

## How to Manage for Collective Creativity, October 21, 2015

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Hello LCDP Classmates,

I've chosen a topic focused on leadership and how it can influence innovation and creativity in the workplace. Dr. Linda Hill provides a very impressive talk on the subject, which is based on her research of many different companies. The link to her talk is located [here](#).

### Questions/Thoughts to consider while watching Dr. Hill's talk:

- (1) What are your thoughts about innovation derived from solo genius and/or collective genius?
- (2) Dr. Hill describes truly great, innovative companies as mastering an intersection of Creative Abrasion, Creative Agility, and Creative Resolution. What do you think about those three "attributes" of a highly innovative company? Do you have examples from your office or know of examples within NOAA? How might we inject those "attributes" into our culture?
- (3) Dr. Hill describes a situation at Google during early years when the company faced an infrastructure challenge. Two groups were formed to respond to the challenge. What did you like about that approach? Was there something in the approach that you didn't like?
- (4) Later in the talk, Dr. Hill identifies three "Mastered Capabilities" for highly successful innovative organizations: Collaborative Problem Solving, Discovery Driven Learning, and Integrated Decision Making. How difficult is it for an organization to obtain/sustain all three of these capabilities? What are the challenges to obtaining them? Are there actions an organization can take to achieve and/or improve these capabilities?
- (5) Dr. Hill indicates states that "Leadership is the Secret Sauce" to Innovation. What does that mean to you as a leader in NOAA? What characteristics did Dr. Hill observe/report in the leaders of these highly innovative organizations? How might you apply some of these qualities in your job and career?
- (6) Dr. Hill proposes that we "Invert the Pyramid" when thinking about empowerment of staff and increasing opportunities for innovation within an organization. She also provides the following quote, "Leaders set the stage.....not perform on it." Do you agree? How can this approach be achieved in organizations that operate using "antiquated" hierarchy structures? Are there examples of leaders that are good examples of "Setting the stage"? What examples can you provide?
- (7) Any other thoughts, quotes or information from Dr. Hill's talk that you would like to share with our class?

Thank you all for your help. I hope you enjoy the video, and I look forward to catching up with everyone next week. Please let me know if you have any questions.