Andrew J. DuBrin,2005 In this brief applied text DuBrin management Rochester Institute of Technology blends concise explorations of organizational behavior concepts with managerial insight self assessment skill development and suggestions Maintaining a strong managerial focus that emphasizes the human relations **Group Dynamics** ,2004 *Harvard Business Review* ,1999-07 Includes sections Review of business literature and Book notices **Workforce** ,1998 **Understanding the Impact of Physical Environment on the Creative Problem Solving Process at Brainstore LTD** Meghna Laxman Bhambore,2006

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