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# WHEN SPARKS FLY

Harnessing the power  
of group creativity



HARVARD BUSINESS SCHOOL PRESS

# When Sparks Fly Harnessing The Power Of Group Creativity

**David Kirk**

## **When Sparks Fly Harnessing The Power Of Group Creativity:**

**When Sparks Fly** Dorothy Leonard-Barton, Walter C. Swap, 1999 How does a leader manage for creativity Many managers fall into the trap of assuming that only gifted individuals readily identifiable creative types can produce breakthrough thinking and if you don't have an eccentric genius on your team your efforts are doomed to mediocrity Some even argue that creativity is an art that can't possibly be planned or managed without extinguishing the vital creative spark Yet say Dorothy Leonard and Walter Swap today's most innovative complex services products and processes spring from well led well managed group interactions Blending their backgrounds in business and psychology into a fresh perspective Leonard and Swap sweep aside conventional thinking about creativity to show how managers can actively shape group processes to enhance creative output They offer proven strategies based on a deep understanding of human behavior for stimulating and directing the group dynamics that lie at the heart of innovative thinking The book clearly outlines and analyzes each step in the creative process and gives practical suggestions for managing creative teams including specific techniques for composing groups to maximize creative abrasion re channeling the tensions of conflicting points of view into new ideas and alternative options and failing forward to success Leonard and Swap explore how all aspects of the work environment from leadership style to the promotion of passion to the use of space to maximize serendipity can enhance innovation Drawing on examples in companies that range from small startups to Fisher Price Intel and Hewlett Packard **When Sparks Fly** shows how sophisticated managers can galvanize groups to maximize their creative potential

**When Sparks Fly** Dorothy Leonard-Barton, 2005 [Harvard Business Review 20-Minute Manager Ultimate Boxed Set \(16 Books\)](#) Harvard Business Review, 2019-02-19 The perfect gift for aspiring leaders 16 volumes of HBR 20 Minute Manager This 16 volume specially priced boxed set makes a perfect gift for aspiring leaders who are short on time but need advice fast on topics from creating business plans and giving feedback to managing time and presentations The set includes Creating Business Plans Delegating Work Difficult Conversations Finance Basics Getting Work Done Giving Effective Feedback Innovative Teams Leading Virtual Teams Managing Projects Managing Time Managing Up Performance Reviews Presentations Running Meetings Running Virtual Meetings Virtual Collaboration Don't have much time Get up to speed fast on the most essential business skills with HBR's 20 Minute Manager series Whether you need a crash course or a brief refresher each book in the series is a concise practical primer that will help you brush up on a key management topic Advice you can quickly read and apply for ambitious professionals and aspiring executives from the most trusted source in business Also available as an ebook

**Extraordinary Groups** Geoffrey M. Bellman, Kathleen D. Ryan, 2009-08-13 Two leading experts present a new approach to help teams nurture extraordinary experiences and excel Occasionally we participate in a group that inspires us to describe the experience as powerful or simply wow Why are some teams described in such exceptional terms while most are not Bellman and Ryan argue that an extraordinary group emerges when a group experience satisfies two or more core needs that

members intuitively bring to any group they join Based on extensive research the book presents the Group Needs Model to help anyone nurture extraordinary experiences in their groups and achieve outstanding results Introduces a new approach for creating extraordinary experiences and results in teams Identifies the key characteristics that define exceptional teams Describes the Group Needs Model for encouraging extraordinary experiences and team success A timely resource for anyone who leads groups including HR and OD professionals managers executives nonprofit managers and directors virtual teams leaders and trainers **Infusing Innovation Into Organizations** M. Ann Garrison Darrin Jerry A. Krill,2016-02-24 Foster a Culture of Innovation inside Your OrganizationIntroducing a new approach that blends the practical applications of engineering with innovative concepts and techniques Infusing Innovation into Organizations A Systems Engineering Approach illustrates how a company's culture influences innovation results and demonstrates how organizations can

Coaching for Innovation Cristina Bianchi,Maureen Steele,2014-05-02 Making innovation in the workplace highly accessible Coaching for Innovation presents a step by step guide which is full of practical tips models exercises and interviews with HR and business professionals It demonstrates the integral role that coaching plays in idea generation and the innovation process **Innovation in Music: Cultures and Contexts** Jan-Olof Gullö,Russ Hepworth-Sawyer,Justin Paterson,Rob Toulson,Mark Marrington,2024-03-27 Innovation in Music Cultures and Contexts is a groundbreaking collection bringing together contributions from instructors researchers and professionals Split into two sections covering creative production practices and national international perspectives this volume offers truly global outlooks on ever evolving practices Including chapters on Dolby Atmos the history of distortion creativity in the pandemic and remote music collaboration this is recommended reading for professionals students and researchers looking for global insights into the fields of music production music business and music technology **Product and Service Design Innovation** António Augusto Fernandes,2022-10-02 This textbook describes strategic product and service planning introducing the concept of innovation Linear models of product development are presented and the product concept and system architecture generation are introduced The responsiveness of the development process to uncertainty and complexity is covered as well as ways of managing portfolios programmes and projects This textbook results from the author's experience of teaching more than 40 years The methods described in the book have been taught and applied by the students Examples of concept development projects of products and services carried out by the students are described many of them revealing great creativity

Academy of Management Annual Meeting Academy of Management,2005 Harvard Business Review ,2005 Educational Facility Planner ,2005 International Marketing in the Network Economy Florian Kohlbacher,2007-10-23 Scholars around the globe have identified the capability of MNCs to create and efficiently transfer and combine knowledge from different locations worldwide as an important determinant of competitive advantage This book draws on examples of knowledge based firms to reveal that knowledge based marketing is key to obtaining a competitive advantage **Selling**

**Power ,2005      The Writers Directory ,2013      American Book Publishing Record** R.R. Bowker Company,1978

**Group Creativity** Paul B. Paulus,Bernard A. Nijstad,2003-09-04 Creativity often leads to the development of original ideas that are useful or influential and maintaining creativity is crucial for the continued development of organizations in particular and society in general Most research and writing has focused on individual creativity Yet in recent years there has been an increasing acknowledgment of the importance of the social and contextual factors in creativity Even with the information explosion and the growing necessity for specialization the development of innovations still requires group interaction at various stages in the creative process Most organizations increasingly rely on the work of creative teams where each individual is an expert in a particular area This volume summarizes the exciting new research developments on the processes involved in group creativity and innovation and explores the relationship between group processes group context and creativity It draws from a broad range of research perspectives including those investigating cognition groups creativity information systems and organizational psychology These different perspectives have been brought together in one volume in order to focus attention on this developing literature and its implications for theory and application The chapters in this volume are organized into two sections The first focuses on how group decision making is affected by factors such as cognitive fixation and flexibility group diversity minority dissent group decision making brainstorming and group support systems Special attention is devoted to the various processes and conditions that can inhibit or facilitate group creativity The second section explores how various contextual and environmental factors affect the creative processes of groups The chapters explore issues of group autonomy group socialization mentoring team innovation knowledge transfer and creativity at the level of cultures and societies The research presented in this section makes it clear that a full understanding of group creativity cannot be accomplished without adequate attention to the group environment It will be a useful source of information for scholars practitioners and students wishing to understand and facilitate group creativity

**Group Genius** Keith Sawyer,2007 Creativity has long been thought to be an individual gift best pursued alone schools organizations and whole industries are built on this idea But what if the most common beliefs about how creativity works are wrong In this authoritative and fascinating new book Keith Sawyer a psychologist at Washington University tears down some of the most popular myths about creativity and erects new principles in their place He reveals that creativity is always collaborative even when you're alone That eureka moment in the bathtub couldn't have come to Archimedes if he hadn't spent so many hours arguing and comparing notes with his fellow mathematicians and philosophers Sawyer draws on compelling stories of inventions and innovations the inventors of the ATM the mountain bike and open source operating systems among others to demonstrate the freewheeling ways of true innovation He shares the results of his own acclaimed research on jazz groups theater ensembles and conversation analysis to show us how to be more creative in collaborative group settings how to change organizational dynamics for the better and how to tap into our own reserves of creativity

**Group Genius** Robert

Keith Sawyer, 2017 Creativity has long been thought to be an individual gift best pursued alone schools organizations and whole industries are built on this idea But what if the most common beliefs about how creativity works are wrong Group Genius tears down some of the most popular myths about creativity revealing that creativity is always collaborative even when you're alone Sharing the results of his own acclaimed research on jazz groups theater ensembles and conversation analysis Keith Sawyer shows us how to be more creative in collaborative group settings how to change organizational dynamics for the better and how to tap into our own reserves of creativity **Group Creativity** Robert Keith Sawyer, 2003 Group Creativity explores the unique form of creativity that emerges from collaborating groups Dr Sawyer draws on his studies of jazz ensembles and improvisational theater groups to develop a model of creative group processes He applies this model of group creativity to a wide range of collaborating groups including group learning in classrooms and innovative teams in organizations In group creativity a group comes together to collaboratively create in real time The creative inspiration emerges from the interaction and communication among the members and makes the result more than the sum of its parts The dynamic moment to moment communication among jazz musicians and improvising actors is the primary topic of the book Sawyer explores performers close listening and sensitivity the submerging of the ego to the group mind and the ways that performers work together to create something better than and different from what one solitary individual could create alone These explorations provide insight into all forms of group creativity and collaboration **The Oxford Handbook of Group Creativity and Innovation** Paul B. Paulus, Bernard Arjan Nijstad, 2019 Much creative work takes place in groups or teams but also individual creative efforts cannot be seen as separate from a social context In recent decades the questions What makes groups and teams creative and How is creativity shaped by the social context have therefore received increasing research attention This book provides a comprehensive overview of this work and is organised into five sections with topics including issues of group composition diversity newcomers and conflict cognitive motivational and affective processes in groups as they relate to group creativity theoretical approaches to group creativity based on information processing theory social identity theory network theories and decision making theories the social context in which group creativity takes place and the role of norms and culture effective brainstorming and the role of leadership

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