

Organizational Behavior

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Lecture 10:

Creativity and Innovation in Organizations

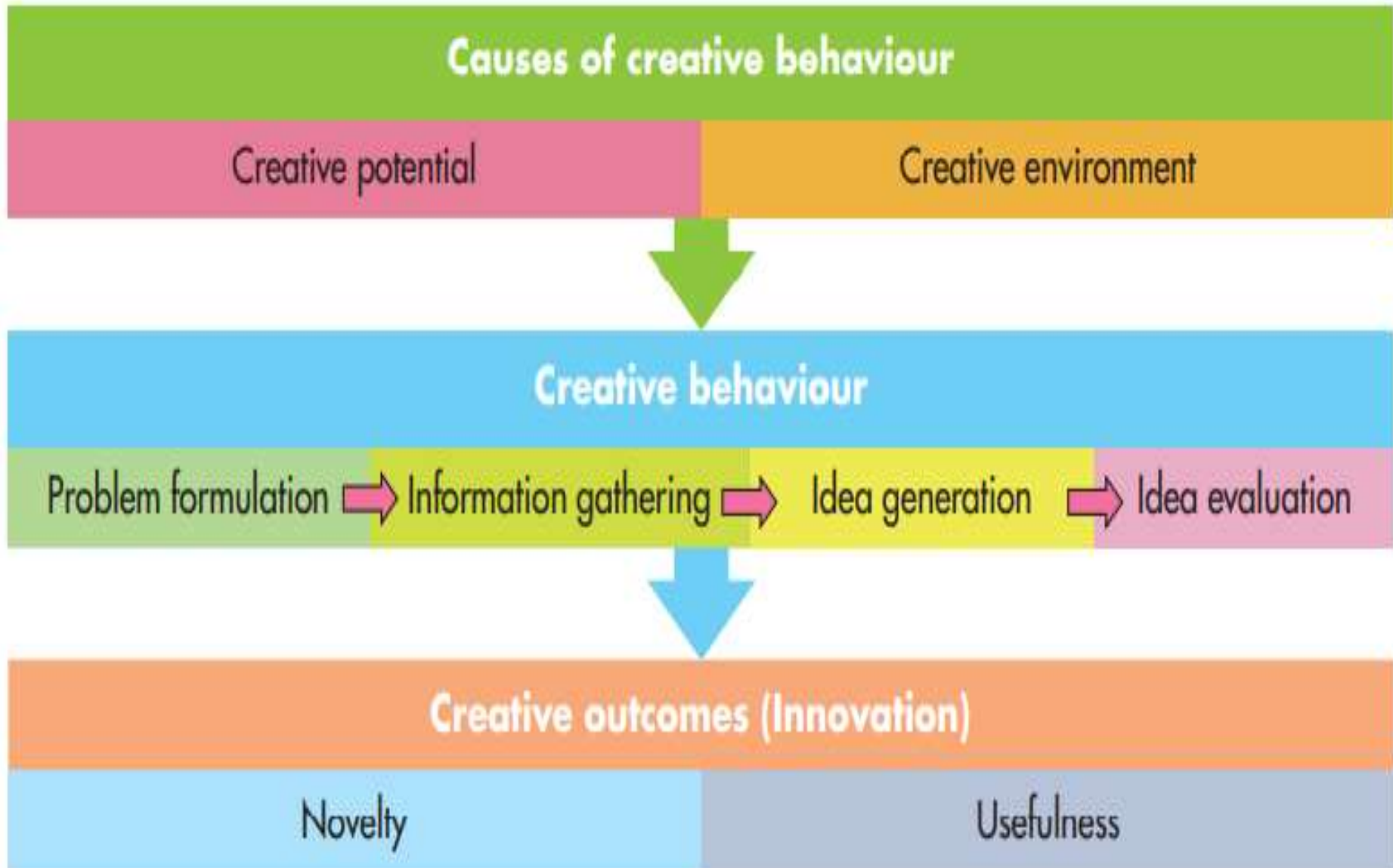
Creativity Vs. Innovation in Organizations

- creativity is consistently defined as the employees' production of **novel and useful products** in any domain
- Creativity can be observed at **the individual, team, and organizational levels**
- To be creative, team or individual ideas should **be both novel and useful and have potential value** for organizational development.

Creativity Vs. Innovation in Organizations

- Innovation refers to the development and implementation of new ideas
- individual or team creativity is often **a first step to innovation,**

Three-Stage Model of Creativity in Organizations



Creativity-Relevant Skills

- Break mental sets and take new perspectives
- Understand complexities
- Keep options open and avoid premature judgments
- Follow creativity heuristics
- Use productive forgetting

AMO Theory to Creativity

- The theory suggests that people perform well when they have:
 - ✓ The skills, knowledge and abilities to perform (**A** = abilities);
 - ✓ Motivation to perform (**M** = motivation);
 - ✓ Opportunities and support from an organization to perform (**O** = opportunity)

AMO'S Equation:

$p = f(\text{Ability, Motivation, Opportunity})$

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AMO'S Equation: Ability Practices

- Rigorous **selection and extensive training** are employed to ensure that employees have the appropriate abilities to achieve performance

AMO'S Equation: Motivation Practices

- Performance appraisals,
- Incentives and rewards,
- Promotion,
- Good relationships with supervisors

AMO'S Equation: Opportunity Practices

- Flexible job design,
- Teamwork,
- Employee participation,
- Organizational climate,
- Culture for support,
- Information sharing

The relevance of AMO theory and creativity

- Ability practices are **personal creativity factors**,
- Motivation and opportunity practices are **contextual creativity factors**.

Factors That Affect Individual Creativity

- Broad interests,
- Attraction to complexity,
- Intuition,
- Aesthetic sensitivity,
- Toleration of ambiguity,
- Self-confidence

Organizational Factors That Affect Creativity

- ❖ Challenge
- ❖ Freedom
- ❖ Resources
- ❖ Work-group features
- ❖ Supervisory encouragement
- ❖ Organizational support

Training people to be creative

- ❖ Encourage openness to new ideas
- ❖ Take time to understand problem
- ❖ Promote divergent thinking

Developing creative work environments

- Provide autonomy
- Provide exposure to other creative people
- Allow ideas to cross-pollinate
- Make jobs intrinsically interesting
- Set own creative goals
- Support creativity at high organizational levels
- Have fun!
- Promote diversity

Innovation Targets

- Product
- Service
- Process
- Marketing
- Supply chain
- Business model
- organizational

Reference

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Thank you!

Next lecture: Social Networks

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