

Creative Leadership and Creativity: An Overview

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Abstract

Firms need creative leadership to comprehend and respond to a dynamic and complex business environment. As such, leaders must possess creative competence and creative thinking skills to adapt and respond to complexity. Creativity in the workplace has become vital for organizational performance, success, and sustainability. This paper explores creative leadership and creativity using the literature review approach. We search for relevant articles using three keywords: "leadership", "creative leadership" and "creativity". Considering the role of leadership and creativity in promoting organizational outcomes, it is vital to X-ray these concepts. Drawing from historical data and findings from prior studies, it was observed that personality, leadership development program, and work environment foster creativity in organizations. Specifically, physical and cultural environments are important to support individual and group creativity in the workplace. The antecedent and consequences of creativity were discussed. The authors proposed some recommendations for managers and business leaders.

Keywords: Creative Leadership, Creativity, Workplace Creativity, Extroversion, Openness

Introduction

The challenging and ever-changing business environment call for creative leadership, creativity, and collaboration among divergent stakeholders. The leadership space continues to be very busy and complex. Organizational behaviour literature demonstrates that leaders influence followers' attitudes and behaviours (Çekmecelioğlu and Özbağ, 2016). Great leaders inspire others by providing answers to the questions; why, how, and what they do. Leaders inspire and motivate others towards achieving set goals. Arguably, people are inspired by "why you do" and not "what you do" as a leader. Leadership behaviour explains employee behavior, performance, and well-being (Kuoppala, Lamminpää, Liira and Vainio, 2008; Avolio, Walumbwa and Weber, 2009). Creative leadership is the ability to intentionally engage one's imagination to influence and guide a group toward a new goal and direction (Mumford et al., 2000; Sternberg, 2002). Creative leaders positively influence their workplace, community, school, and family. They proactively explore and exploit opportunities inherent in change. Complex, new, ambiguous issues can be solved by reshaping and reforming prior knowledge (Mumford et al., 2000). As such, creative thinking and creative problem-solving skills are needed to deal with complex issues. Changing technology, consumer preferences, and intense competition demand increasing organizational creativity. Creativity is the ability to develop new and useful ideas that foster entrepreneurship and business sustainability (Amabile and Khaire, 2008). Anderson et al. (2004) contend that creativity focuses on absolute, "true" novelty, that emanates from individuals or groups within an organization. This paper focuses on reviewing and discussing the concept of creative leadership and creativity using prior studies. This study enriches the leadership literature by informing academicians and practitioners of the importance of creative leadership and creativity in organizations. This paper is arranged as follows. In the following section, this paper presents an overview of the theoretical underpinning, leadership, leadership development, creative leadership, and creativity. Next is the methodology section. Finally, discussion, conclusions, and limitations, and suggestions for further study.

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