

Creativity management: causation, effectuation and will

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Structure of the presentation

- Creativity and knowledge
- Effectuation
- Managing the will factor
- The new European regional policy as an illustration
- Implications

A very basic and widely accepted definition of creativity

- Creativity is the ability to produce work that is both (Sternberg and Lubart, 1999, 2008) :
 - **novel** (i.e., original, unexpected)
 - **appropriate** (i.e., useful, adaptive concerning task constraints)

Synthetic view (our proposal)

Novelty
(original thought)

Relevance
(context)

Will
(desire, action)

Innovation needs knowledge *and* vision

- A vision is a representation of a possible future
- Without knowledge, it is impossible to realize any plan leading to any desired future
- But planning with existing knowledge leads to nothing really new
- Knowledge is precious but not enough; in certain cases focusing on knowledge is the best way to kill creativity

A "creative" approach of management: Saras Sarasvathy's model of entrepreneurship

The opposition of two principles of project management :

- **Causation** : selecting the right means in order to achieve a given aim.
- **Effectuation**: selecting possible desirable aims given the means we have

A third dimension: the will factor

- This is clearly the **entrepreneurial** factor
- It is not a question of (new) knowledge, but of **vision**
- Vision is a form of **meta-knowledge** (knowledge about knowledge), largely informal and creative (thinking out of existing cognitive frames)

Managing the *will* factor: examples of incentives and hindrances

Core dimensions affecting the will factor:	Incentives	Hindrances
(1) Desire and determination	<ul style="list-style-type: none"> ● Pushing out of the comfort zone ● Diversity of the population (co-workers) 	<ul style="list-style-type: none"> ● Hierarchy and bureaucracy ● Corporate clones and cast system
(2) Decision making	<ul style="list-style-type: none"> ● Right to fail ● Garbage can model 	<ul style="list-style-type: none"> ● “Employee of the month” ● Benchmarking
(3) Competencies and skills	<ul style="list-style-type: none"> ● Experimentation and fun factor ● Curious minds 	<ul style="list-style-type: none"> ● Need for hyper specialization ● Rational minds

Adapting the approach to regional innovation policy

- Our proposal : regional innovation strategies should tend at favoring
 - **novelty**: people's capacity to imagine radically new things
 - **relevance**: evaluation and filtration processes
 - **will**: detecting and encouraging entrepreneurship

S3: the new European regional policy paradigm

- S3 : **Smart** Specialisation Strategy
- The important word is "smart", it means :
 - participative process instead of top down administrative policies
 - a discovery process taking the form of an ongoing procedure
 - a focus on **entrepreneurship** (not only on knowledge creation and diffusion)

Core dimensions affecting the will factor in the case of S3

- In terms of **desire and determination** ?
- In terms of **decision making** ?
- In terms of **competencies and skills** ?

The will factor applied to S3 (1/3): desire and determination

- Pushing forward new ways of territorial development
- Avoiding lock-in situations and/or declining trends at regional level
- Reshuffling the cards in allowing new combinations of resources

The will factor applied to S3 (2/3): decision making

- Experimental exploration or "garbage can applied to territories": entrepreneurial discovery process
- Policy maker should be rather a moderator than a hierarch
- Decisions should concern crossover choices (involving at the same time techno-scientific fields and industries)

The will factor applied to S3 (3/3): competencies and skills

- Convincing the regional and extra-regional actors to adopt new forms of cooperation
- Creating confidence and policy support in the process of emergence of (mostly unexpected) ideas
- Propagating effectuation rather than pushing towards hyperspecialisation

Conclusions

- Main message : starting to walk helps to define where we (really) want to be !
- Implications for policies : exploring and experimenting can (should) be a strategy as such for regional innovation-based development since it let emerge a context in which ideas and initiatives will auto-organize
- Further research challenges : correcting, comforting and generalizing theoretical developments through empirical observations