



Developing Leadership Competencies

3. CREATIVITY

Competency Descriptors by Level

Supervisor

- Encourage subordinates to explore new perspectives when problem-solving
- Support continuous learning in action plans for working group

Middle Manager

- Question current approach to work to optimize outcomes
- Identify and assess new technology and tools for doing work
- Recognize/cultivate creativity in subordinates
- Identify barriers in unit to more creative work
- Recognize emerging areas for learning & development in specialty area



Suggested Readings

- *Generating Creativity and Innovation in Large Bureaucracies*, Robert L. Kuhn (Quorum Books, 1993)
- *A Whack on the Side of the Head*, Roger von Oech (Warner Books, 1993)
- *The Inventive Organization: Hope and Daring at Work*, Jill Janov (Jossey-Bass, 1994)
- *The Manager's Pocket Guide to Creativity*, Alexander Hiam (HRD Press, 1998)
- *Take the Road to Creativity and Get Off Your Dead End*, David P. Campbell (Centre for Creative Leadership, 1997)

Videos

- *Tapping into Your Creativity* - Learn the ins and outs of tapping creativity by watching experts as well as creative people share their techniques and insights
- *The Business of Paradigms*, Joel Barker