

Fostering and Measuring Creativity: Individuals, Organisations and Products

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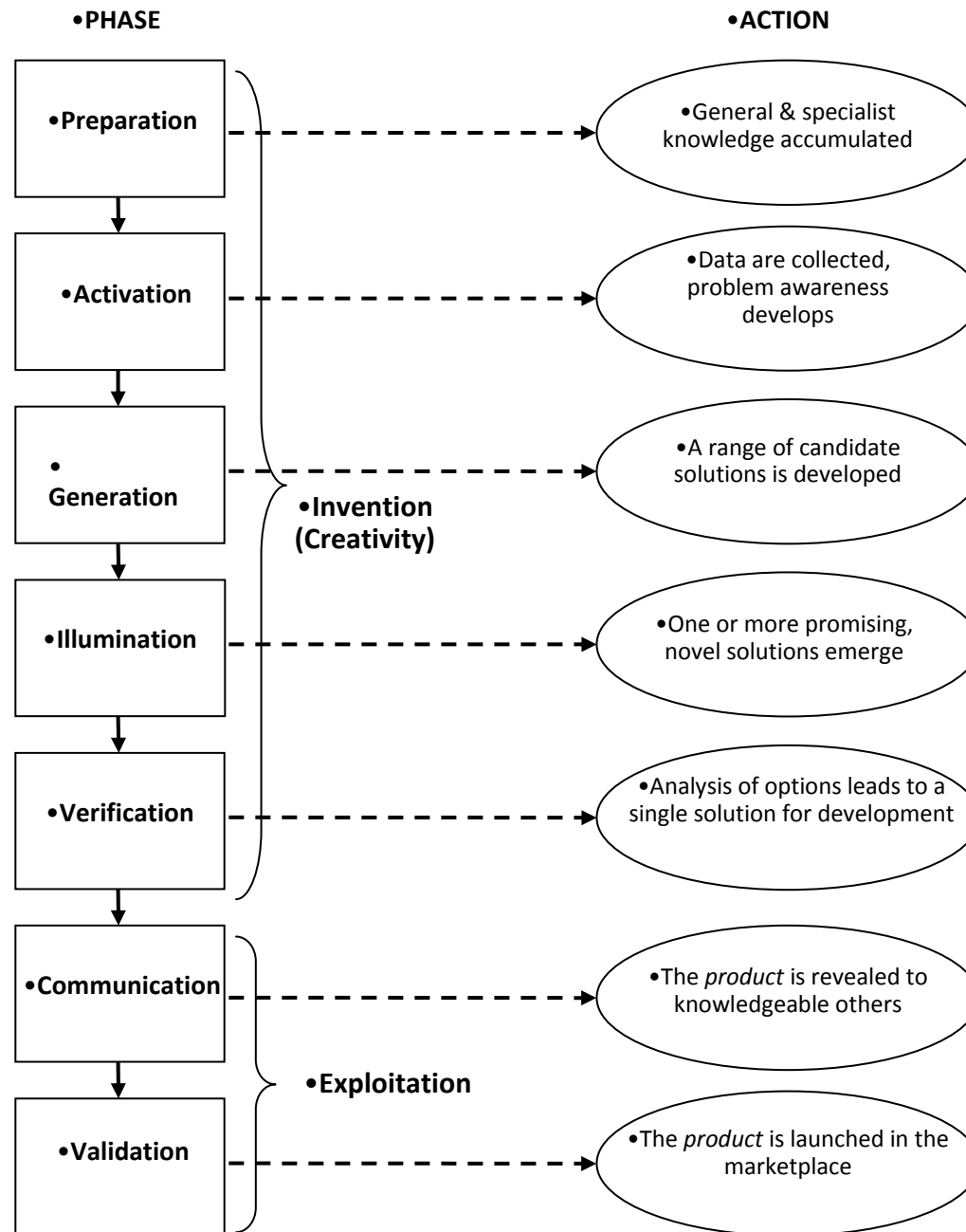
The Four *P's* of Creativity

Social/psychological dimension	Poles of the paradox	Examples of characteristics
Process	convergent thinking vs. divergent thinking	Re-applying the known, being fast and accurate, being strictly logical
		Branching out, making unexpected links, seeing surprising implications
Person (Motivation)	reactive vs. proactive	Problem accepting: Focusing on existing problems Driven by external pressure
		Problem finding: Focusing on self-identified (unexpected) problems Driven by internal pressure
Person (Personal characteristics)	adaptive vs. innovative	Conforming, preferring the well-considered, relying on the tried and trusted
		Autonomous, open, high in self-confidence, non-conforming, spontaneous
Person (Feelings)	conserving vs. generative	Exposure to the unexpected triggers negative affect, departure from the usual arouses discomfort,
		Exposure to the unexpected triggers positive affect, departure from the usual arouses excitement,
Product	routine vs. creative	Effective, accurate, conventional
		Surprising, seminal, germinal
Press	high demand vs. low demand	Problems and nature of desired solution closely defined by management, high pressure for quick results, high demand for accuracy, low tolerance of error or failure, rewards for being right, high status given to people who fit in well
		Problems and nature of solutions loosely defined, low pressure for quick results, tolerance of "good" errors, rewards for opening up perspectives, high status given to people who are "different"

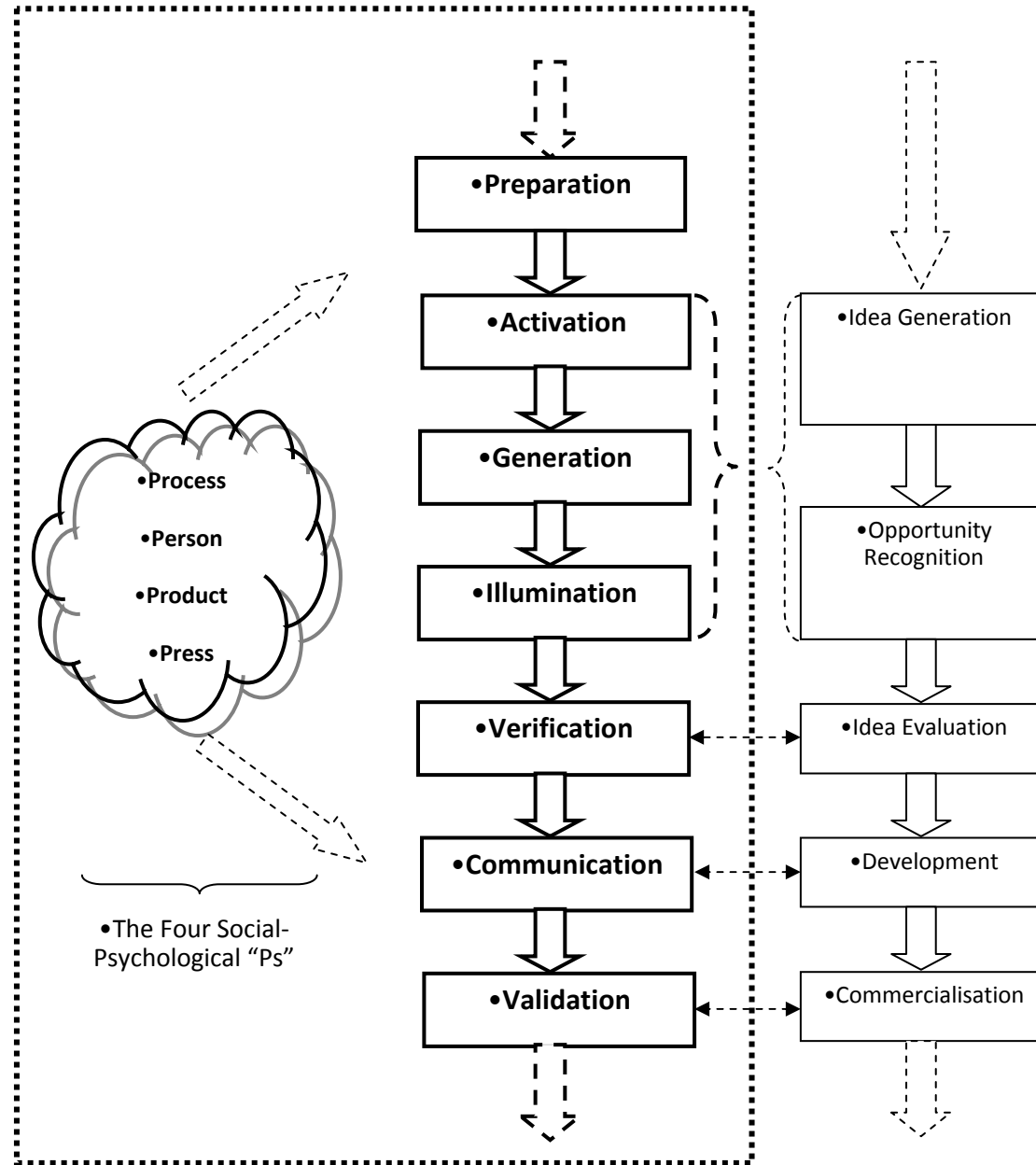
•The Expanded Phase Model of Innovation

•Based on Wallas, (1926)

•Wallas, G. (1926). *The Art of Thought*. Harcourt Brace, New York.



- Combining elements:
- The Four P's
- The EPM
- Standard Model of Innovation



Key Phase Model Concepts

		Invention					Exploitation	
	Phase	Preparation Knowledge, problem recognition	Activation Problem definition, refinement	Generation Many candidate solutions	Illumination A few promising solutions	Verification A single optimal solution	Communication A working prototype	Validation A successful 'product'
Dimension	Poles							
Process Thinking Style	Convergent vs Divergent	Convergent	Divergent	Divergent	Convergent	Convergent	Mixed	Convergent
Motivation	Reactive vs Proactive	Mixed	Proactive	Proactive	Proactive	Mixed	Reactive	Reactive
Personal Properties	Adaptive vs Innovative	Adaptive	Innovative	Innovative	Innovative	Adaptive	Adaptive	Adaptive
Feelings	Conserving vs Generative	Conserving	Generative	Generative	Generative	Conserving	Conserving	Conserving
Product Phase output	Routine vs Creative	Routine	Creative	Creative	Creative	Routine	Routine	Routine
Press Organisational climate	High Demand vs Low Demand	High	Low	Low	Low	High	High	High

