



The University of Manchester
Manchester Business School

Multilevel Models of Creativity

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Applied Science University

Annual Distinguished Seminar

Original Thinking Applied

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- Academic Lead – Manchester Leadership Programme
- BBC TV/Radio/Online, FT, Forbes, The Times, The Independent, The Telegraph, The Guardian, The Moscow Times, Wall Street Journal, Gulf News, South China Post, etc.
- Al-Futtaim, Anheuser Busch InBev, Bank of America, Bao Steel, BP, Channel 4, Chinese Ministry of Finance, Chinese Ministry of Justice, Group 4 Securicor, Industrial & Commercial Bank of China, IMEC, Johnson & Johnson, Merck, Sharp & Dohme, PZ Cussons, Reading Football Club, Rolls-Royce, SITA, Sony Music Entertainment, SyCo TV, Tabuk Pharmaceuticals, Tesco, Thales, United Utilities, Zurich, etc.

Outline

Defining Creativity and Innovation

Why Creativity?

Multilevel Models of Creativity

What next?

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Definitions



“Creativity may be considered the attribute of a person
or persons,
a process,
an environmental variable
or refer to the properties of a product”

(Batey, 2012)

"the interaction among aptitude, process, and environment by which an individual or group produces a perceptible product that is both novel and useful as defined within a social context"

Plucker, Beghetto, and Dow (2004)

“Innovation may be defined as the multi-stage process whereby organisations transform ideas into new or improved products, service or processes, in order to advance, compete and differentiate themselves successfully in their marketplace”

(Baregheh, Rowley & Sambrook, 2009)

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Why Creativity?

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Multilevel?

Micro level = individual variables

Meso level = group and team variables

Macro level = organisational variables

Why Multilevel?

Person x Process x Environment = Product

Need to take an integrated and holistic approach to a fragmented field (Batey & Furnham, 2006)

Fragmentation within creativity studies and between creativity and innovation

Multilevel Models of Creativity

1. Theoretical models
2. Empirical models
3. A Measurement model

Walker & Batey (2014)

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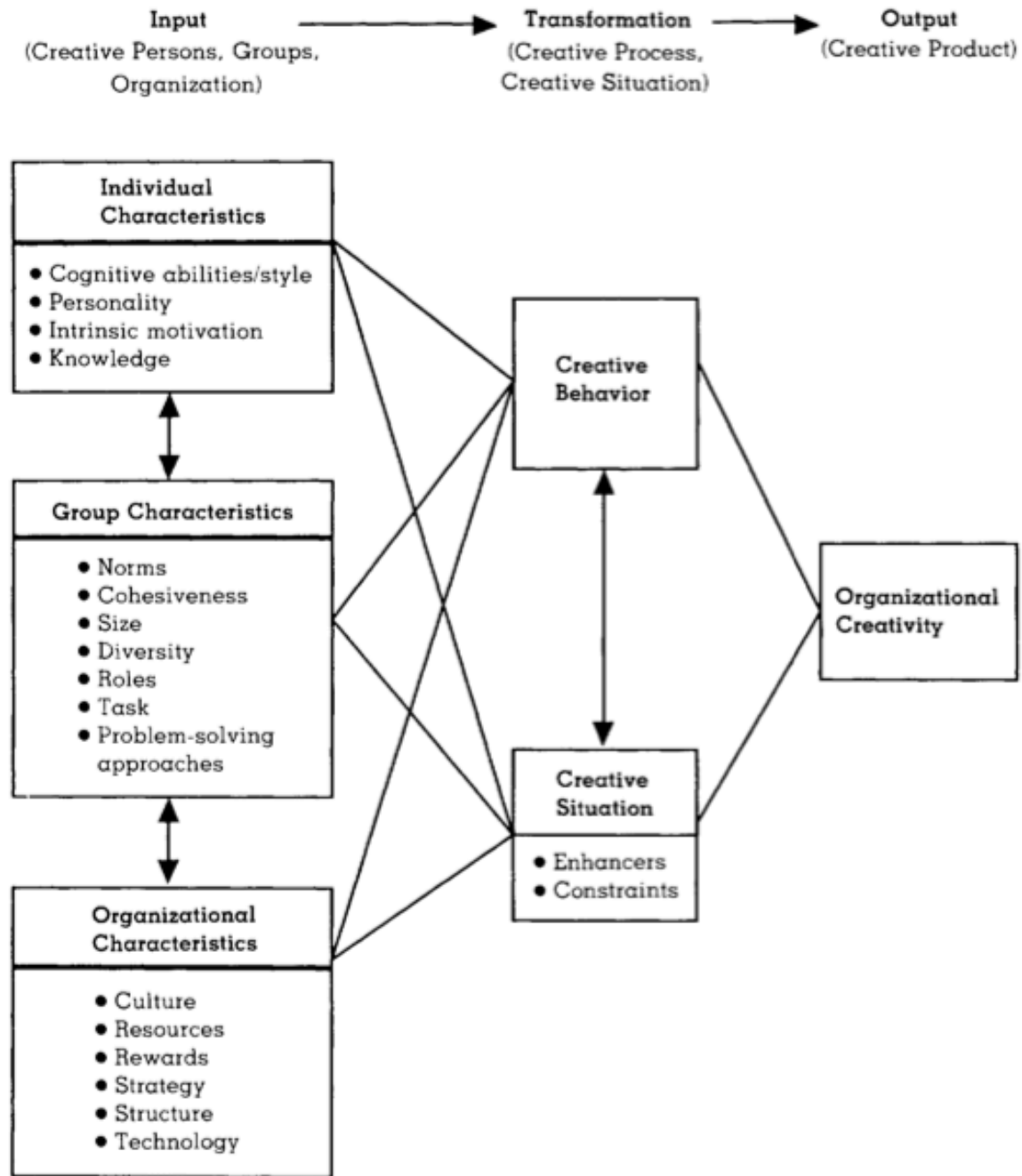


Figure 1. Interactionist Model of Organizational Creativity from Woodman, Sawyer & Griffin (1993, p. 309).

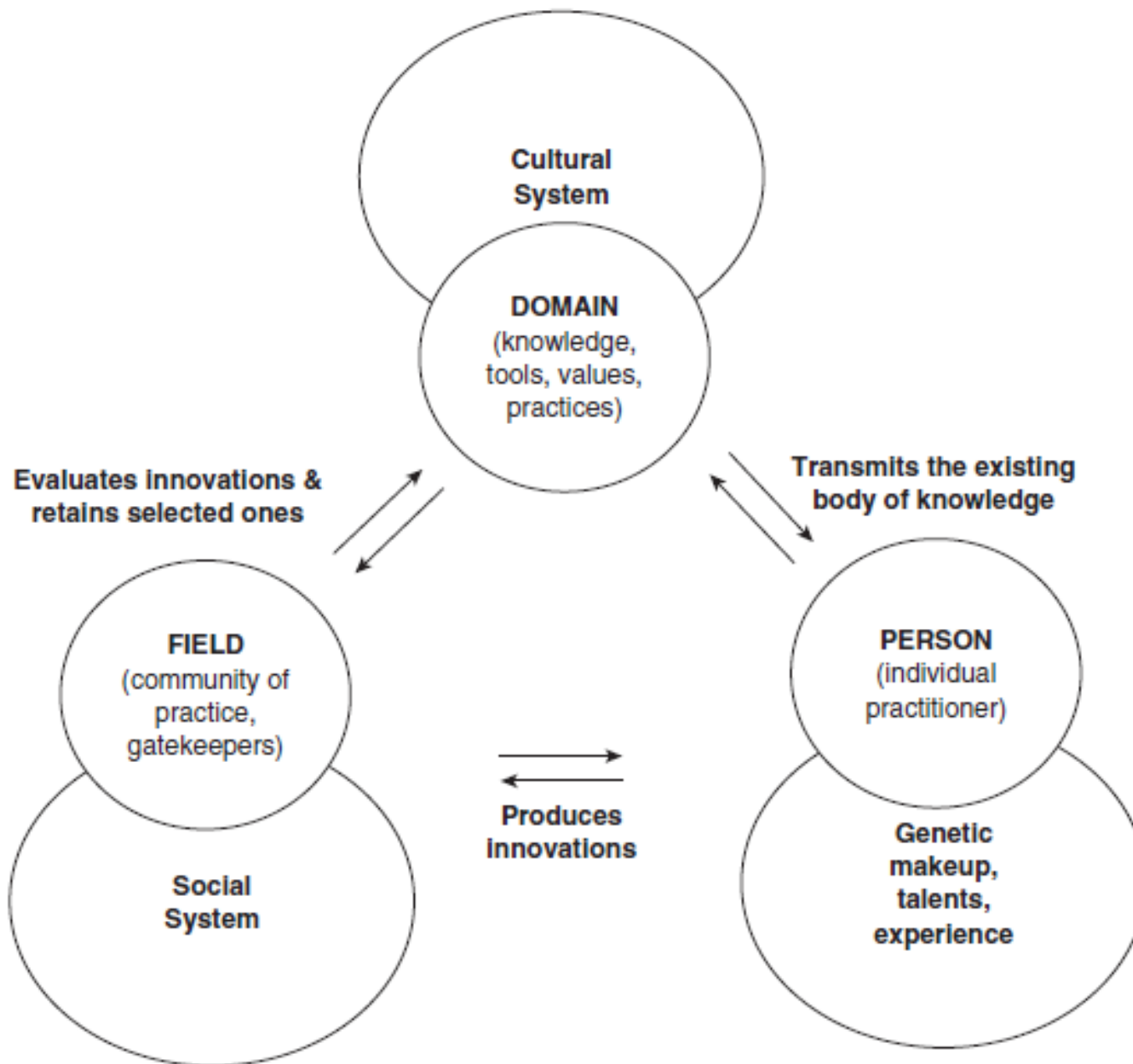


Figure 2. The Systems Model of Creativity, from Csikszentmihalyi (1999)

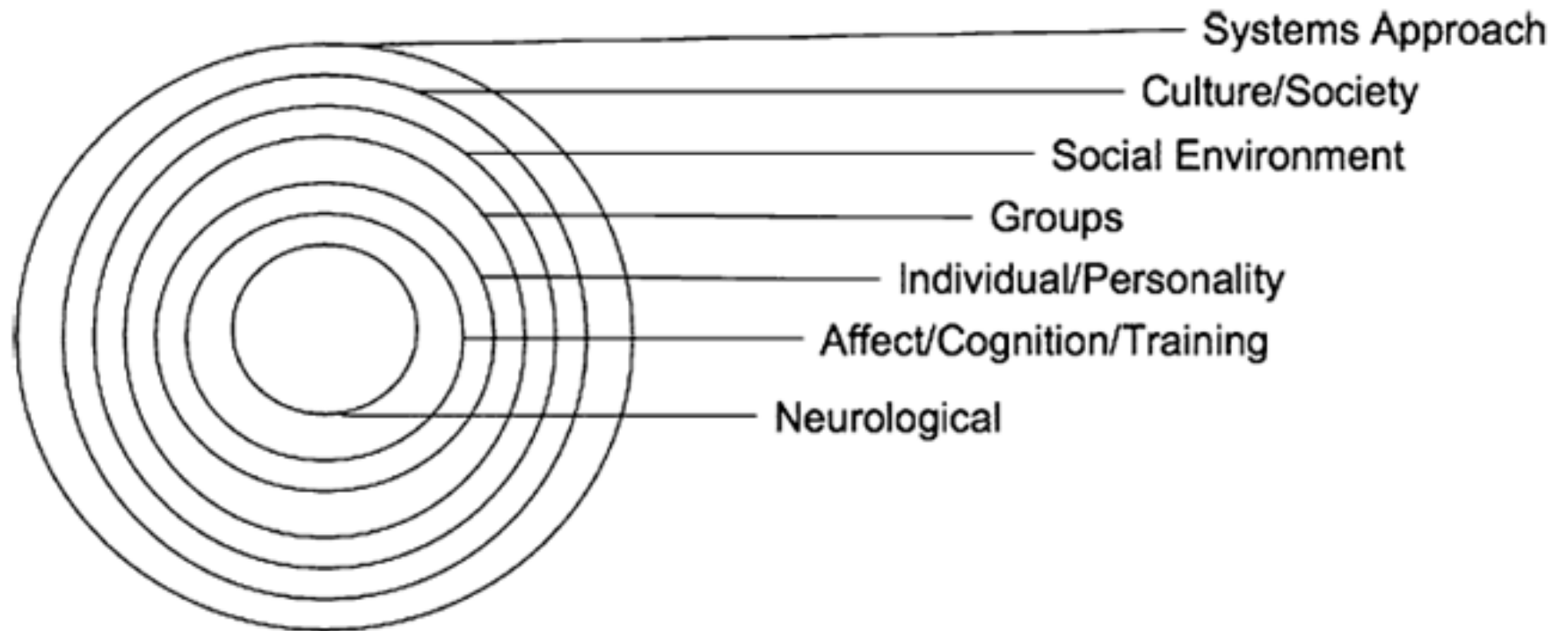


Figure 3. A simple systemic model of creativity, from Hennessey & Amabile (2010).

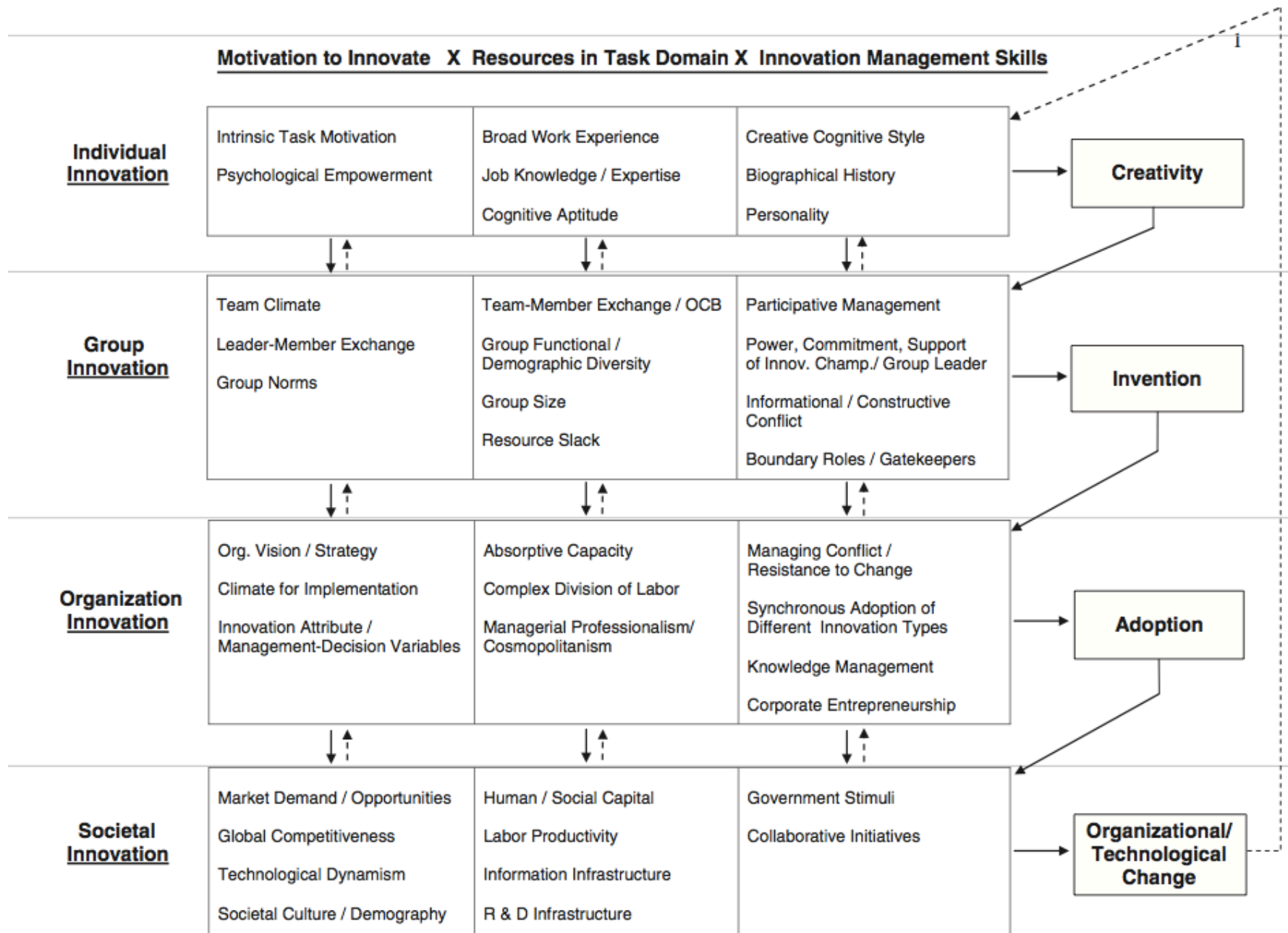
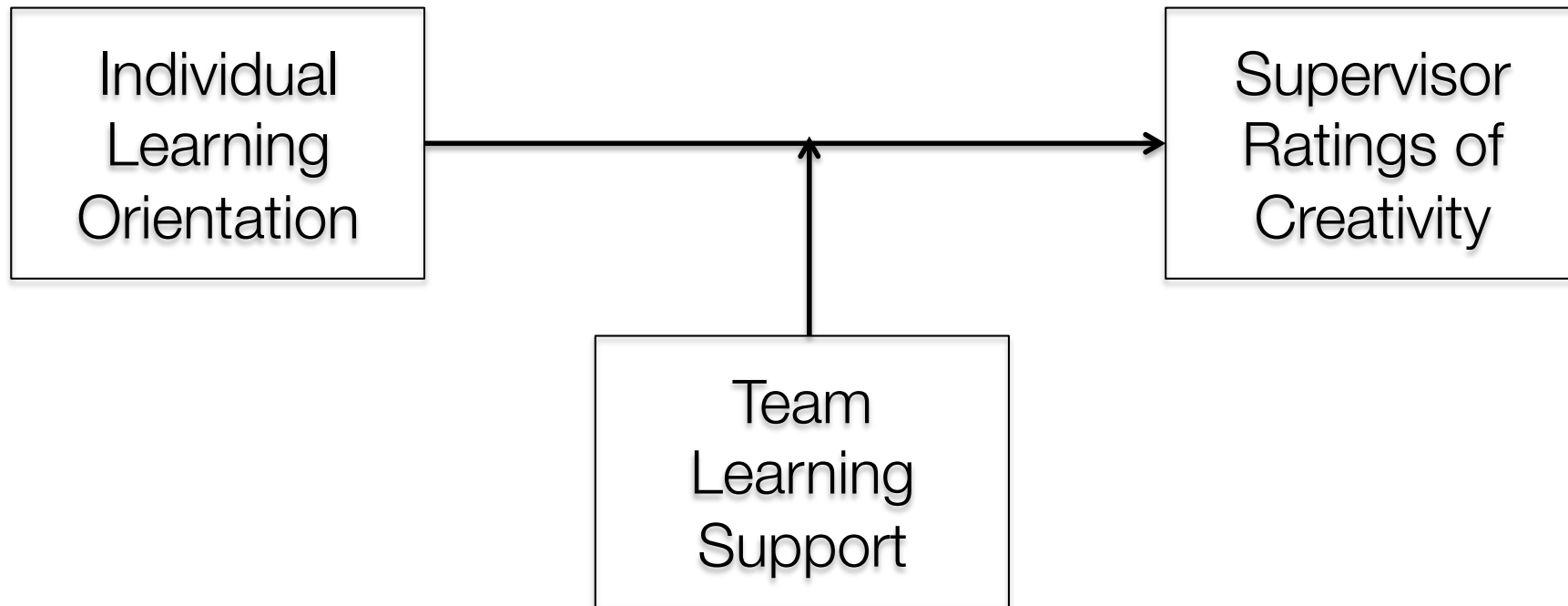


Figure 4. Four level innovation model proposed by Sears and Baba (2011), p4

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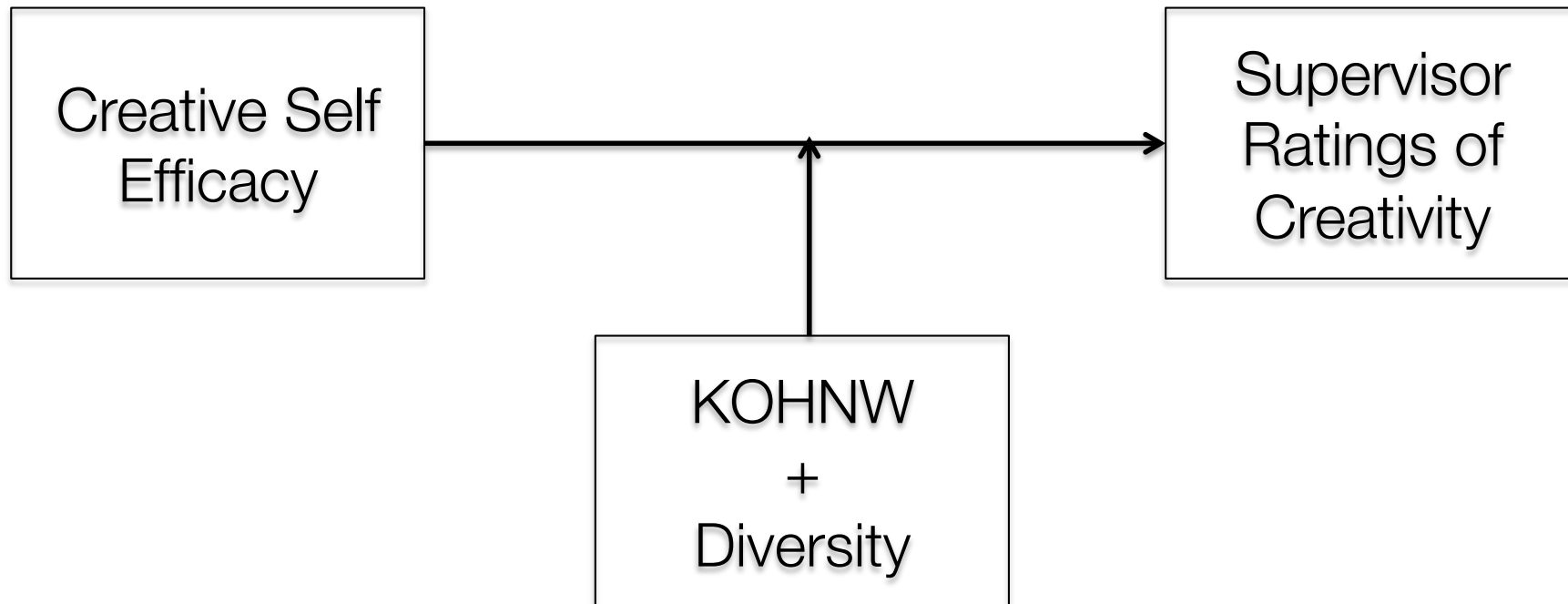
1. Theoretical models
2. Empirical models
3. A Measurement model

Walker & Batey (2014)



198 employees in 25 R&D Teams
Pharma

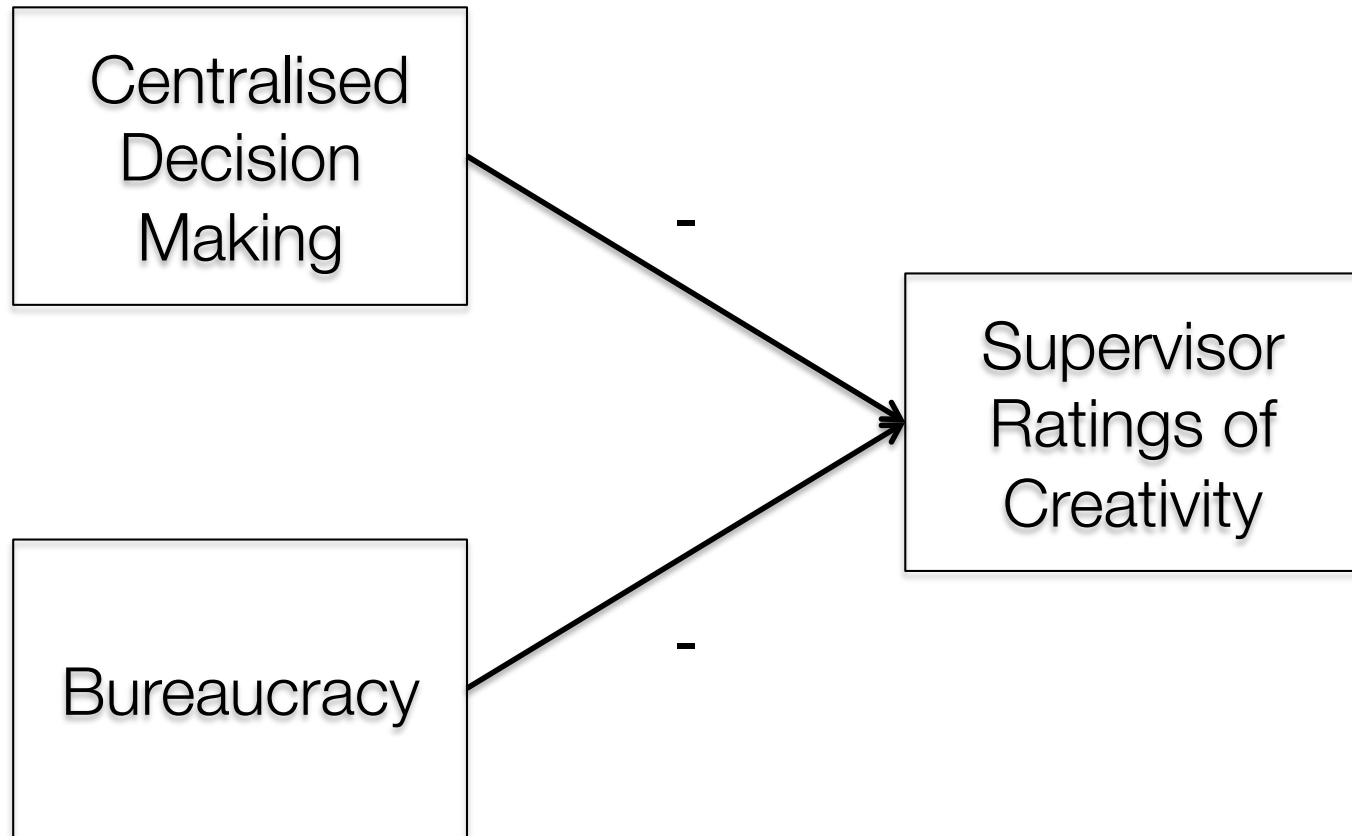
Hirst, van Knippenberg & Zhou (2009)



176 employees in 34 R&D Teams
Multinational organisation

Richter, Hirst, van Knippenberg & Baer (2012)

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330 employees in 95 Teams
Taiwan Customs Bureau

Hirst, van Knippenberg, Chen & Sacramento (2011)

Multilevel Models of Creativity

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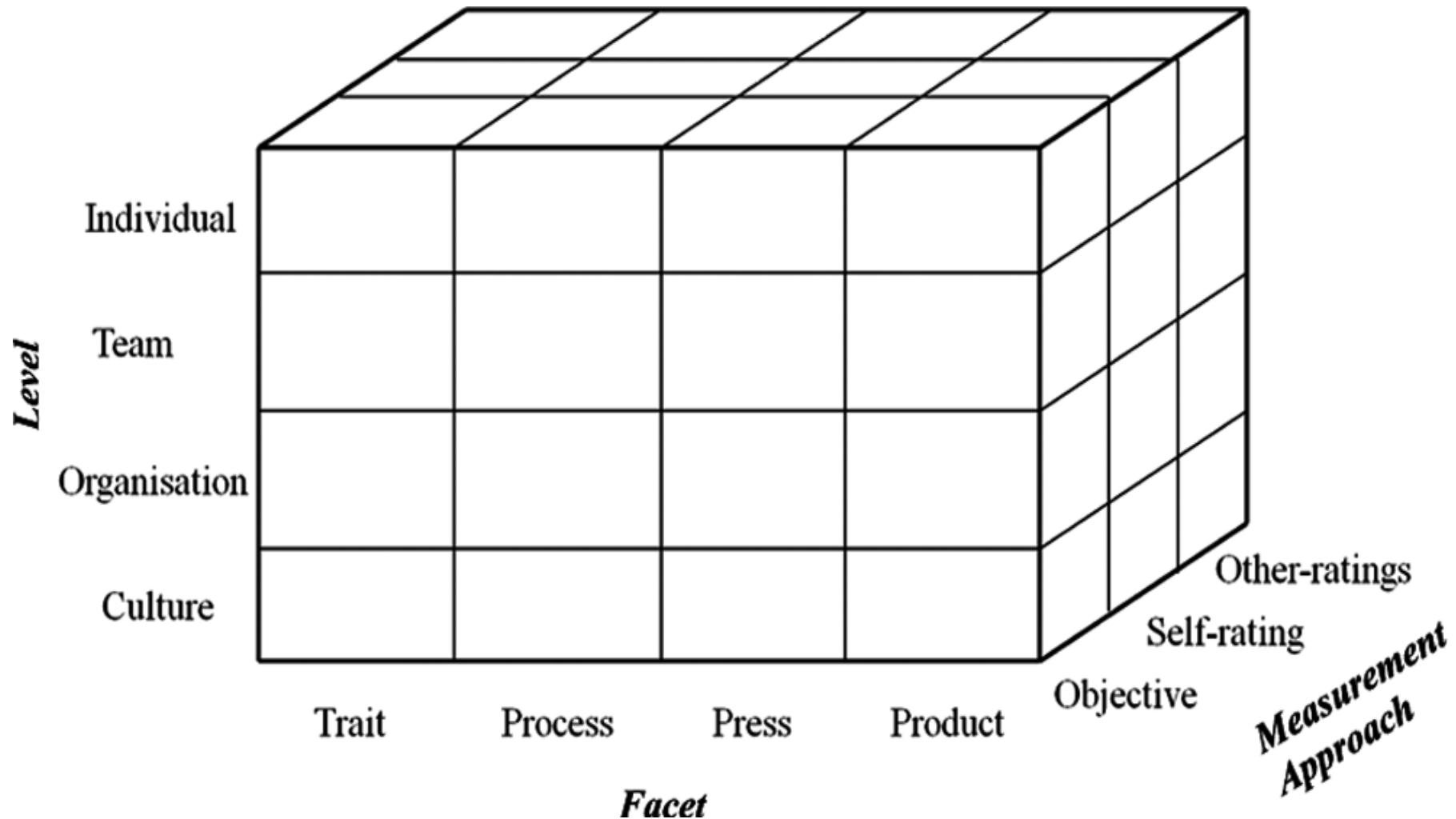


Figure 5. Multilevel model for the measurement of creativity proposed by Batey (2012), p59

How could you measure..?

- Individual trait creativity objectively?
- Team process creativity with a self-report measure
- Organisational environmental creativity using 'other ratings'

Multilevel Models Conclusions:

- Usually theoretical
- Empirical research often simplistic and with small samples
- Guiding framework for measurement vital
- Help managers and organisations focus their efforts

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Defining Creativity and Innovation

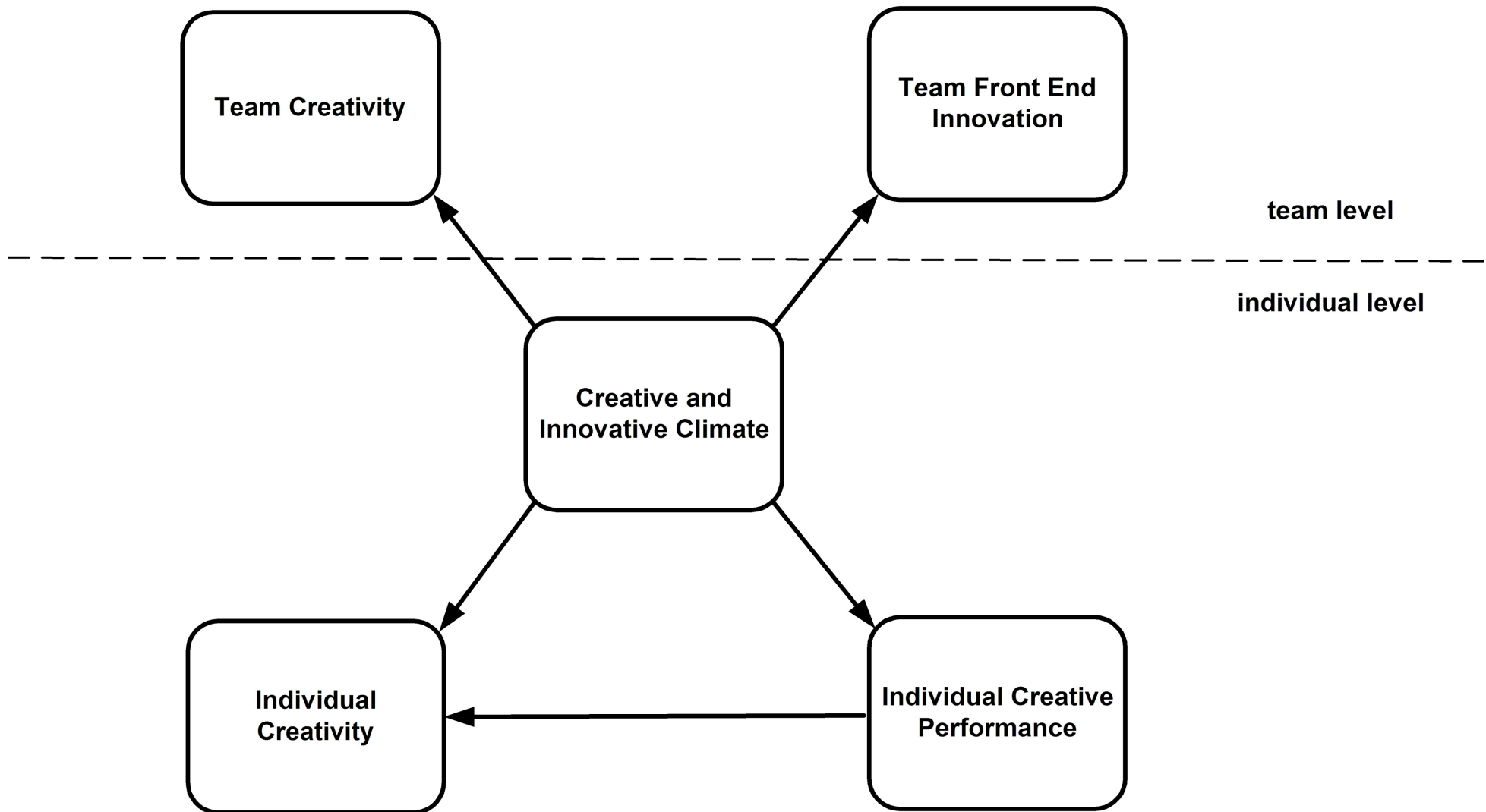
Why Creativity?

Multilevel Models of Creativity

What next?

Current research:

1. New individual creativity and innovation profiling tool
2. New creativity and innovation climate tool



3. Multilevel model with sample of 841 from Multinational complex engineering organisation (Walker & Batey, in preparation)

5. Creativity & Innovation in the unique context of The Gulf
6. Creativity & Innovation in the unique context of Hong Kong, China and Singapore

Questions?



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