Creativity management: causation, effectuation and will

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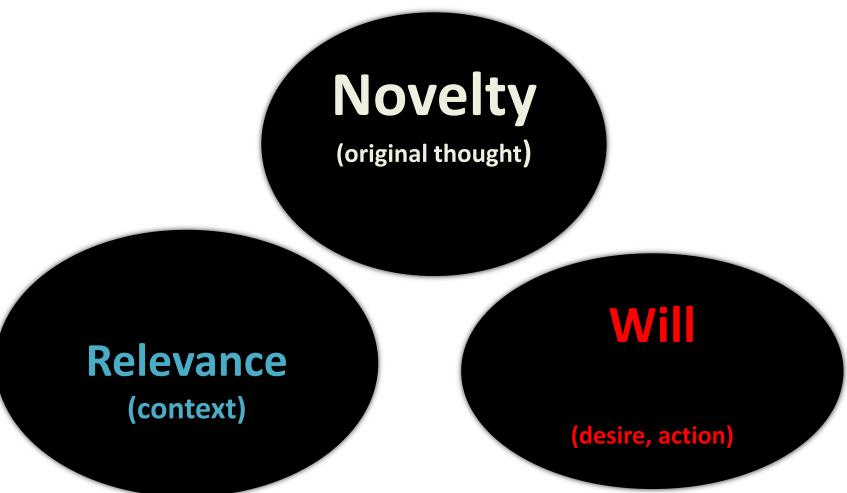
Structure of the presentation

- Creativity and knowledge
- Effectuation
- Managing the will factor
- The new European regional policy as an illustration
- Implications

A very basic and widely accepted definition of creativity

- Creativity is the ability to produce work that is both (Sternberg and Lubart, 1999, 2008):
 - novel (i.e., original, unexpected)
 - appropriate (i.e., useful, adaptive concerning task constraints)

Synthetic view (our proposal)



Innovation needs knowledge and vision

- A vision is a representation of a possible future
- Without knowledge, it is impossible to realize any plan leading to any desired future
- But planning with existing knowledge leads to nothing really new
- Knowledge is precious but not enough; in certain cases focusing on knowledge is the best way to kill creativity

A "creative" approach of management: Saras Sarasvathy's model of entrepreneurship

The opposition of two principles of project management:

- •Causation : selecting the right means in order to achieve a given aim.
- Effectuation: selecting possible desirable aims given the means we have

A third dimension: the will factor

- This is clearly the entrepreneurial factor
- It is not a question of (new) knowledge, but of vision
- Vision is a form of meta-knowledge (knowledge about knowledge), largely informal and creative (thinking out of existing cognitive frames)

Managing the *will* factor: examples of incentives and hindrances

Core dimensions affecting the will factor:	Incentives	Hindrances
(1) Desire and determination	 Pushing out of the comfort zone Diversity of the population (co-workers) 	 Hierarchy and bureaucracy Corporate clones and cast system
(2) Decision making	Right to failGarbage can model	 "Employee of the month" Benchmarking
(3) Competencies and skills	Experimentation and fun factorCurious minds	Need for hyper specializationRational minds

Adapting the approach to regional innovation policy

- Our proposal : regional innovation strategies should tend at favoring
 - novelty: people's capacity to imagine radically new things
 - relevance: evaluation and filtration processes
 - will: detecting and encouraging entrepreneurship

S3: the new European regional policy paradigm

- S3 : Smart Specialisation Strategy
- The important word is "smart", it means :
 - participative process instead of top down administrative policies
 - a discovery process taking the form of an ongoing procedure
 - a focus on entrepreneurship (not only on knowledge creation and diffusion)

Core dimensions affecting the will factor in the case of S3

- In terms of desire and determination ?
- In terms of decision making ?
- In terms of competencies and skills ?

The will factor applied to S3 (1/3): desire and determination

- Pushing forward new ways of territorial development
- Avoiding lock-in situations and/or declining trends at regional level
- Reshuffling the cards in allowing new combinations of resources

The will factor applied to S3 (2/3): decision making

- Experimental exploration or "garbage can applied to territories": entrepreneurial discovery process
- Policy maker should be rather a moderator than a hierarch
- Decisions should concern crossover choices (involving at the same time techno-scientific fields and industries)

The will factor applied to S3 (3/3): competencies and skills

- Convincing the regional and extra-regional actors to adopt new forms of cooperation
- Creating confidence and policy support in the process of emergence of (mostly unexpected) ideas
- Propagating effectuation rather than pushing towards hyperspecialisation

Conclusions

- Main message : starting to walk helps to define where we (really) want to be !
- Implications for policies: exploring and experimenting can (should) be a strategy as such for regional innovation-based development since it let emerge a context in which ideas and initiatives will auto-organize
- Further research challenges: correcting, comforting and generalizing theoretical developments through empirical observations