Contents

Acknowledgments	Xi
Introduction Who Should Read This Book?	xiii xv
How This Book Is Different: Taking a Creative Approach to Leadership	xvi
PART I. FOUNDATIONAL PRINCIPLES FOR LEADERS	1
Chapter 1: Change, Leadership, and Creativity:	
The Powerful Connection	3
Chapter at a Glance	3
Creative Change: It's Not Changing the Baby	4
Evolving Views of Leadership: The Emergence of	
Creativity as a Core Competence	6
Creativity: The Necessary Fuel for Change	20
Applying What You've Learned	29
Chapter 2: Creative Problem Solving: A Framework	
for Creative Leadership	31
Chapter at a Glance	31
Applying Imagination to Solve Complex Problems:	
That's What Leaders Do	32
Knowing When to Apply Creative Thinking	33
Management, Creative Management, and Creative	
Leadership: What's the Difference?	38
Leaders Are Creative Problem Solvers	41
Creative Problem Solving: Introducing the Thinking Skills	46 51
Applying What You've Learned	31
Chapter 3: Creative Leadership: The Foundational Skills	
for Creative Problem Solving	53
Chapter at a Glance	53
Creative Thinking: A Higher-Order	
Thinking Skill for Leaders	54

Dynamic Balance: The Heart of Creative Thinking	
and the Creative Problem Solving Process	56
Divergent Thinking Skills: Fluency, Flexibility,	
Elaboration, and Originality	60
Convergent Thinking Skills: Evaluate and Envision	61
Creativity: It Involves Both the Head and the Heart	62
Applying What You've Learned	67
Chapter 4: Creative Leadership: The Cognitive and	
Affective Skill Base for Creative Problem Solving	69
Chapter at a Glance	69
Creative Thinking Skills for Leaders	70
A Closer Look at the Cognitive and Affective Skills	
in Creative Problem Solving	72
Applying What You've Learned	83
Chapter 5: Transforming Your Thinking: Developing	
a Creative Mind-Set	85
Chapter at a Glance	85
Diverge and Converge: It's About Thinking and Behaving	86
Principles for Divergent Thinking	86
Principles for Convergent Thinking	96
Allow for Incubation: The Wild-Card Principle	104
Applying What You've Learned	108
PART II: THINKING TOOLS FOR LEADERS	111
Chapter 6: Assessing the Situation: Tools for	
Diagnostic Thinking	113
Chapter at a Glance	113
Diagnostic Thinking in Leadership: Gathering	
and Using Data to Make Informed Decisions	114
How the Affective Skill Mindfulness Supports	
Diagnostic Thinking	117
The Nature and Purpose of Assessing the Situation	117
Executing Each Step of the Creative Problem Solving	
Process: A Word About Tools	121
Divergent Thinking Tools for Assessing the Situation	122
Convergent Thinking Tools for Assessing the Situation	126
Using Convergent Tools Throughout the Process	128
Getting Around in the Creative Problem Solving Process:	
Metacognitive Tools for Determining Next Steps	
Within the Process	128
Applying What You've Learned	133

Chapter 7: Exploring the Vision: Tools for Visionary Thinking	137
Chapter at a Glance	137
Visionary Thinking in Leadership How the Affective Skill Dreaming	138
Supports Visionary Thinking	140
The Nature and Purpose of Exploring the Vision	142
Divergent Thinking Tools for Exploring the Vision	144
Convergent Thinking Tools for Exploring the Vision	148
What's Next in the Creative Problem Solving Process	151
Applying What You've Learned	151
Chapter 8: Formulating Challenges: Tools for Strategic Thinking	153
Chapter at a Glance	153
Strategic Thinking in Leadership	154
How the Affective Skill Sensing Gaps Supports	
Strategic Thinking	156
The Nature and Purpose of Formulating Challenges	156
Divergent Thinking Tools for Formulating Challenges	161
Convergent Thinking Tools for Formulating Challenges	166
What's Next in the Creative Problem Solving Process	166
Applying What You've Learned	167
Chapter 9: Exploring Ideas: Tools for Ideational Thinking	169
Chapter at a Glance	169
Ideational Thinking in Leadership	170
How the Affective Skill Playfulness Supports	
Ideational Thinking	174
The Nature and Purpose of Exploring Ideas	175
Divergent Thinking Tools for Exploring Ideas	177
Convergent Thinking Tools for Exploring Ideas	183
What's Next in the Creative Problem Solving Process Applying What You've Learned	183 184
	104
Chapter 10: Formulating Solutions: Tools for	105
Evaluative Thinking	187
Chapter at a Glance	187
Evaluative Thinking in Leadership	188
How the Affective Skill Avoiding Premature	404
Closure Supports Evaluative Thinking	191
The Nature and Purpose of Formulating Solutions	191
Divergence and Convergence in Formulating Solutions: It's a Brand-New Game	194
What's Next in the Creative Problem Solving Process	202
Applying What You've Learned	202
ripping mut for to bearied	200

205
205
206
210
210
212
217
217
218
221
221
222
225
227
228
232
237
237
239
241
241
242
245
253
254
260
262
264
267
267

Introduction: Some Basics About Climate	268
The Leadership-Climate Connection	270
Creative Climate in Organizations: What to Look For Final Thoughts for Leaders: What You Do May Not	274
Be as Important as How You Do It Applying What You've Learned	283 286
Conclusion	289
Developing Creativity for Leadership Where to Begin? Internalizing the Skills of Creative Leadership: Becoming a Creative Change Leader Where Do You Go From Here? Some Closing Thoughts	289 290 291 299 300
Cases Studies	303
Becoming a Creative Change Leader: Manifesting a Vision: How One Person Became a Creative Change Leader in Her Organization	303
Creating a Creative Culture: A Turnaround Story: How Creative Problem Solving and Creative	
Leadership Revived a Theater Company Creative Climate: Work Environment Allows	309
IDEO to Deliver Promise of Innovation	314
References	321
Index	339
About the Authors	349