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Index

Creativity and Innovation: A gizmo or barrier for Organizational Development

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Abstract

The Organizations as Industry or Academic, needs to focus on continuous evaluation and assessment regarding its Mission-Objective-Goals; to grow in this competitive world. Today's scenario want change in every field from technology to people handling ,where the terms 'Creativity & Innovation' are capturing more lime light into different sectors /departments of the organization. A literature study showed that a model, based on the open systems theory and the work of Schein, can offer a holistic approach in describing organizational culture. The culture that focuses on creativity and innovation is the prime need of the organization. The paper also describes about detriments such as strategy, organizational structure, behavior, policies, compensation plans, work culture, work environment, performance appraisal system, feedback system, assessments, approaches, communication cycle and attitude & personality of an organization influence creativity and innovation. The research intends to communicate need for creativity & innovation for organizational development. The title of the paper aims to identify the loop holes that creates a dark circle and de-motivates the team-department-sector-organization to expand and become a brand. The paper also carries an objective to build a gap of Divergent thinking with Convergent thinking; Research oriented with Development oriented; organizational strategy with business strategy; building a bridge between individual goals with organizational goals for effective Organizational Development.

Key words: Creativity; innovation; gizmo; Culture; loop holes; dark circles; Divergent Thinking; Convergent thinking; Holistic approach; strategies; organizational development.

Introduction:

This paper with the help of empirical research tries to explore different categories and also attempts to emphasize the need of being creative and innovative in all different approaches adopted by an organization or an industry to manage human resource; to frame the policies; to manage cultural diversities; training & development; Appraisal systems; Recruitment and many more.

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Senior leadership teams can and do evolve new mindsets, Individuals , teams and entire organization need to adopt , grow and prepare for future challenges, They learn to change i.e. being Creative- doing what they do and how they do it; as a result they grow as 'bigger minds solving bigger problems'.
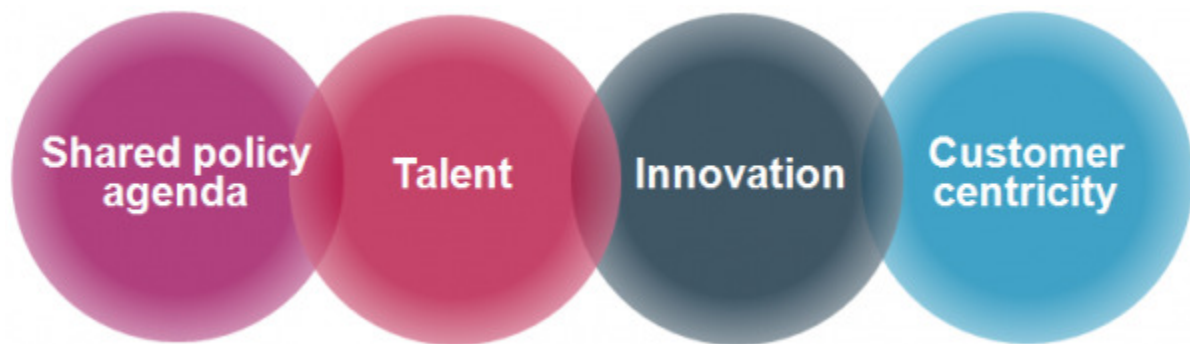

Fig.1

Source: http://peopleslab.mslgroup.com/peoplesinsights/tag/purpose/

The models many organizations have used in the past no longer seem adequate for effectiveness and success in the 21st-century organizational environment. The situation in their sector has changed from when the environment and processes were stable or slow. In many sectors today, work processes are changing at a much faster pace as organizations face the challenges of rapidly changing technology, globalization, uncertainty, unpredictability, and turbulence.2 In the past, because of monopoly to technology, market, or brand, they could expect to be successful for a long time despite inability or refusal to innovate. However, due to the volatile environment in these sectors, many such organizations are failing and need creativity and constant innovation to remain competitive and successful. This means that they must recognize and harness the creativity and leadership that exist in the organization to manage its innovation processes. Strategic design, technology, culture, and organizational strategy may not be able to sustain them very long unless organizations also establish a structure that continuously develops creative leaders to run and sustain the process. This strategy will help the organizations establish environments that are conducive to renewal, build organizational culture that encourages innovations, and establish organizational diversity that in turn helps these organizations remain competitive.

Source: http://lcinstituteblog.com/2010/09/
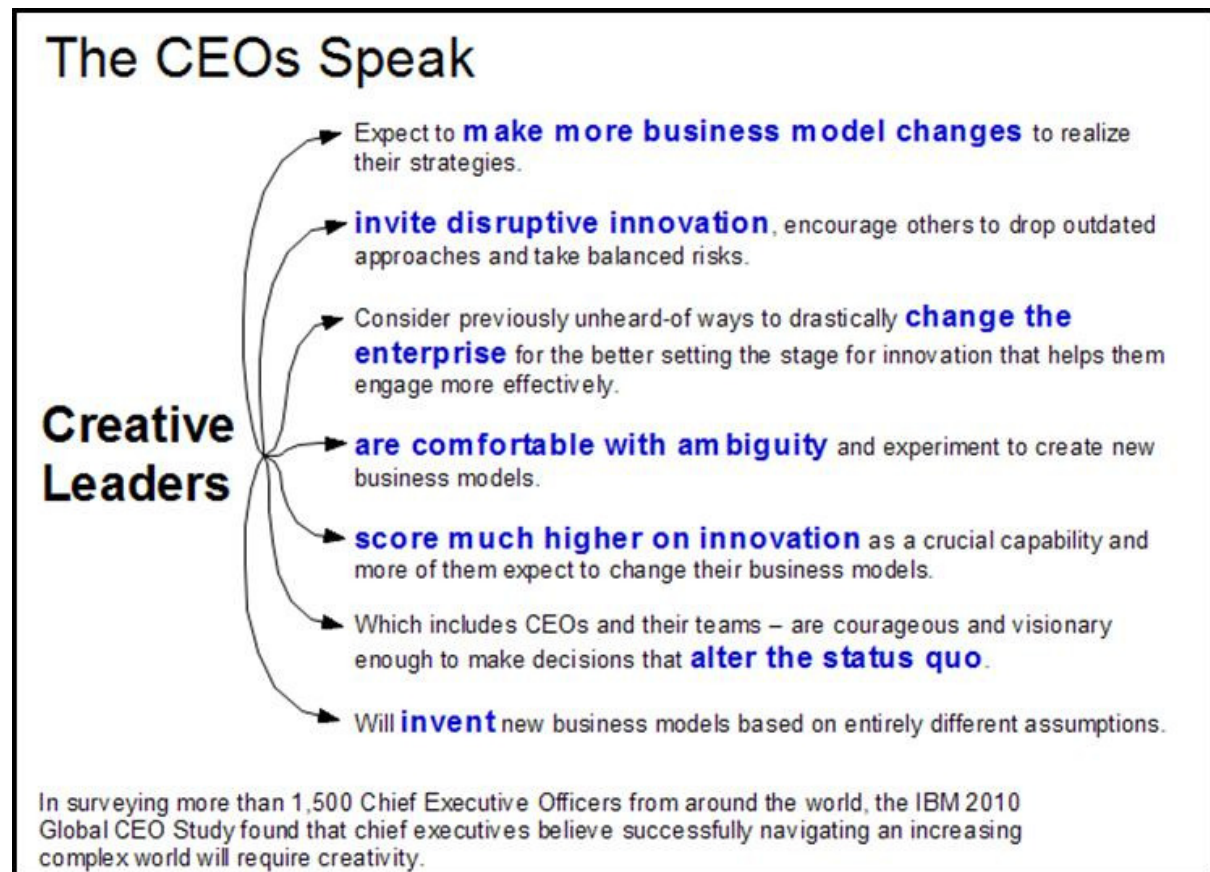
The close association of Creativity & Innovation with Mission-Goals-Objective of an organization will help the organization as the time demands change. Organizational issues especially cultural issues are becoming increasingly important. Organizational changes usually promote and intensify competitiveness, as they require dramatic changes in security, technology, working systems, management styles and many others.

These changes demands comprehensive analysis of values, beliefs and behavior patterns that guide day-to-day organizational performance. Creativity and Innovation have a role play in this change process. The importance of creativity and innovation is emphasized as follow by Zaltman et.al. (in West & Farr, 1990, pp.3-4): " The importance of new ideas cannot be overstated. Ideas and their manifestations as practices and products are the core of social change". Authors like Johnson (1996, pp.9, 11), Judge, Fryxell and Dooley (1997, p. 73), Pienaar (1994, pp. 3- 35), Tuskman and O'Reilly (1997, p.27) all agree that organizational culture is a contributing factor to the degree to which creativity and innovative behavior is found among employees in an organization..

Researchers such as Ahmed 1998, Fillipczak 1997, Judge et al. , 1997, Nystrom 1990 , O'Reilly 1989, Pinchot & Pinchot 1996 and others have worked on identifying values, norms and assumptions involved in promoting and implementing creativity and innovation. Very few empirical studies especially quantitative research seems to be carried out.

Source: "An Organizational Culture model to promote creativity and innovation" by Ellen Martins & Nico Martins, University of Africa, SA Journal of Industrial Psychology, 2002, 28 (4), 58-65

SA Tydskrif vir Bedryfsielkunde, 2002, 28 (4), 58-65

Responsibility of Creativity & Innovation in an organization: "Effective Leadership"

Creativity in an organizational context is the conceptualization and development of novel ideas, products, processes or procedures by individuals or a group of individuals working together (Amabile, 1988, Shalley,1991, Woodman, Sawyer and Griffin, 1993). Creativity ignites innovation, because innovation is characterized as the successful application of what creativity produces in organizations, (Amabile, Conti,Coon, Lazenby and Herron, 1996, Oldham and Cumming, 1996). In short, *all innovation begins with creative ideas* (Amabile et al, 1996: 1154).Creativity & Innovation are

perceived to be so closely linked that these terms are often used interchangeably (Ford, 1996). The world is moving and shifting fast. To try to cope this, companies are applying change. The change demands effective leadership. Scholars have shown how organizational structure, strategy, technology, culture, and other management tools help bring effectiveness and competitive advantage to organizations ,they also show that in the 21st-century organizational environment, creativity and innovation are the primary sources of competitive advantage. However, these authors say little about the role of leadership in the innovative process. Creative and effective organizations do not emerge by accident.

They require leaders to drive and control deliberate changes in structure, culture, and process in order to transform them into creative, effective, and productive ones. Even though many organizations look for competitive advantage in their structure, strategy, technology, and culture, leadership is the most important source of competitive advantage. Organizational leaders usually decide what happens in the organization and give the direction, vision, and momentum that bring success. Therefore, leaders are the catalyst that create and manage the environment, Organizational culture, and strategies that encourage and sustain innovation,

effectiveness, and success in the organization.

The consulting firm CSC surveyed 497 firms in the U.S. and 1,245 firms in Europe that undertook reengineering. Eighty-five percent reported little or no gain from their efforts.9 However, companies like Motorola, Compaq, and General Electric implemented successful reengineering initiatives because they had creative and effective leaders to manage the process.10 other companies have used Total Quality Management (TQM) initiatives or downsizing to achieve efficiency. Many of these companies have likewise failed. Rath and Strong, a consulting firm, surveyed Fortune 500 companies who had implemented TQM initiatives and found that only 20% achieved their objectives. Likewise, a survey from the American Management Association found that less than 45% of downsized companies in the last decade reported any increase in profits. Tichy. (1997). These statistics seem to show that many companies who have undertaken reengineering initiatives have failed because of the lack of creative and effective leadership to manage the process. This shows that management tools alone cannot ensure organizational creativity that

leads to innovation, effectiveness, and success. Organizations need creative and effective leadership to help the management tools work.

Even though organizations cannot usually reach their goals without effective leadership, many are lacking the kind of leadership that encourages creativity and produces success. According to Senge and Deming, many of the problems and failures that face organizations come from lack of creative leadership. Consequently, leadership is the fundamental and foundational competitive advantage for success because without the right creative and effective leadership in organizations, the strategy, technology, and innovations will not help it succeed. (Senge & Deming, as cited in Tichy. (1997). Organizations need creative and effective leadership to manage the implementation of the strategy and encourage innovation in the organization.

Source: Journal of Strategic Leadership, Vol. 1 Iss. 1, 2008, pp. 39-45© 2008 School of Global Leadership & Entrepreneurship, Regent UniversityISSN 1941-4668; ; Tichy, N. (1997). *The leadership engine: How winning companies build leaders at every level.* New York: HarperCollins Publishers.

Source: Schein, E. (1985). *Organizational culture and leadership. Organizational dynamics.* San Francisco: Jossey-Bass.

Three Components of Creativity
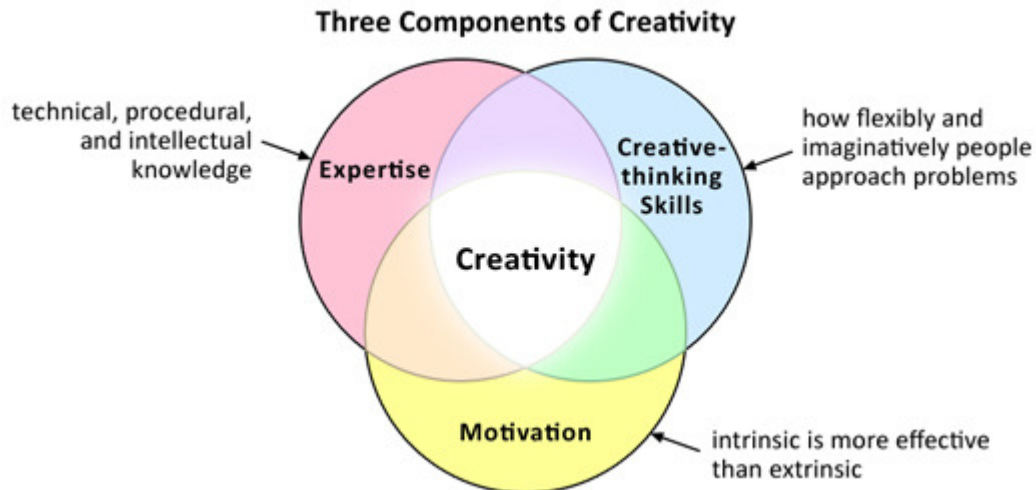
Fig.2

Teresa Amabile's research has identified **six general categories of managerial practice that affect creativity:**

1. Challenge
2. Freedom
3. Resources
4. Work-Group Features
5. Supervisory Encouragement
6. Organizational Support.

Source:http://ciozen.wordpress.com/2012/02/20/the-elements-of-a-creative-culture/

http://www.emeraldinsight.com/journals.htm?articleid=1729185&show=html

The journey of organizational creativity is full of adoption of innovations and adaptations. Organizations need to act upon three imperatives to accelerate the development of creative capital:

Fig. 3

Leaders can be more effective in encouraging creativity by treating organizations as living systems filled with the innovative dynamics and potential that exists in all of the people. It is this creative potential that the leaders engage to tackle and solve organizational issues. Leaders a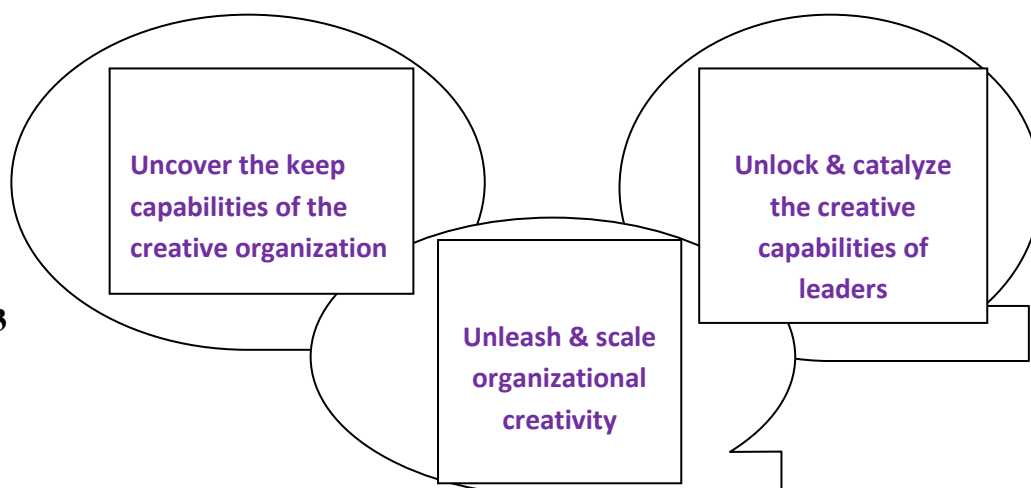re expected to stop treating other employees as machine and should help them to become adaptable to the change. the only way leaders can harness this innovative spirit is when they invite everyone to participate in solutions and in the creation of the organizational processes. This means that the leaders must engage the whole system in order to harness the intelligence and creativity that exists throughout the organization. The leader inspires others with a purpose and a greater sense of mission. This type of work environment is conducive to creativity, while this kind of leadership causes changes in followers that eventually converts them into effective and creative leaders.Frank Sonnenberg and Beverly Goldberg believe that the most difficult roadblock of creativity to overcome is organizational culture that militates against creativity and innovation.(Sonnenberg, F., & Goldberg, B. (1992). It's a great idea, but… *Training & Development*, *46*(3), 65–69.)This kind of culture fosters the belief that the way the organization functioned in the past is the way it must always function.

The motivations for such behavior are usually fear of failure, organizational politics, and uneasiness with anything new or different. Creative leaders are able to embrace change and to encourage followers to question why the organization does things in a certain way, and then seek out alternative ways of doing things. These leaders treat mistakes as part of the learning process and do not punish followers who try new ideas and fail. Therefore, they help create organizational cultures where people can take risks and even make mistakes.

Organization to become Creative & Innovative Oriented:

The paper with its objective to justify that creativity & innovation is suppose to be considered gizmo –*a device used for a specific job* (www.vocabulary.com/dictionary) and not the barrier for organizational development, asks a question that Is Creativity a quality or a process or it is a product? Well, the answer is all the three makes creativity. Many mangers assume that although they can assess productivity, product revenues, quality check and other features of the work done in their department, they cannot assess the creativity. To judge the creativity, organizations can use consensual assessment.

Products or responses are creative to the extent that appropriate observers agree that they are creative. In this circumstances, appropriate observers are people who are familiar with a domain..

This can be explained with an example such as, if solutions to business problems are going to be assessed on creativity, it would be inappropriate to ask the school teacher or artist to make the judgment. This means that in recognizing creativity in a particular domain, people who work actually knows the best. The components of creativity includes all factors that contribute to creativity – person as well as work environment variables (Amabile, 1983a, 1983b, 1988a, 1988b)
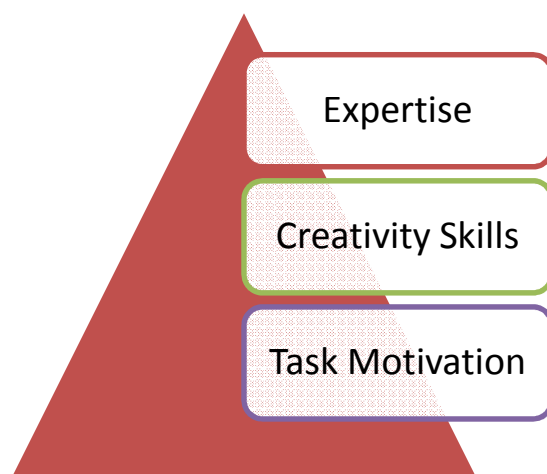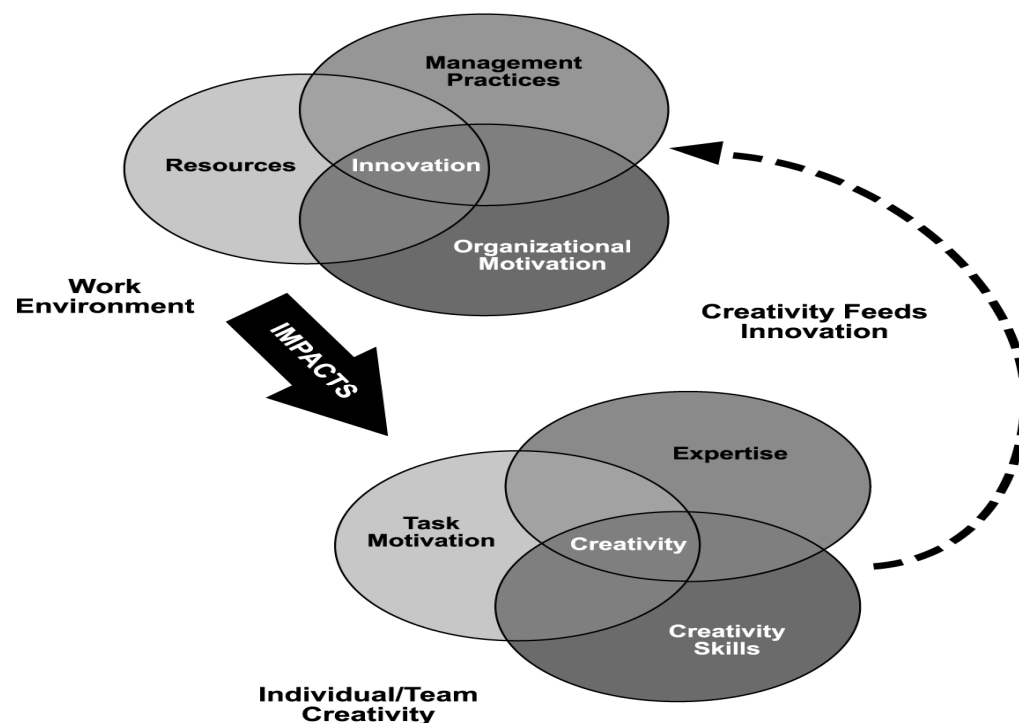

Fig. 4

Source: Ambile (1997)

Fig. 5

The figure above represents a simplified schematic diagram depicting the major elements of a theory that integrates the componential model of individual creativity into the organizational work environment. The theory describes the influence of the organizational work environment on the creativity of individuals and teams, and in turn the influence of individual and team creativity on overall organizational innovation. The upper circles depicts organizational components and lower three circles depicts individual creativity components. The diagram proposes that creativity produced by individuals and teams of individuals serves as a primary source for innovation within an organization i.e. dotted lines; the social environment i.e. work environment influences creativity by influencing the individual components.

An article in *The Economist* (Frymire, 2006) argues that "*the biggest challenge today is not finding or hiring cheap workers, but rather hiring individuals with the brainpower (both natural and trained) and especially the ability to think creatively*"; p.11. Even in the current economic climate, there is evidence of the increasing importance of innovation *"During economic downturns innovation is the single most important condition for transforming the crisis into an*

opportunity"
(http://www.nesta.org.uk/economic-downturn).

It is important to clearly define innovation and to distinguish it from related concepts such as creativity, entrepreneurship, adaptability, originality, productivity, and novelty. In the past, some research papers have lacked a clear differentiation between the creativity and the innovation constructs, leading to a misunderstanding regarding the antecedents and outcomes of creativity and organizational innovation. Patterson (2005) argues that creativity and innovation are overlapping constructs, but the main distinction is with regard to novelty. Creativity is exclusively concerned with generating new and entirely original ideas. Innovation is a broader concept as it also encompasses the application of new ideas to produce something new and useful (in the context of groups, organizations or societies). Innovation is often referred to as a process, because implementing new ideas necessarily involves influencing others (whereas creativity could be achieved in isolation). Our aim is to narrow the gap between *theoretical* approaches to innovation and creativity and organizational innovation in *practice*. Several researchers have lamented the wide gap between research and

management practice in this area (Aram & Saliparte, 2000; Berry, 1995; Denyer & Neely, 2004; Hodgkinson et al, 2001; Pettigrew, 1997; Pffeffer & Sutton, 1999; Starkey & Madan, 2001; Tranfield & Starkey, 1998; Van de Ven & Johnson, 2003; Wind & Nueno, 1998).

Fig 6. Characteristics, behaviors & influencing factors mapped to the innovation process
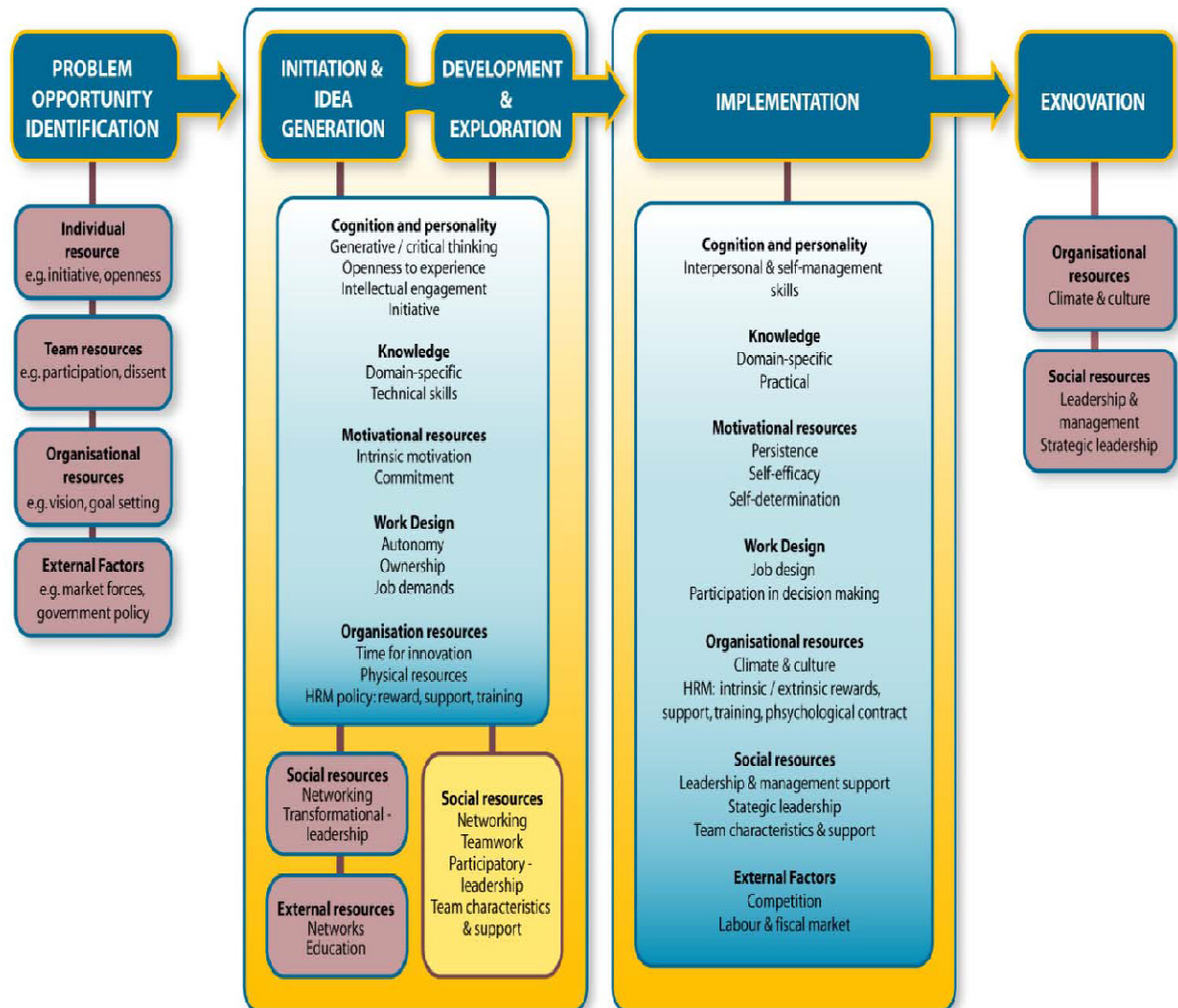
Source: Harvard Business School, 9-396—239, January 5, 1996; by Professor Teresea M Amabile

Key challenges include:

• *What are valid approaches to select, support, train and develop innovative people in organizations?*

• *How do we best engage employees in the innovation process?*

• *In what ways do employee resources contribute to the various phases of the innovation process, namely generation and implementation?*

• *What can managers do to enhance innovation?*

• *Where is the evidence that interventions aimed at improving innovation actually work?*

• *What are the barriers and catalysts for innovative behaviors in organizations?*
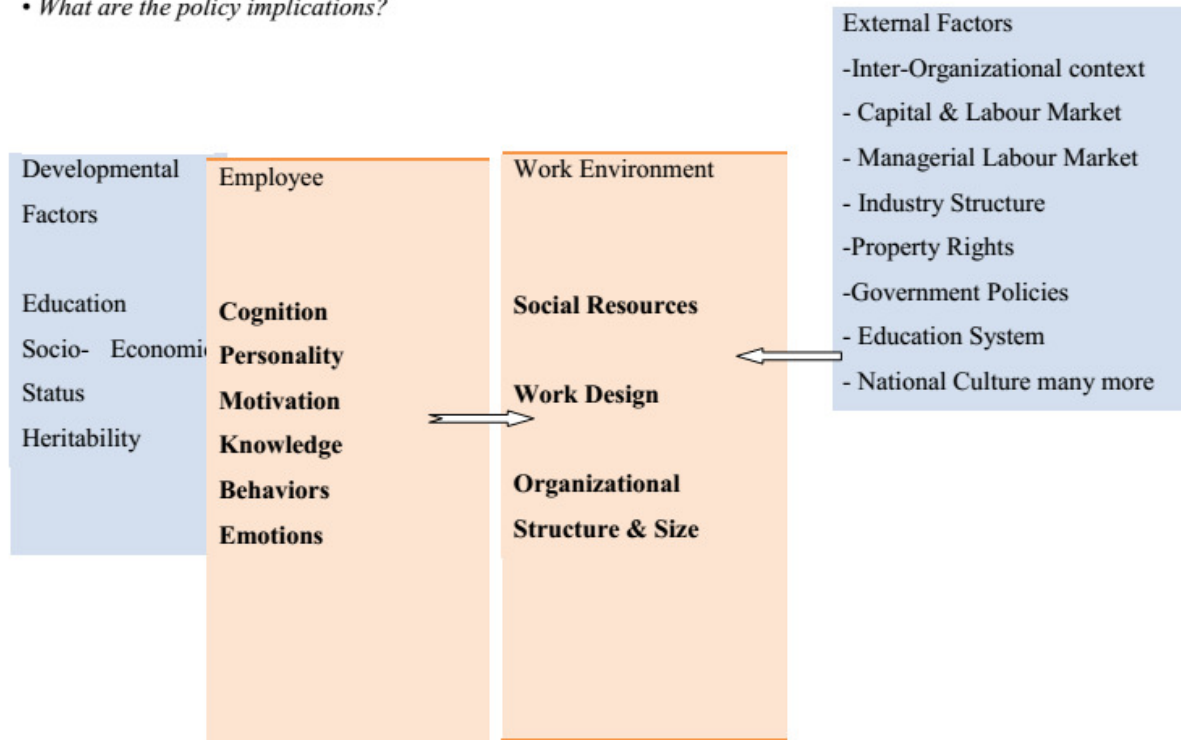
• *What are the policy implications?*

Fig. 7 Resources within Organization that influence employee innovation & creativity

The ability of an organization to acquire, assimilate, transform, and exploit external knowledge, is labeled as a firm's **'absorptive capacity'**. Research shows this is often critical for the innovation process. An organization's absorptive capacity is dependent on the ability to establish, manage and learn from inter-formal or informal organizational ties. Mahroum (2008) argues that in order to be innovative, organizations should become 'intrinsically global'. Numerous researchers have explored the association between innovation potential and intelligence. Much of the literature in this area can be classified into four categories, conceiving of innovation as; (a) a subset of *general intelligence* (b) an aspect of *genius*, (c) a set of *cognitive abilities* and mental processes, and (d) associated with *observer judgments* of intelligence. From several decades of research on the association between innovation and personality, a consistent set of

characteristics has emerged. These include imaginative, inquisitive, high energy, high desire for autonomy, social rule independence and high self-confidence. The Five Factor Model (FFM) of personality has become an almost universal template with which to understand the structure of personality.

The FFM dimensions include Openness To Experience (ideas, aesthetics), Agreeableness (compliance, straightforwardness), Conscientiousness (order, dutifulness, competence), Extroversion (warmth, gregarious, activity) and Neuroticism (anxiety, depression).
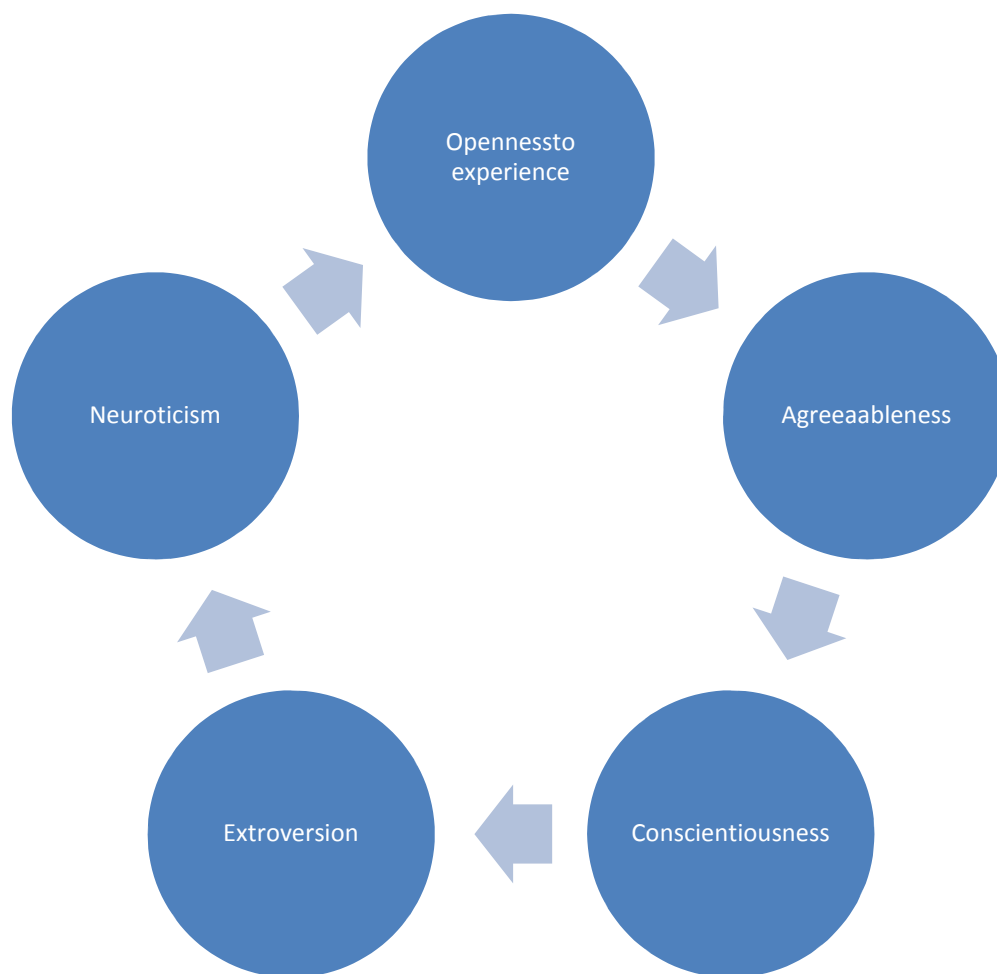
Fig. 8

(Patterson, 2002; Batey & Furnham, 2006; Furnham, 1999; Gelade, 1997; Harrison et al, 2006; King et al, 1996; McCrae, 1987; Wolfradt & Pretz, 2001).

The appreciative enquiry model (http://www.lasadev.com/articles/constellations.html)given under Organizational Development states that for Appreciative

Inquiry to be effective, it is important that all the relevant PEOPLE are in the room for the inquiry: those who are responsible and needed to make the change happen.

The appreciative inquiry finds the energy for change in an organization based on what has worked well for the organization in the past and helping to move that into the present. This model is supporting the idea that this paper wants to represent of promoting creativity and innovation through the individual to the organizational development. In the 1980s, David Cooperrider, professor at the Weatherhead School of Management at Case Western Reserve University, developed a new model for organizational development and change which he termed "appreciative inquiry."

Appreciation has to do with both recognition and enhancing value. It is about affirming past and present strengths, assets, and potentials. Inquiry refers to both exploration and discovery. It is about asking questions, study, and learning.4Appreciative inquiry (AI) is a positive way to embrace organizational change based on a simple assumption:

"Every organization has something that works right—things

that give life when it most alive, effective, successful, and

connected in healthy ways to its stakeholders and

communities. AI begins by identifying what is positive and

connecting to it in ways that heighten energy and vision for

change."

Source:

http://www.ipspr.sc.edu/ejournal/ejournal0611/appreciative%20inquiry.pdf

This model suggests that organizations and groups are not like machines, that can be taken apart and fixed. They are the social system. AI model promotes positive perspective. It looks at the organization with what is right for the organization, by identifying the best in people; relating the best in them with the organizational development, strengthening the system's capacity to apprehend; anticipate and boosting the positive potential. AI is an approach to organizational analysis and learning that is intended for discovering, understanding, and fostering innovations in social organizational arrangements and processes. In this context, AI refers to two things:

• A search for knowledge; and,

• A theory of collective action designed to evolve the vision and will of a group, an organization or society as a whole.

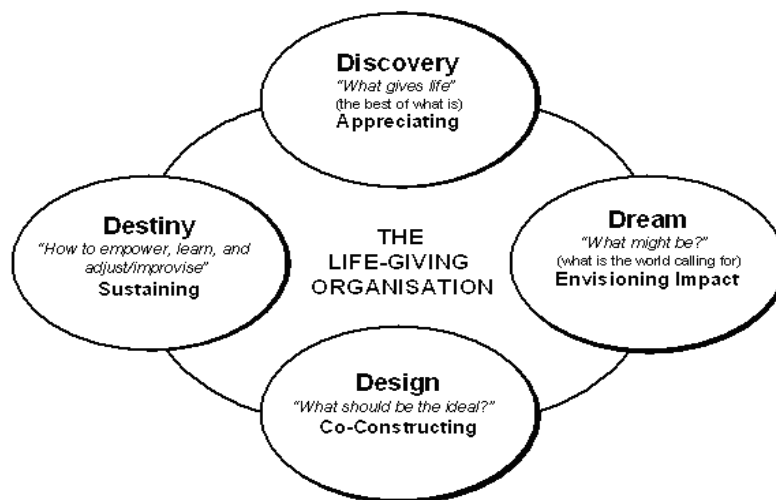(http://www.lasadev.com/articles/constellations.html)

Fig. 9

A Process for Launching an Appreciative Inquiry in an Organization

1. Senior management decides to adopt the AI process: may set general area for the inquiry,

e.g. customer satisfaction, improved quality of work life, team building, partnership building.

2. A "steering group" is selected: should be a diagonal cross section of the organization, with

representation from all levels of the organizational chart. Working with the AI consultant, this group then:

•is trained in AI concepts and engaged in the AI process; members practice "appreciative interviewing" on each other

•identifies the specific topics of focus of the inquiry; there are usually 3-5 for an inquiry

•frames the "architecture" of the inquiry: who will be interviewed and by whom - within or across functional groups

•frames the "appreciative protocol" (the actual interview questionnaire) This process achieves

clarity about the purposes of the inquiry and determines the questions to be asked

•tests the appreciative protocol on itself and, based on the results, revises if necessary

3. "Storytelling" - the appreciative interviews are conducted - (Discover):

•these are usually one-on-one interviews lasting one to two hours; ideally, everyone in the organization is interviewed; failing this, a representative sample is interviewed; often includes stakeholders outside the organization

•involves active listening & eye contact on the part of the interviewer; if necessary, the interviewer may "reframe" negative comments into positive ones which still address the underlying issues

•interviewer makes brief but precise notes during interview; makes more extensive

notes immediately after interview is completed

• the "data" is analyzed, themes are identified, organizational circumstances and conditions that give rise to "peak experiences" and "best practices" are defined

4. Imagining a "preferred" future - (Dream): based upon the best of what has already been, a future is imagined where the best is achieved more often; "images" are created - may incorporate art, sculpture, drama, music; "provocative propositions" are written that will guide movement towards the imagined "preferred" future.

5. Finding innovative ways to create the preferred future (Design and Destiny): structures and strategies are devised to take action on short-term and longer-term goals; action plans are prioritized and implemented; change strategies are made sustainable through adjustment and improvisation and the creation of a "appreciative learning organization". Ideally, the Design/Destiny phase will involve "recycling" the process through new 4D cycles.

(Source: Jim Taylor, Royal Corp. Ltd, 2009, Red Deer. AB T4N 5T7)

Search the Talent/ Opportunities, Form Strategies and Action (S2A) Model:

The employees within the organizations though willing to participate and contribute in overall organizational developments are at times unable to meet up to their expectations. There are some or the other loopholes that create hurdles and act as barrier to organizational development. Creativity and Innovation in an organization is inevitable element required to sustain in this competitive environment. The most important barriers to participation in organized thinking and creativity group include lack of motivation and lack of trust. The employee needs to have trust on its department / organization regarding its participation in decision making, sharing idea for change, giving inputs for more effective team work and idea generation exercise. Lack of confidence in work group, cultural barriers, some failures in teamwork, confidence of senior employee over junior employee, work environment creates loss of trust and motivation. It has also been observed that there is a lack of acceptance by the department/ peer mates/ senior employees of the inputs given by any creative employee. and further the continuous ignorance and negation of their contributions for the organizational development, creates poor tolerance of criticism resulting conflict. The middle management managers' and other authorities concerned maintain their status

quo and opposes the changes that takes place. The mindset within the organization of promoting the hierarchy for promotions; for new job roles; for lead roles- though they are non-contributors and the actual contributors are lost in this world of "I";"Me" and "Myself" instead of "We". (http://www.ipedr.com/vol25/50-ICEME2011-N20026.pdf)

Fig. 10

The model in figure 10 wants to suggest that the organizations need to develop practice of identifying the right talent for right job as we plan during human resource planning. The employee   organization needs to work in correlation with each other. The search should end with proper strategies being identified after studying the market need, performing SWOT, and recognizing company objectives & goals.
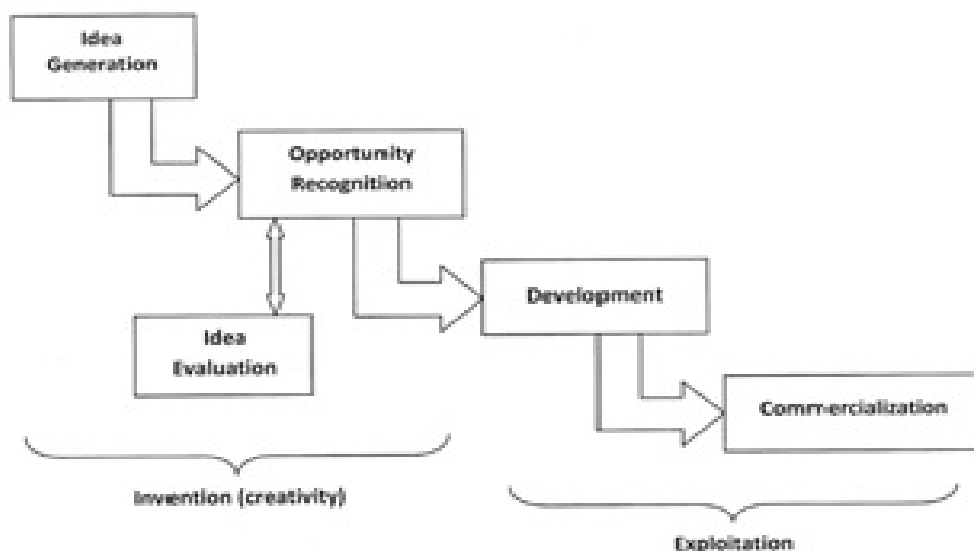

Fig. 11

Alliance of all the thoughts that are discussed and the charts/figures that are presented in this paper conclude some common suggestions stating that creativity & innovation is not a barrier but a gizmo i.e. a tool/ device that can be efficiently utilized for the overall development of an organization. The few suggestions are:

- The exercise should take place two way i.e. organizations impart enough flexible work environment to the employees to exercise creativity and innovation ;Also employees should get self motivated and develop a feel of belongingness towards the organization and give valuable inputs
- Research and Survey should be conducted across and loopholes should be identified
- Appropriate appreciation and recognition strategies should be created and promoted to motivate the employees
- Feedback sharing and openness to adopt the suggestions should be practiced by an organization
- Cross culture management should be promoted and workforce with diverse knowledge should be identified

- Work culture should be created where the employee feels comfortable to approach and share opinion in the decision making of the management
- Holistic approach should be promoted and hierarchical complexity should be avoided
- The SWOT analysis should be conducted in relation to the projects + work force+ resources available and the objective to be achieved to frame new strategies
- Room for committing error should be left and risk management should be effectively managed
- Continuous monitoring and follow ups should be performed by authorities
- Mentoring and counseling should be done for the depressed and de-motivated employees instead of firing them from the company
- Overall career development and talent management should be done with proper policies and strategies that are made fro the benefit of the employees and organizations- both

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