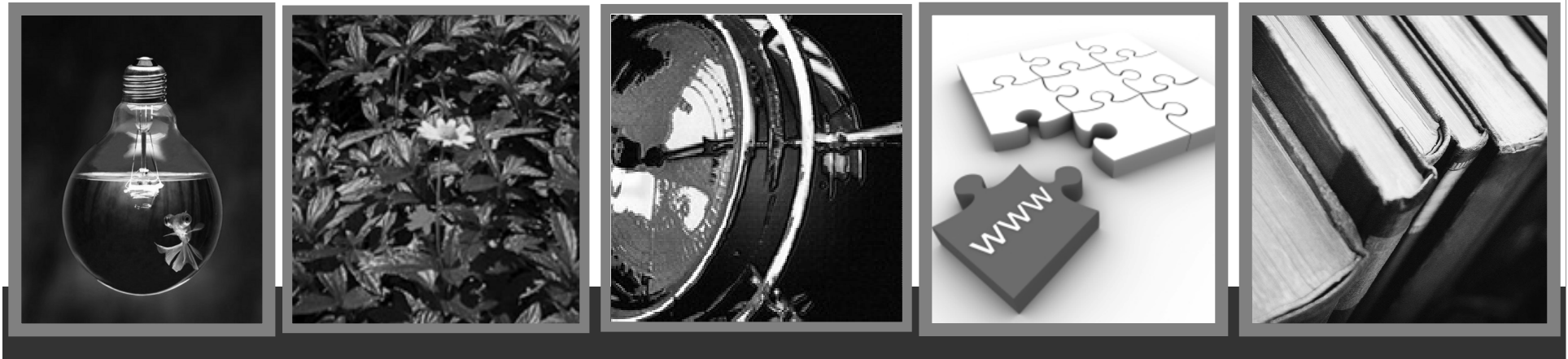# CREATIVITY SCORING SYSTEM

[goals and methodology discussion]

Tutors:
Margarida Mano
Pedro Andrade Saraiva

WORK IN PROGRESS | PhD Project
University of Coimbra | Faculty of Economics | PhD in Management

CREATIVITY SCORING SYSTEM

[goals and methodology discussion]

■ **I | Introduction**

■ **II | Aim of the research**

■ **III | Methodology**

■ **IV | References**

introduction

I
introduction
relevance of the topic

relevance of the topic

Organisations recognise the generation of new ideas, proccesses, products and procedures as vital to productivity and growing in all sectors

(Patterson, 2007)

The proccess through which are developped the ideas that make innovation possible assumes an important role.

→ "creativity in organisations" as a critical factor to organisational success

(Morris, 2008)

relevance of the topic

"Some multinational companies realize that one of their prime assets is the imaginations and ideas of the people who work for them.

(…)

But the key is to turn ideas into useful knowledge and the useful knowledge into added value."

(Management Development Review, 1997:203)

"Rather than leaving creativity to grow by itself into something tangible, **managers should work to bring a rigor into de management of ideas, much as they bring a rigor to the management of finances and assets.**"

(John Kao, MDR, 1997)

Relevância e interesse

- The importance of stimulating lateral and creative thinking;

- May be important assuring the systematic study of organisational creativity. It may have a relevant role for problem solving, performance improvement and organisational excellence;

- May be an important input on the decision-making proccess.

In order to know our level of organisational creativity and the mismatch between potential and real creativity on the organisational level we should measure it.

But... HOW?

Relevância e interesse

- The importance of stimulating lateral and creative thinking;

- May be important assuring the systematic study of organisational creativity. It may have a relevant role for problem solving, performance improvement and organisational excellence;

- May be an important input on the decision-making proccess.

"Creativity Scoring System"

[the development of a model that can be turned into a measurement tool for the level/score of organisational creativity; to use as an assessment or self-assessment tool]

I introduction

originality

o r i g i n a l i t y
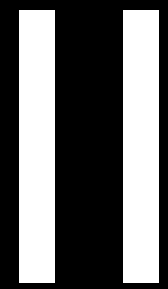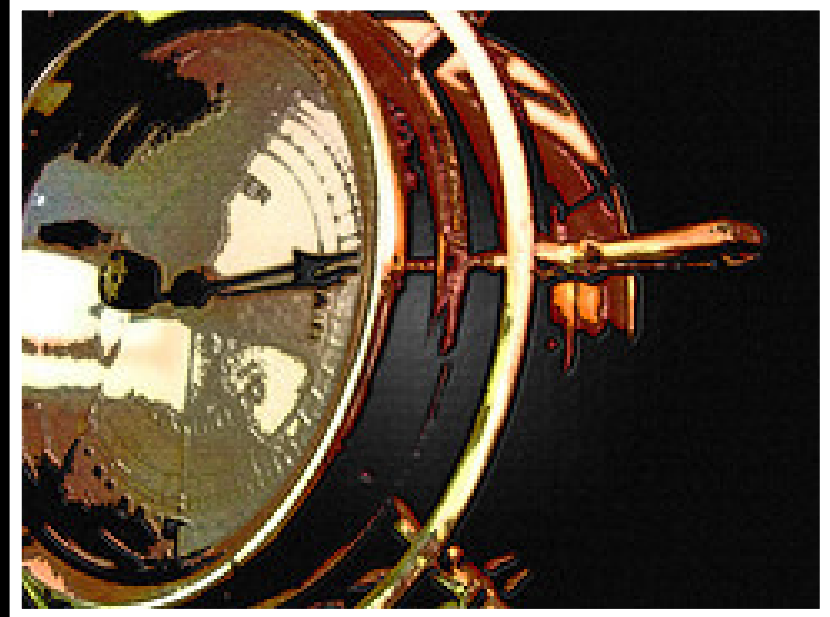
At the organisational level

 ➔   research still open for new developments

 ➔   inexistent metrics or measurement systems

 ➔   may be a new management tool

o r i g i n a l i t y

II aim of the research

The output of this research is expected to contribute to:

• the **concept clarification** ["organisational creativity"], since there are different perspectives about it within the literature;

• the design of a **model** that reflects the determinants of organisational creativity;

• the strategic **reflection proccess** of organisations, allowing for an in-depth understanding of the different dimensions that sustain creative proccess in the organisation and identification of areas of potential improvement.

• the development of an organisational creativity "**barometer**", which allows, simultaneously:

      - organisations getting a self-assessment tool to measure their level of (organisational) creativity;

      - an uniformisation of the diagnoses/measurement tool, encouraging bechmarking procedures to take place;
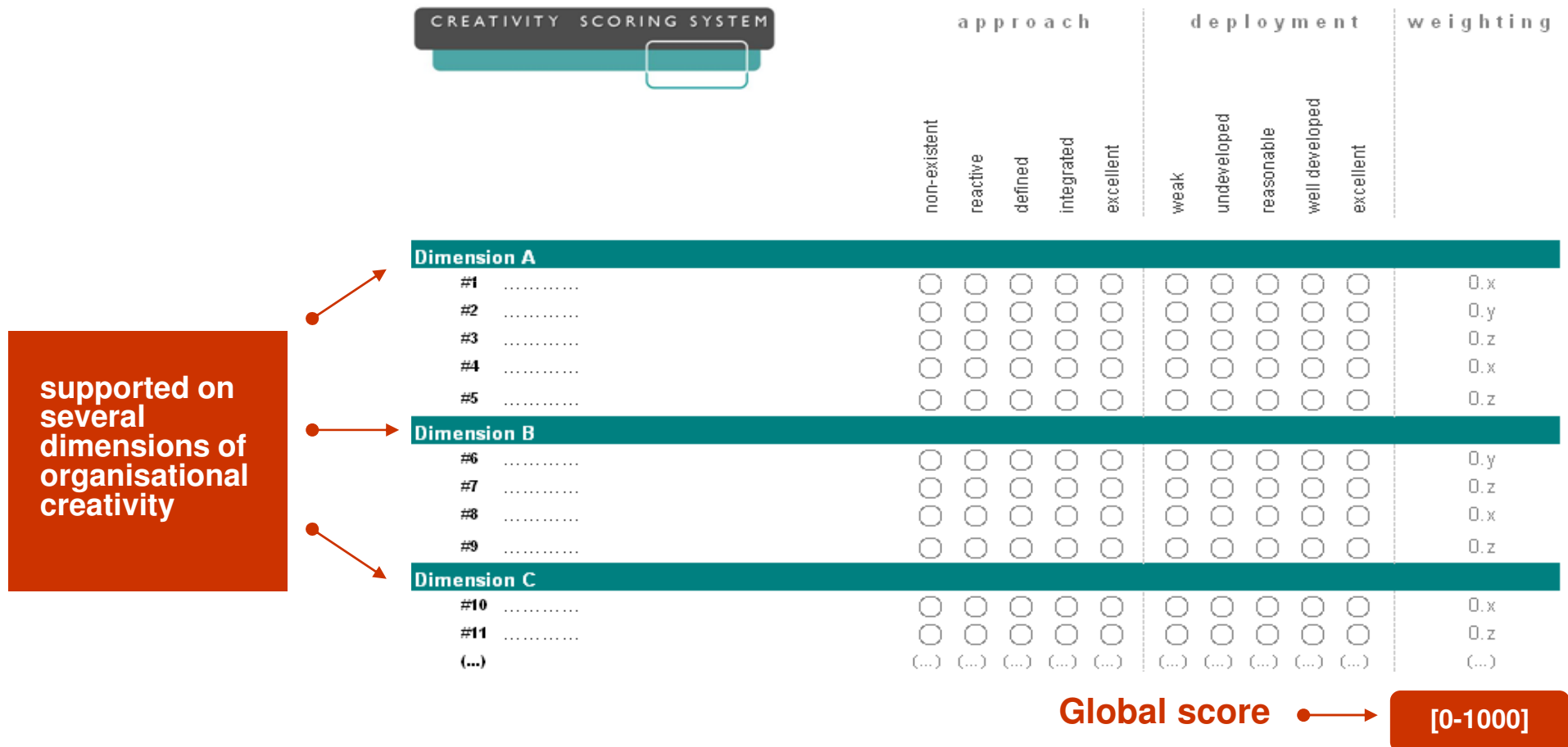
Expected outputs of this research:
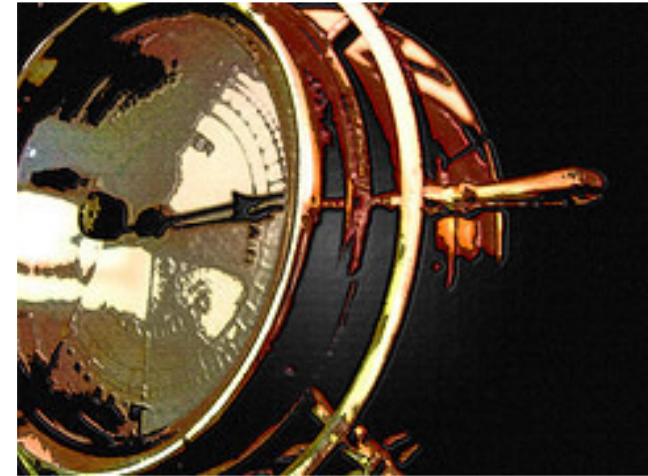
- Measurement tool | Questionnaire

- Manual

Expected outputs of this research:

- Measurement tool | Questionnaire

- Manual

supported on several dimensions of organisational creativity

**Global score** → [0-1000]

Expected outputs of this research:

- Measurement tool | Questionnaire

- Manual

Aim:

To support the use of the tool by organisations;

To clarify what should be considered and taken into account in witch field of the questionnaire;

To give guidance on the interpretation of sub-constructs, items and respective levels of evaluation.

CREATIVITY   SCORING   SYSTEM

m a n u a l
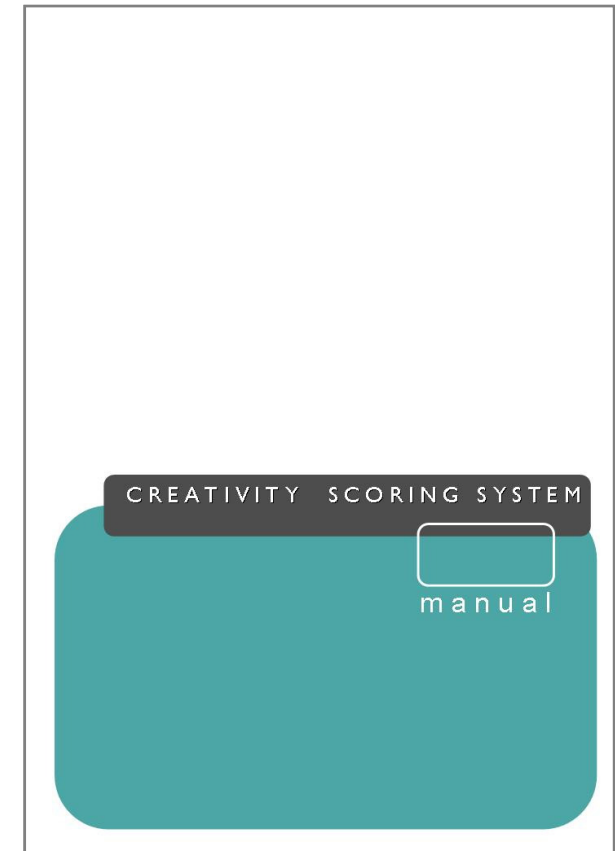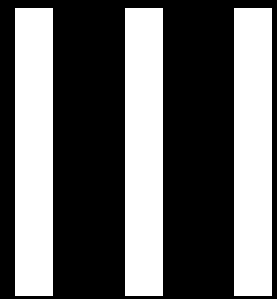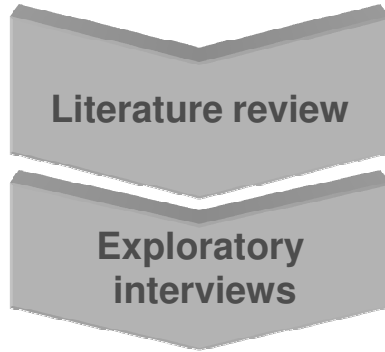
III   m e t h o d o l o g y

m e t h o d o l o g y

- Componential theory

 (Amabile, 1987,1988)

- Interactionist theory

 (Woodman, Sawyer and Griffin, 1993)

- Multiple social domains theory

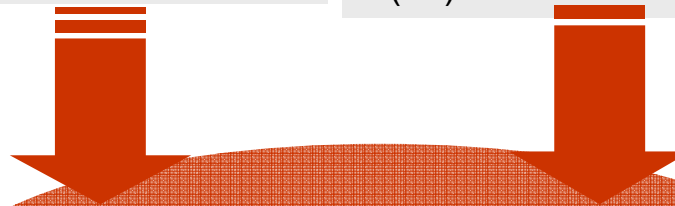 (Ford, 1996)

- (…)

Determinants
of
Organisational Creativity

Literature review

**Exploratory interviews**

m e t h o d o l o g y

- Semi-structured interviews of:

    Specialists;

    Academics;

    Company managers;

6 to 10 | Public & Private Sector

Content Analysis with MAXQDA

- Componential theory

 (Amabile, 1987,1988)

- Interactionist theory

 (Woodman, Sawyer and Griffin, 1993)

- Multiple social domains theory

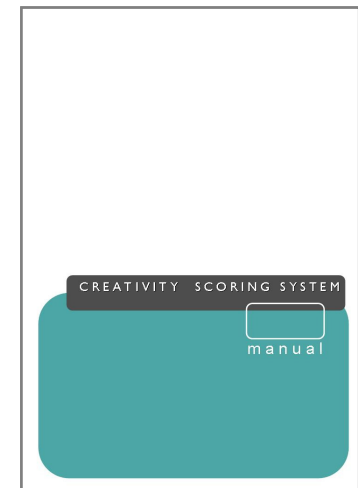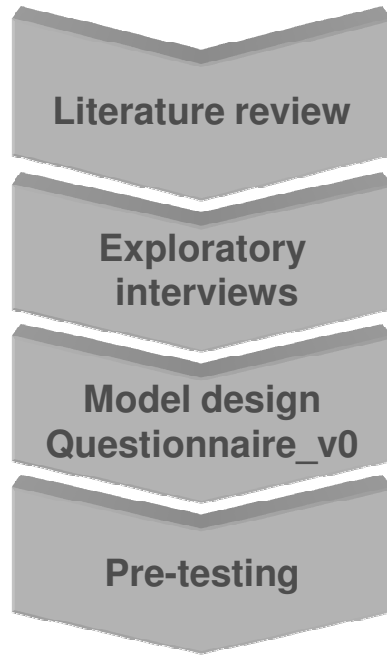 (Ford, 1996)

- (…)

Determinants
of
Organisational Creativity

Literature review

Exploratory interviews

**Model design
Questionnaire_v0**
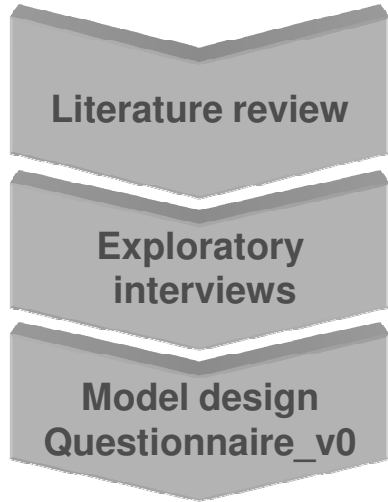
- Questionnaire v0

- Manual v0

WWW

CREATIVITY SCORING SYSTEM	approach					deployment					weighting
	non-existent	reactive	defined	integrated	excellent	weak	undeveloped	reasonable	well developed	excellent	
Dimension A											
#1		○	○	○	○	○	○	○	○	○	0.x
#2		○	○	○	○	○	○	○	○	○	0.y
#3			○	○	○	○	○	○	○	○	0.z
#4		○	○	○	○	○	○	○	○	○	0.x
#5			○	○	○	○	○	○	○	○	0.z
Dimension B											
#6		○	○	○	○	○	○	○	○	○	0.y
#7		○	○	○	○	○	○	○	○	○	0.z
#8		○	○	○	○	○	○	○	○	○	0.x
#9		○	○	○	○	○	○	○	○	○	0.z
Dimension C											
#10		○	○	○	○	○	○	○	○	○	0.x
#11		○	○	○	○	○	○	○	○	○	0.z
(...)	(...)	(...)	○	○	○	(...)	(...)	(...)	(...)	(...)	(...)

CREATIVITY SCORING SYSTEM

m a n u a l

m e t h o d o l o g y

Literature review

Exploratory interviews

Model design Questionnaire_v0

Pre-testing

- Pre-test 1 → 3 to 5 personal interaction in order to get feedback of improvement details;

QUESTIONNAIRE v1 & MANUAL v1

- Pre-test 2 → Online survey to 30 organisations

m e t h o d o l o g y

Literature review

Exploratory
interviews

Model design
Questionnaire_v0

Pre-testing

Refinning model
Questionnaire_v2
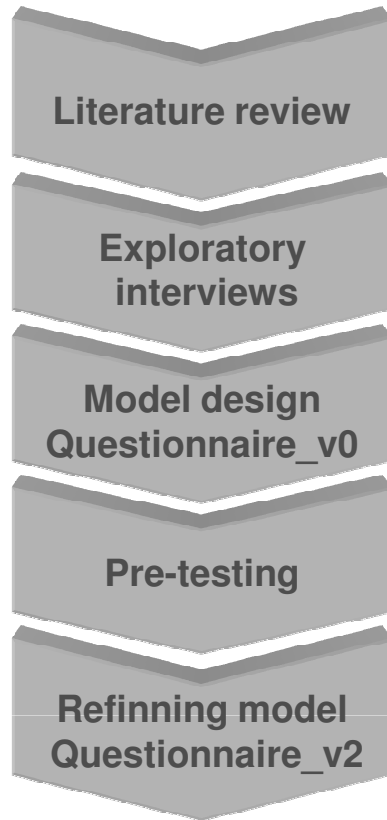
QUESTIONNAIRE v2 & MANUAL v2

m e t h o d o l o g y

Literature review

Exploratory interviews

Model design
Questionnaire_v0

Pre-testing

Refinning model
Questionnaire_v1
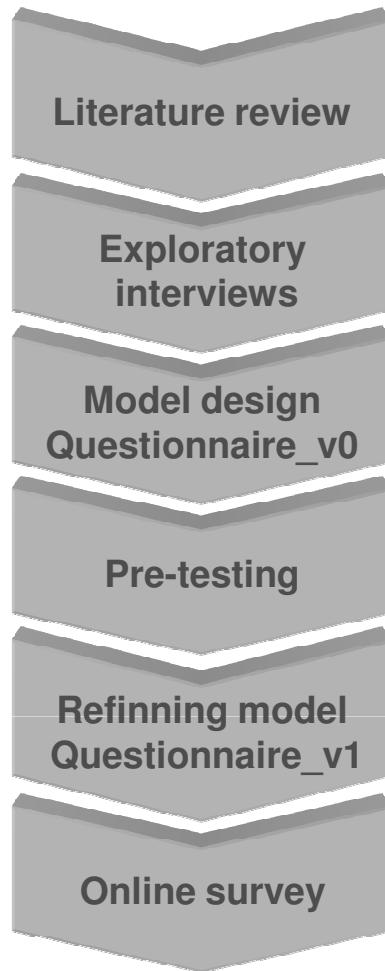
Online survey

- First contacts

- Availability to clarify any questions

- Reminder

m e t h o d o l o g y

Literature review

Exploratory interviews

Model design
Questionnaire_v0

Pre-testing

Refinning model
Questionnaire_v1

Online survey

Data analysis

- SPSS, etc.

m e t h o d o l o g y

Literature review

Exploratory
interviews

Model design
Questionnaire_v0

Pre-testing

Refinning model
Questionnaire_v1

Online survey

Data analysis

Final model

m e t h o d o l o g y

Literature review

Exploratory interviews

Model design
Questionnaire_v0

Pre-testing

Refinning model
Questionnaire_v1

Online survey

Data analysis

Final model

Implementation experiences

- 2 or 3 apparently different realities in what concerns organizational creativity

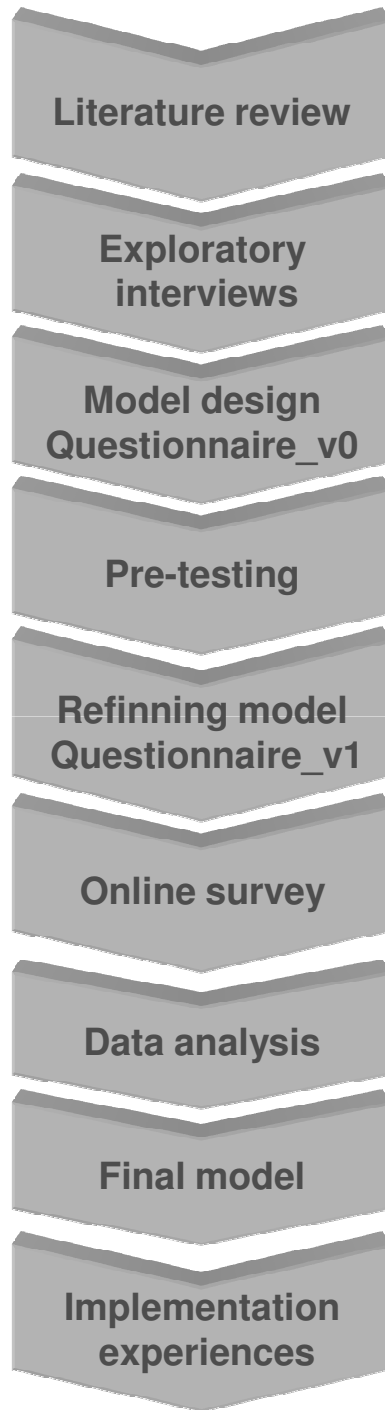- Diagnose / Score / conclude about improvement areas → implement some measures → Get score 6 months later to compare with initial moment

IV references

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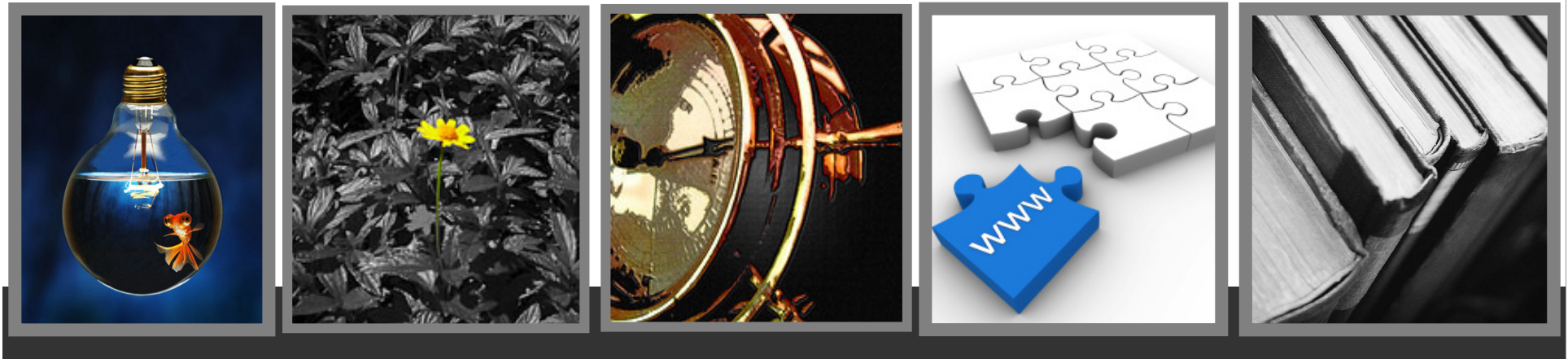
I would appreciate your feedback and suggestions

THANK YOU

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[goals and methodology discussion]