

ملحوظات

تمهيد:

1. W. J. J. Gordon, "An Operational Approach to Creativity," *Harvard Business Review* 36, no. 6 (November–December 1956).
2. George M. Prince, *The Practice of Creativity* (New York: Harper & Row, 1970).

مقدمة:

1. The Steelcase story is told in parts throughout this book. The story was constructed through a series of interviews with Lee Bloomquist, Fred Faiks, Mark Greiner, Peter Jeff, Jim Keene, Dave Lathrop, Rick Mohr, Sue Sacks, and Jack Tanis over the winter and spring of 2000.

2. George Whalin, quoted in "Montgomery Ward Closes Shop," Associated Press; December 28, 2000. The Bogs' Historical Clothing Web site contains the history of Montgomery Ward. See <<http://histclo.hispeed.com/fashion/store/mail/his/mcat-his/>>.

3. Rosabeth M. Kanter, *When Giants Learn to Dance: Mastering the Challenges of Strategy, Management, and Careers in the 1990s* (New York: Simon & Schuster, 1989), 19–20.

4. Richard A. D'Aveni and Robert Gunther, *Hypercompetition: Managing the Dynamics of Strategic Maneuvering* (New York: Free Press, 1994), 8.

5. Teresa M. Amabile, *Creativity in Context* (Boulder, CO: Westview Press, 1996), 250–253, 35. "A product or response will be judged as creative to the extent that (a) it is both a novel and appropriate, useful, correct

or valuable response to the task at hand, and (b) the task is heuristic rather than algorithmic. . . . This conceptual definition is closely aligned with [that of many other theorists], in its inclusion of novelty and appropriateness as two hallmarks of creativity.”

6. *Webster's New Universal Unabridged Dictionary*, ed. Jean L. McKechnie (New York: Dorset & Baber, 1983), 945. “Innovation: the act of innovating or effecting a change in the established order; introduction of something new.”

الفصل 1:

1. George Land and Beth Jarman, *Breakpoint and Beyond: Mastering the Future Today* (New York: Harper Business, 1992), 1533–1534; Teresa M. Amabile, *Growing Up Creative* (Buffalo, NY: Creative Education Foundation Press, 1985), chapter 3; Teresa M. Amabile, *Creativity in Context* (Boulder, CO: Westview Press, 1996), 250–253, 260–261.

2. Jordan B. Peterson, *Maps of Meaning: The Architecture of Belief* (New York: Routledge, 1999), 22–30.

3. Perls, Frederick S., *Gestalt-Therapy Verbatim* (New York: Bantam Books, 1974), as quoted in Mary E. Scott, “How Stress Can Affect Gifted/Creative Potential: Ideas to Better Insure Realization of Potential,” *Creative Child and Adult Quarterly* 10, no. 4 (Winter 1985): 240–249. Also see Frederick S. Perls, *In and Out of the Garbage Pail* (Lafayette, CA: Real People Press, 1969). “After closure this gestalt (response of an organism to a situation, which is taken as an unanalyzable and indivisible whole) will recede into the background, to empty the foreground for another emergent or emergency. . . . It will not disappear, be forgotten or repressed. It will remain in the aliveness of the figure/background exchange.”

4. Heiko Lotz, interview by Jeff Mauzy, tape recording, New York, 8 September 1999. All subsequent Lotz quotes are from this interview.

5. Abraham H. Maslow, *Motivation and Personality* (New York: Harper and Row, 1954), 210, 214–215. According to Maslow, some of the characteristics of people as they grow toward the highest stage of self-actualization are “their ease of penetration to reality, their closer approach to an animal-like or child-like acceptance and spontaneity, [which] imply a superior awareness of their own impulses, their own desires, opinions, and subjective reactions in general. . . . Self-actualized people have a wonderful capacity to appreciate again and again, freshly and naively, the basic goods of life with awe, pleasure, wonder, and even ecstasy, however stale these experiences may be for other people.”

6. Teresa M. Amabile, "Motivation and Creativity: Effects of Motivational Orientation on Creative Writers," *Journal of Personality and Social Psychology* 48 (1985): 393–399; Amabile, *Creativity in Context*, 107–110.

7. Amabile, *Creativity in Context*, 115–119.

8. Kurt Miller, interview by Jeff Mauzy, tape recording, Boston, MA, 22 April 1999. All subsequent Miller quotes are from this interview.

9. Peterson, *Maps of Meaning*, 43. "The most rapidly activated of these two systems governs inhibition or ongoing behavior, cessation of currently goal-directed activity. The second, equally powerful but somewhat more conservative, underlies exploration, general behavior activation, and forward locomotion. Operation of the former appears associated with anxiety, with fear and apprehension, with negative affect—universal subjective responses to the threatening and unexpected. Operation of the latter, by contrast, appears associated with hope, with curiosity and interest, with positive affect—subjective responses to the promising and unexpected. The process of exploring the emergent unknown is therefore guided by the interplay between the emotions of curiosity/hope/excitement on the one hand and anxiety on the other—or to describe the phenomenon from another viewpoint, between the different motor systems responsible for approach (forward locomotion) and inhibition of ongoing behavior."

10. Peterson, *Maps of Meaning*, 19–20.

11. Mary Ann Robatt, interview by Jeff Mauzy, tape recording, Boston, MA, 8 March 1999. All subsequent Robatt quotes are from this interview.

12. Jeffrey A. Gray and Neil McNaughton, "The Neuropsychology of Anxiety: Reprise," in Debra A. Hope et al., eds., "Perspectives on Anxiety, Panic, and Fear," *Current Theory and Research in Motivation* 43 (1996): 6–134. See also Steven E. Hyman, "Briefing on the Brain-Body Connection" (paper presented to the U.S. House of Representatives, Subcommittee on Labor, DHHS, Education and Related Agencies, Washington, D.C., 5 November, 1977); Thomas B. Czermer, *What Makes You Tick: The Brain in Plain English* (New York: John Wiley, 2001), 40.

13. Amabile, *Creativity in Context*, 234–235. Amabile's work tested a company during downsizing. It found that the anticipation of downsizing had a most deleterious impact, with creativity remaining depressed long after productivity returned to normal. See also Teresa M. Amabile and R. Conti, "Changes in the Work Environment for Creativity During Downsizing," *Academy of Management Journal* 42, no. 6 (1999): 630–640.

14. Jordan B. Peterson, unrecorded conversation with Jeff Mauzy, Cambridge, MA, August 1999.

15. P. A. Okebukola, "Relationships Among Anxiety Belief Systems and Creativity," *Journal of Social Psychology* 126, no. 6 (1986): 815–816; Kinnard White, "Anxiety, Extroversion-Introversion, and Divergent Thinking Ability," *Journal of Creative Behavior* 2, no. 2 (1968): 199–127; Gerald Matthews, "The Effects of Anxiety on Intellectual Performance," *Journal of Research in Personality* 20 (1986): 385–401; Arie Y. Shalev, "Stress vs. Traumatic Stress: From Acute Homeostatic Reactions to Chronic Psychopathology," in *Traumatic Stress: The Effects of Overwhelming Experience on Mind, Body, and Society*, ed. Bessel A. van der Kolk, Alexander C. McFarland, and Lars Weisaeth (New York: Guilford Press, 1996), 77–101.

16. Peterson, *Maps of Meaning*, 19–20. "The brain has one mode of operation when in explored territory and another when in unexplored territory. In the unexplored world, caution—expressed in fear and behavioral immobility—initially predominates, but may be superseded by curiosity—expressed in hope, excitement and, above all, creative exploratory behavior. Creative exploration of the unknown, and consequent generation of knowledge, is construction or update of patterns of behavior and representation, such that the unknown is transformed from something terrifying and compelling into something beneficial (or at least something irrelevant.)"

17. Peter McGhee, interview by Jeff Mauzy, tape recording, Boston, MA, 3 April 2000. All subsequent McGhee quotes are from this interview.

18. See <<http://www.discoverfrance.net/France/Art/Picasso/Picasso.shtml>>.

19. Czerner, *What Makes You Tick*, chapters 7 and 8; John S. Dacey and Kathleen H. Lennon, *Understanding Creativity: The Interplay of Biological, Psychological, and Social Factors* (San Francisco: Jossey-Bass, 1998), 153–171, 189–201; J. W. Getzels and M. Csikszentmihalyi, "From Problem-Solving to Problem-Finding," in *Perspectives in Creativity*, ed. I. A. Taylor and J. W. Getzels (Chicago: Aldine, 1975), 9–116; Stephen M. Kosslyn and Olivier Koenig, *Wet Mind: The New Cognitive Neuroscience* (New York: Free Press, 1995), 52–107, 128–215, 341–361, 387–400; Jordi E. Obiols, "Art and Creativity: Neuropsychological Perspectives," in *Depression and the Spiritual in Modern Art: Homage to Mind*, ed. J. J. Schildkraut (New York: John Wiley & Sons, 1994), 33–47; Daniel Reisberg, *Cognition: Exploring the Science of the Mind* (New York: W. W. Norton, 1997), 124–157, 257–303.

20. Jeff Mauzy, "Managing Personal Creativity," in *Innovationsforschung und Technologie Management* (Berlin and Heidelberg: Springer-Verlag, 1999), 27.

21. Ibid., 26.

22. Min Basadur, "Optimal Ideation-Evaluation Ratios," *Creativity Research Journal* 8, no. 1 (1995): 63–75.

الفصل 2:

1. Sun Tzu, *The Art of War*, ed. James Clavell (London: Hodder and Stoughton, 1981), 26.

2. Jordan B. Peterson, *Maps of Meaning: The Architecture of Belief* (New York: Routledge, 1999), 75–76. “As parents are to children, cultures are to adults: we do not know how the patterns we act out (or the concepts we utilize) originated, or what precise ‘purposes’ (what long-term ‘goals’) they currently serve. . . . Furthermore, we cannot describe such patterns well, abstractly (explicitly, semantically), even though we duplicate them accurately (and unconsciously) in our behavior.” But the story can have a happy ending. Peterson goes forward: “The fact of our sociability ensures that our adaptive behaviors are structured with the social community in mind, at least in the long run, and increases our chances of exposure to creative intelligence. . . . In this manner, we obtain the skills of others. Our capacity for abstraction allows us to take our facility for imitation one step further, however: we can learn to imitate not only the precise behaviors that constitute adaptation, but the process by which those behaviors were generated. This means we can learn not only skill, but meta-skill (can learn to mimic the pattern of behavior that generates new skills). It is the encapsulation of meta-skill in a story that makes that story great.”

3. Carl R. Rogers, *On Becoming a Person: A Therapist's View of Psychotherapy* (Boston and New York: Houghton Mifflin, 1961), 169. “Many of the serious criticisms of our culture and its trends may best be formulated in terms of a dearth of creativity. Let us state some of these very briefly: In education we tend to turn to conformists, stereotypes, individuals whose education is ‘completed,’ rather than freely creative and original thinkers In industry, creation is reserved for the few—the manager, the designer, the head of the research department—while for the many life is devoid of original or creative endeavor. . . . To be original, or different, is felt to be ‘dangerous.’ Why be concerned over this? If, as a people, we enjoy conformity rather than creativity, shall we not be permitted this choice? In my estimation such a choice would be entirely reasonable were it not for one great shadow which hangs over all of us. In a time when knowledge, constructive and destructive, is advancing by the most incredible leaps and bounds into a fantastic atomic age, genuinely creative adaptation seems to represent the only possibility that man can keep abreast of the kaleidoscopic change in his world.” (p. 348)

4. Robert Fritz, *The Path of Least Resistance: Learning to Become the Creative Force in Your Own Life*, Expanded Edition (New York: Fawcett Books, 1989), chapters 6, 8, 9.

5. Teresa Amabile, unrecorded conversation with Jeff Mauzy, Boston, MA, May 2000.

6. Annie Gaudreault, interview by Jeff Mauzy, tape recording, Toronto, 10 February 1999. All subsequent Gaudreault quotes are from this interview.

7. Edmund J. Bourne, *The Anxiety and Phobia Workbook*, 3rd ed. (Oakland, CA: New Harbinger Publications, 2000), 200–203.

8. John Gibson, interview by Jeff Mauzy, tape recording, Houston, TX, 26 February 2000. All subsequent Gibson quotes are from this interview.

9. Doug Farmer, unrecorded observation by Jeff Mauzy, Baton Rouge, LA, Fall 1994.

10. William Shakespeare, *Hamlet*, v. 166.

11. Paul Dietrich, interview by Jeff Mauzy and recorded in “Creativity in Corporations: A Factor Study of Highly Creative Architecture and Advertising Firms,” Master’s thesis, Boston University School of Business, 1985.

12. Laura Wills, interview by Jeff Mauzy, tape recording, Toronto, 10 February 1999. All subsequent Wills quotes are from this interview.

13. David Perkins, unrecorded observation by Jeff Mauzy, Cambridge, MA, 25 October 1999.

الفصل 3:

1. Jack Tanis, interview by Jeff Mauzy, tape recording, Grand Rapids, MI, 6 February, 1999. All subsequent Tanis quotes are from this interview.

2. Jim Keene, interview by Jeff Mauzy, tape recording, Grand Rapids, MI, 6 February 1999. All subsequent Keene quotes are from this interview.

3. Jerry Hirshberg, *The Creative Priority: Driving Innovative Business in the Real World* (New York: Harper Business, 1998), 33–34; Marlene M. Turner and Anthony R. Pratkanis, “Mitigating Groupthink by Stimulating Constructive Conflict,” in *Having Conflict in Organizations*, ed. Carsten K. W. De Dreu, et al. (London: Sage Publications, 1997), 53–71.

4. C. J. Nemeth, “Dissent as Driving Cognition, Attitudes, and Judgments,” *Social Cognition* 13, no. 3 (Fall 1995): 273–291.

5. George Prince, lecture, Synectics, 18 December 1987.

6. Conrad Paulus, unrecorded interview by Jeff Mauzy, Armonk, NY, 27 January 1997. All subsequent Paulus quotes are from this interview.

7. Maureen Arkle, interview by Jeff Mauzy, tape recording, Waltham, MA, 3 April 1999. All subsequent Arkle quotes are from this interview.

8. Mary McKenney, interview by Jeff Mauzy, tape recording, New York, NY, 9 September 1999. All subsequent McKenney quotes are from this interview.

9. Jorge Bermudez, interview by Jeff Mauzy, tape recording, White Plains, NY, 17 November 2001. All subsequent Bermudez quotes are from this interview.

10. Sam Borenstein, interview by Jeff Mauzy, tape recording, White Plains, NY, 17 November 2001. All subsequent Borenstein quotes are from this interview.

11. Phil Hettrema, interview by Jeff Mauzy, tape recording, Universal City, CA, 3 May 1999. All subsequent Hettrema quotes are from this interview.

12. Howard Gardner, *Intelligence Reframed: Multiple Intelligences for the 21st Century* (New York: Basic Books, 1999), especially Chapter 3.

13. Roger Schank, *Coloring Outside the Lines: Raising a Smarter Kid by Breaking All the Rules* (New York: HarperCollins, 2000), 24.

14. "Can Imagination Be Taught?" *Supervision* 52 (November 1991): 5.

15. B. Voss, "What's the Big Idea?" *Sales and Marketing Management* 143 (July 1991): 36–41.

16. Lucien Frohling, recalled from unrecorded conversation by Jeff Mauzy, New York, NY, Winter 1994.

17. Pat Wnek, recalled from unrecorded conversation by Jeff Mauzy, Appleton, WI, Spring 1995.

18. Stephen Leichtman, interview by Jeff Mauzy, tape recording, Waltham, MA, 3 April 1999. All subsequent Leichtman quotes are from this interview.

19. Mary Sonnack, telephone interview by Jeff Mauzy, tape recording, 15 January 1999. All subsequent Sonnack quotes are from this interview.

20. "Dr. Land's Latest Bit of Magic," *Life Magazine*, 27 October 1972, 42–48.

21. Valéry-Anne Giscard d'Estaing, *The World Almanac Book of Inventions* (New York: World Almanac Publications, 1985), 159.

22. Gunter Henn, unrecorded conversation with Jeff Mauzy, Cambridge, MA, Winter 1996. Details were published by Henn Architecture, *Architekten Ingenieure*, Munich, 1998. See <<http://www.info@henn.com>>.

23. Philip M. Rosenzweig, "Bill Gates and the Management of Microsoft," Case 9-392-019 (Boston: Harvard Business School, 1991).

24. Editors of *Wired*, "Rocking with Mr. Bill," *Wired*, December 1994, <<http://www.wired.com/wired/archive/2.12/gates.html>>; James Wallace, *Overdrive: Bill Gates and the Race to Control Cyberspace* (New York: John Wiley & Sons, 1997), 25–26; Joyce Wycoff, quote from *USA Weekend* interview with Bill Gates; see <<http://www.thinksmart.com>>.

25. Peter Carlin, documented notes recalled from strategy work attended by Jeff Mauzy, Summit, NJ, Fall 1994. All subsequent Carlin references come from this work.

26. Marty Finegan, documented notes recalled from strategy work attended by Jeff Mauzy, Montvale, NJ, 5 June 2000.

27. Desiree de Myer, "Envision It: What's the Big Idea?" *Smart Business Magazine*, 1 October 2001, 64–65.

28. Michael A. Cusumano and Richard W. Selby, *Microsoft Secrets: How the World's Most Powerful Company Creates Technology, Shapes Markets, and Manages People* (New York: Touchstone Press, a division of Simon & Schuster, 1995), 329–333.

29. Rosabeth M. Kanter, *The Change Masters: Innovation and Entrepreneurship in the American Corporation* (New York: Simon & Schuster, 1983), 55.

30. *Ibid.*, 146–149.

الفصل 4:

1. *Webster's New Universal Unabridged Dictionary*, ed. Jean L. McKechnie (New York: Dorset & Baber, 1983, 339; 444. To distinguish as cleanly as we can between the concepts climate and culture, we use the following portion of the definition of "climate": "any prevailing conditions affecting life, activity, etc." and ascribed to a specific time and place. And we use for "culture" the following portion of the definition: "the concepts, habits, skills, art, instruments, institutions, etc. of a given people in a given period." You can see how a climate can fit within a culture, be more changeable, and not depend on embedded technology or structures.

2. Jere E. Brophy, "Research on Self-Fulfilling Prophecy and Teacher Expectations" (Ph.D. diss., Institute for Research on Teaching, Michigan State University, 1982). Suzanne G. Scott and Reginald A. Bruce, "The Influence of Leadership, Individual Attributes and Climate on Innovative Behavior: A Model of Individual Innovation in the Workplace," *Academy of Management Journal* 37 (1994): 580–607.

3. David Welty, interview by Jeff Mauzy, tape recording, Kansas City, MO, 6 April 1999. All subsequent Welty quotes are from this interview.

4. Pete Karolczak, interview by Jeff Mauzy, tape recording, 4 June 1999. All subsequent Karolczak quotes are from this interview.

5. Peter Wesenberg, "Bridging the Individual-Social Divide: A New Perspective for Understanding and Stimulating Creativity in Organizations," *Journal of Creative Behavior* 28, no. 3 (1994): 177–192.

6. Matt Cutler, telephone interview by Jeff Mauzy, tape recording, 22 May 2002. All subsequent Cutler quotes are from this interview.

7. Larry Bohn, telephone interview by Jeff Mauzy, tape recording, 22 May 2002. All subsequent Bohn quotes are from this interview.

8. Douglas McGregor, *The Human Side of Enterprise* (New York: McGraw Hill, 1960), 114. "The distinctive potential contribution of the human being . . . at every level of the organization, stems from his capacity to think, to plan, to exercise judgment, to be creative, to direct and to control his own behavior."

9. Edward Deci and Richard M. Ryan, "The Support of Autonomy and the Control of Behavior," *Journal of Personality and Social Psychology* 53, no. 6 (December 1987): 1024–1037. "The research review details those contextual and personal factors that tend to promote autonomy and those that tend to control and shows that autonomy support has generally been associated with more intrinsic motivation, greater interest, less pressure and tension, more creativity, more cognitive flexibility, better conceptual learning, a more positive emotional tone, higher self-esteem, more trust, greater persistence of behavior change, and better physical and psychological health than has control."

10. David Welty interview.

11. McGregor, *The Human Side of Enterprise*, 114.

الفصل 5:

1. Carol Previte, interview by Jeff Mauzy, tape recording, Boston, MA, 22 April 1999. All subsequent Previte quotes are from this interview.

2. Darcy Bradbury, interview by Jeff Mauzy, tape recording, New York, NY, 8 September 1999. All subsequent Bradbury quotes are from this interview.

3. Marylyn Dintenfass, interview by Jeff Mauzy, tape recording, Boston, MA, 25 February 1999. All subsequent Dintenfass quotes are from this interview.

4. Rick Hensler, telephone interview by Jeff Mauzy, tape recording, 3 February 1997. All subsequent Hensler quotes are from this interview.

5. Will Novasedlik, interview by Jeff Mauzy, tape recording, Toronto, 10 February 1999.

6. Irving Kirsch, *How Expectations Shape Experience* (Washington, DC: American Psychological Association, 1999); Aaron T. Beck and Gary Emery, *Anxiety Disorders and Phobias: A Cognitive Perspective* (New York: Basic Books, 1985). People manipulate their environment until they create a situation that is in consonance with their self-image.

7. Ken Baum and Richard Trubo, *The Mental Edge: Maximize Your Sports Potential with the Mind/Body Connection* (New York: Perigee, 1999); Jack J. Lesyk, *Developing Sport Psychology within Your Clinical Practice: A Practical Guide for Mental Health Professionals* (San Francisco: Jossey-Bass, 1998), 133–142.

8. Mihaly Csikszentmihalyi, *Creativity: Flow and the Psychology of Discovery and Invention* (New York: HarperCollins, 1996), 330–331.
9. Beck and Emery, *Anxiety Disorders and Phobias*, 187, 298.
10. John Horn, "The Battle for Orlando," *Newsweek*, 12 August 2002.
11. Mark Woodbury, unrecorded observation by Jeff Mauzy, Orlando, FL, 28 February, 1997.
12. Maureen Arkle, interview by Jeff Mauzy, tape recording, Waltham, MA, 3 April 1999. Subsequent Arkle quotes are from this interview.
13. Bob Miller, interview by Jeff Mauzy, tape recording, Hauppauge, NY, 10 October 2000. All subsequent Miller quotes are from this interview.
14. Jeff Mauzy, "Managing Personal Creativity," in *Innovationsforschung und Technologie Management* (Berlin: Springer-Verlag, 1999), 26; Elizabeth Deane, interview by Jeff Mauzy, tape recording, Boston, MA, 3 April 2000.
15. Interview with Tom Peters, *Modern Maturity*, March–April 2000.
16. "How Writers Write," Geelong Small Press Publishing, <http://www.gssp.com.au/how_writers_write.htm>
17. J. S. Adams, "Toward an Understanding of Inequity," *Journal of Abnormal and Social Psychology* 67 (1963): 422–436

الفصل 6:

1. Kathy Lundberg, interview by Jeff Mauzy, tape recording, Palo Alto, CA, 5 March 1999. All subsequent Lundberg quotes are from this interview.
2. Beverly Mehlhoff, interview by Jeff Mauzy, tape recording, Palo Alto, CA, 5 March 1999. All subsequent Mehlhoff quotes are from this interview.
3. Emerson Martlage, interview by Jeff Mauzy, tape recording, Palo Alto, CA, 5 March 1999. All subsequent Martlage quotes are from this interview.
4. Luke Christensen, from videotape provided by Guidant, Inc., Palo Alto, CA, Winter 1998.
5. Douglas McGregor, *The Human Side of Enterprise* (New York: McGraw-Hill, 1960), 33–57.
6. Jerry McAllister, interview by Jeff Mauzy, tape recording, Minneapolis, MN, 21 February 2000. All subsequent McAllister quotes are from this interview.
7. The 3M story is pieced together from interviews with Barry Dayton, Jerry McAllister, Geoffrey Nicholson, and Mary Sonnack, all of 3M, and Eric von Hippel of MIT. Interviews with Dayton, McAllister, and Nicholson were recorded in Minneapolis, MN, 15 February 1999; interview with Sonnack was held by telephone, March 1999; interview with von Hippel was

held in February 2000. Interviews were augmented by literature provided by 3M.

8. Stephen Leichtman, interview by Jeff Mauzy, tape recording, 13 April 1999. All subsequent Leichtman quotes are from this interview.

9. Jon Kingsdale, unrecorded telephone conversation with Jeff Mauzy, February 2002.

10. Teresa M. Amabile, *Creativity in Context* (Boulder, CO: Westview Press, 1996), chapter 6; Teresa M. Amabile, "How to Kill Creativity," *Harvard Business Review*, September–October 1998, 77–87.

11. Geoffrey Nicholson, interview by Jeff Mauzy, tape recording, Minneapolis, MN, 21 February 2000. All subsequent Nicholson quotes are from this interview.

12. Amabile, *Creativity in Context*, 231–232.

13. MacArthur Fellows Program; www.macfound.org/programs/fel/fel_overview.htm.

14. Quoted in William Coyne, "Building a Tradition of Innovation," UK Innovation Lecture presented to the Royal Academy, 1996.

15. Ibid.

16. Rosabeth M. Kanter, "Three Tiers for Innovation Research," *Communication Research* 15, no. 5 (October 1998): 509–523.

17. *Business Week*, 27 August 2001. Theresa Forsman, "A Tale of Two Entrepreneurs," *Business Week* online, 22 August 2001, <http://www.businessweek.com/smallbiz/content/aug2001/sb2001/sb20010822_191.htm>; "EU must change attitude to business failures, says SMElobby," *Business Europe*, <<http://uk.biz.yahoo.com/smallbus/news/finance/legal/>>; Jeffrey Shuman and David Rottenberg, "Loser Chic: In the New Economy, Losers Are Winners and Failures Are Fawned Over (Well, Sometimes)," *Business Start-Ups Magazine*, February 1999; Dawn Teo, "Draper Fisher Jurvetson Sees S'pore Entrepreneurship Boom," Channel News Asia; 19 April 2001, <<http://www.drapervc.com/files/timinsingapore.html>>; "Phoenix Award Casts Net Wider to Recognize Entrepreneurial Risk-Takers Who Overcome Failure," press release by the Singapore Economic Development Board, together with Ernst & Young, Keppel Tatlee Bank, the Singapore Venture Capital Association, and White & Case, Colin Ng & Partners, 11 July 2001.

18. G. C. Nicholson, "Keeping Innovation Alive," *Research Technology Management*, May–June 1998, 34–40.

19. Susan Sacks, telephone interview by Jeff Mauzy, tape recording, 7 April 1999. All subsequent Sacks quotes are from this interview.

20. Isabel V. Hull, *Sexuality, State, and Civil Society in Germany, 1700–1815* (Ithaca, NY: Cornell University Press, 1996), 207–218.

21. Stuart Crainer, *The Management Century: A Critical Review of 20th Century Thought and Practice* (San Francisco: Jossey-Bass, 2000). See especially chapters 4 and 11.

22. Daniel Plankett, "The Creative Organization: An Empirical Investigation of the Importance of Participation in Decision-Making," *Journal of Creative Behavior* 24, no. 2 (1990): 140–148; M. Zuckerman et al., "On the Importance of Self-Determination for Intrinsically Motivated Behavior," *Personality and Social Psychology Bulletin* 4 (1978): 443–446.

23. Robert S. Kaplan and David P. Norton, *The Balanced Scorecard: Translating Strategy into Action* (Boston: Harvard Business School Press, 1996), 126–151.

24. Abraham Maslow, *Eupsychian Management* (Columbus, OH: Richard Irwin/McGraw-Hill, 1971), as cited in Crainer, *The Management Century*, 114.

25. Amabile, *Creativity in Context*, 135–150, 250–253. Amabile refers to a great deal of research on feedback.

26. Gordon MacKenzie, *Orbiting the Giant Hairball: A Corporate Fool's Guide to Surviving with Grace* (New York: Viking, 1996), 143–152.

27. William Dunn, unrecorded interview by Jeff Mauzy, McGraw Park, IL, 8 April 2002.

28. Sonia E. Blisset and Robert E. McGrath, "The Relationship between Creativity and Interpersonal Problem-Solving Skills in Adults," *Journal of Creative Behavior* 30, no. 3 (1996), 173–182; Maria M. Clapham, "Ideational Skills Training: A Key Element in Creativity Training Programs," *Creativity Research Journal* 10, no. 1 (1997): 33–44; Laura H. Rose and Hsin-Tai Lin, "A meta-analysis of long-term creativity training programs," *Journal of Creative Behavior* 18, no. 1 (1984): 11–22; Nancy A. Fontenot, "Effects of Training in Creativity and Creative Problem Finding upon Business People," *Journal of Social Psychology* 133, no. 1 (February 1993): 11–22.

29. Nitin Nohria and Nanjay Gulati, "Is Slack Good or Bad for Innovation?" *Academy of Management Journal* 39, no. 5 (October 1996): 1245–1264.

30. Raymond Miller, unrecorded telephone conversation with Jeff Mauzy, Winter 1994.

31. The Work Environment Scale by Paul M. Insel and Rudolf H. Moos helps evaluate the environment for its impact on productivity and employee satisfaction (Paul M. Insel and Rudolf H. Moos, *Work Environment Scale* [Palo Alto, CA: Consulting Psychologists Press, 1974]). Assessment instruments created by Dr. Van de Ven cover design, structures, and functions of

organizations, and how they contribute to innovation (M. S. Poole, A. Van de Ven, K. Dooley, and M. Holmes, *Organizational Change Processes: Theory and Methods for Research* [New York: Oxford University Press, 2000]). The Siegel Scale of Support of Innovation by S. Siegel and W. Kaemmerer measures support for creativity, tolerance of differences, and personal commitment (S. Siegel and W. Kaemmerer, "Measuring the Perceived Support for Innovation in Organizations," *Journal of Applied Psychology* 63 [1978]: 553–562). The KEYS survey by the Center for Creative Leadership assesses how employees perceive stimulants and barriers to creativity. The Creativity and Innovation Index by Synectics collects information on individual thinking, team interaction, and corporate support and ties the information to a company's capabilities for creativity and innovation (*The Dartmouth/Synectics Creativity and Innovation Index* [Cambridge, MA: Synectics, 2001]). Teresa M. Amabile and Nur D. Gyskiewicz, "The Creative Environment Scales: Work Environment Inventory," *Creativity Research Journal* 2, no. 4 (1989): 231–253.

32. John P. Kotter, *On What Leaders Really Do* (Boston: Harvard Business School Press, 1999), 75–93.

33. Susan Adam, telephone interview by Jeff Mauzy, tape recording, 7 January 1999.

34. Todd Sloane, unrecorded telephone interview by Jeff Mauzy, 8 February 2001.

الفصل 7:

1. Jackie Burton, recorded observation in session by Jeff Mauzy, New York, NY, 1 August 1996. All subsequent Burton references stem from the same event.

2. Ken Olsen, President of Digital Equipment Corporation, address to the Convention of the World Future Society, Boston, 1977.

3. Jim Keene, interview by Jeff Mauzy, tape recording, Grand Rapids, MI, 20 February 1999. All subsequent Keene references are to this interview.

4. Wayne Puglia, recorded observations in session by Jeff Mauzy, Cambridge, MA, 7 June 1998. All subsequent Puglia references are to this event.

5. David Rabkin, recorded facilitated session by Jeff Mauzy, Boston, 4 November 2001. All subsequent Rabkin references are to this event.

6. Lowry Burgess, unrecorded class assignment (worked on by Jeff Mauzy), Massachusetts College of Art, 1971.

7. Harvey Ehrlich, recorded observation in session by Jeff Mauzy, Cambridge, MA, 8 August 2001.

8. ABC News, 20/20, 13 November 1986.
9. Paul Nahass, "Web-Enabling the Stage-Gate™ Process at Albany International: Lessons Learned and Benefits Derived" (paper presented at the Web-Enabled New Product Development Conference of the Product Development and Management Association, Scottsdale, AZ, 5 December 2000), <<http://www.pdma.org/vision/jul01/web-enabled2.html>>.
10. John Wallingford, recorded observation in session by Jeff Mauzy, Radnor, PA, 22 March 2001.
11. Information provided by NASA (editor, spinoff magazine), MIT (technology licensing department), and Bell Labs (public relations department).
12. Randall E. Stross, "Mr. Gates Builds His Brain Trust;" *Fortune*, 8 December 1997, 84–98; "Bill Gates and Microsoft Research Chart the Future of Computing," press release from the Microsoft Corporation, Redmond, WA, 5 September 2001.

الفصل 8:

1. Terry Egger, telephone interview by Jeff Mauzy, tape recording, 29 May 2001. All subsequent Egger quotes are from this interview.
2. Eric Steidinger, telephone interview by Jeff Mauzy, tape recording, 21 October 2001. All subsequent Steidinger quotes are from this interview.
3. Shona L. Brown and Kathleen M. Eisenhardt, *Competing on the Edge: Strategy as Structured Chaos* (Boston: Harvard Business School Press, 1998), 135–159; Michael Hammer and James Champy, *Reengineering the Corporation: A Manifesto for Business Revolution* (New York: Harper Business, 1993), 14–15, 63–64.
4. William Hamlin, telephone interview by Jeff Mauzy, tape recording, 5 December 2001. All subsequent Hamlin quotes are from this interview.
5. Mark Greiner, tape recorded interview by Jeff Mauzy, Grand Rapids, MI, 5 September 2002.
6. William Wilson, conversation with Rick Harriman, Cambridge, MA, September 1985.
7. <http://www.josephsoninstitute.org/quotes/quoteindifference.htm>

المراجع

INTRODUCTION

- Carr, Clay. *The Competitive Power of Constant Creativity*. New York: Amacom, 1999.
- Jesitus, John. "Creativity Differentiates Health Plans in Volatile, Competitive Marketplaces." *Managed Healthcare* 8, no. 6 (1988): 40-42.
- Kash, Don. *Perpetual Innovation: The New World of Competition*. New York: Basic Books, 1999.
- Land, George, and Beth Jarman. *Breakpoint and Beyond: Mastering the Future Today*. New York: Harper Business, 1992.

CHAPTER 1

- Albert, Robert. "To Ur Is Human." *Roeper Review* 21, no. 1 (1998): 78-80.
- Amabile, Teresa M. "Social Psychology of Creativity: A Componential Conceptualization." *Journal of Personality and Social Psychology* 45 (1983): 357-377.
- . "Motivation and Creativity: Effects of Motivational Orientation on Creative Writers." *Journal of Personality and Social Psychology* 48 (1985): 393-399.
- . *Growing Up Creative: Nurturing a Lifetime of Creativity*. Buffalo, NY: The Creative Education Foundation Press, 1989.
- . *Creativity in Context*. Boulder, CO: Westview Press, 1996.
- . "Entrepreneurial Creativity Through Motivational Synergy." *Journal of Creative Behavior* 31, no. 1 (1997): 18-26.

Amabile, Teresa M., and Elizabeth Tighe. "Questions of Creativity." In *Creativity, the Reality Club*, volume 4, edited by J. Brockman, 7–27. New York: Simon & Schuster, 1993.

Badsadur, Min. "Optimal Ideation-Evaluation Ratios." *Creativity Research Journal* 8, no. 1 (1995): 63–75.

Barron, Frank, Alfonso Montuori, and Andrea Barron. *Creators on Creativity: Awakening and Cultivating the Imaginative Mind*. New York: G. P. Putnam, 1997.

Campbell, Donald T. "Blind Variation and Selective Retention in Creative Thought as in Other Knowledge Processes." *Psychological Review* 67, no. 6 (1960): 380–400.

Conti, Regina, Teresa M. Amabile, and Sara Pollak. "The Positive Impact of Creative Activity: Effects of Creative Task Engagement and Motivational Focus on College Students' Learning." *Personality and Social Psychology Bulletin* 21, no. 10 (1995): 1107–1116.

Csikszentmihalyi, Mihaly, and J. W. Getzels. "Creativity and Problem Finding in Art." In *The Foundations of Aesthetics, Art and Art Education*, edited by Frank H. Farley and Ronald W. Neperud, 91–116. New York: Praeger, 1998.

Czerner, Thomas B. *What Makes You Tick: The Brain in Plain English*. New York: Wiley, 2001.

Cziko, Gary A. "From Blind to Creative: In Defense of Donald Campbell's Selectionist Theory of Human Creativity." *Journal of Creative Behavior* 32, no. 3 (1998): 192–209.

Dacey, John S., and Kathleen H. Lennon. *Understanding Creativity: The Interplay of Biological, Psychological and Social Factors*. San Francisco: Jossey-Bass, 1998.

Dennett, Daniel C. *Consciousness Explained*. Boston: Little, Brown, 1991.

———. *Kinds of Minds: Toward an Understanding of Consciousness*. New York: Basic Books, 1996.

Dowling, John E. *Creating Mind: How the Brain Works*. New York: W. W. Norton, 1988.

Feldhusen, John F. "Creativity: A Knowledge Base, Metacognitive Skills, and Personality Factors." *Journal of Creative Behavior* 29, no. 4 (1995): 225–268.

Finke, Ronald A., Thomas B. Ward, and Steven M. Smith. *Creative Cognition: Theory, Research and Application*. Cambridge, MA: MIT Press, 1996.

Ford, Donna Y., and J. John Harris. "The Elusive Definition of Creativity." *Journal of Creative Behavior* 26, no. 3 (1992): 186–198.

- Fritz, Robert. *The Path of Least Resistance: Learning to Become the Creative Force in Your Own Life*. Expanded edition. New York: Fawcett Books, 1989.
- Gardner, Howard. *Intelligence Reframed: Multiple Intelligences for the 21st Century*. New York: Basic Books, 1999.
- Gardner, Howard, and Emma PolICASTRO. "From Case Studies to Robust Generalizations: An Approach to the Study of Creativity." *Handbook of Creativity*, edited by Robert J. Sternberg, 213–225. New York: Cambridge University Press, 1999.
- Getzels, J. W. "Problem Finding and the Inventiveness of Solutions." *Journal of Creative Behavior* 9, no. 1 (1975): 12–18.
- . "Problem Finding: A Theoretical Note." *Cognitive Science* 3 (1979): 167–172.
- Ghislelin, Brewster. *The Creative Process: Reflections on Invention in the Arts and Sciences*. Berkeley: University of California Press, 1952.
- Gray, Jeffrey A., and Neil McNaughton. "The Neuropsychology of Anxiety: Reprise." In *Nebraska Symposium on Motivation, 1995: Perspectives on Anxiety, Panic and Fear, Current Theory and Research in Motivation*, 43 (1996): 61–134.
- Hyman, Steven E. "Briefing on the Brain-Body Connection." Paper presented to the U.S. House of Representatives, Subcommittee on Labor, DHHS, Education and Related Agencies, Washington, DC, 5 November 1977.
- Isaksen, Scott, and Gerard J. Puccio. "Adaptation-Innovation and the Torrance Tests of Creative Thinking: The Level-Style Issue Revisited." *Psychological Reports* 63, no. 2 (1988): 659–670.
- Jausovec, N. "Metacognition in Creative Problem-Solving." In *Problem Finding, Problem Solving and Creativity*, edited by Mark Runco, 77–95. Norwood, NJ: Ablex, 1992.
- Kitchener, K. S. "Cognition, Meta-Cognition and Epistemic Cognition." *Human Development* 26 (1983): 222–232.
- Knowles, Brian. "What Managers Can Learn from Artists about Creativity." In *Handbook for Creative and Innovative Managers*, edited by Robert Lawrence Kuhn, 61–66. New York: McGraw-Hill, 1988.
- Koestler, Arthur. *The Act of Creation*. New York: Macmillan, 1964.
- Kosslyn, Stephen M., and Olivier Koenig. *Wet Mind: The New Cognitive Neuroscience*. New York: Free Press, 1995.
- Maier, N. R., and A. R. Solem. "Improving Solutions by Turning Choice Situations into Problems." In *Problem Solving and Creativity: In Individuals and Groups*, edited by N. R. Maier, 390–395. Belmont, CA: Brooks/Cole, 1970.

- McAleer, Neil. "The Roots of Inspiration." *Creative Management*, edited by Jane Henry, 12–15. Milton Keynes, England: Open University Press, 1991.
- Obiols, Jordi E. "Art and Creativity: Neuropsychological Perspectives." In *Depression and the Spiritual in Modern Art: Homage to Miro*, edited by Joseph Schildkraut and Aurora Otero, 33–47. New York: Wiley, 1996.
- Okebukola, Peter A. "Relationships among Anxiety Belief Systems and Creativity." *Journal of Social Psychology* 126, no. 6 (1986): 815–816.
- Perkins, David N. "Creativity and the Quest for Mechanism." In *The Psychology of Thought*, edited by R. J. Sternberg and E. E. Smith, 309–336. New York: Cambridge University Press, 1988.
- Perkins, Daniel N. *The Mind's Best Work*. Cambridge, MA: Harvard University Press, 1981.
- Peterson, J. B. *Maps of Meaning: The Architecture of Belief*. New York: Routledge, 1999.
- Reisberg, Daniel. *Cognition: Exploring the Science of the Mind*. New York: W. W. Norton, 1997.
- Rose, Gilbert J. *Trauma and Mastery in Life and Art*. New Haven, CT: Yale University Press, 1987.
- Runco, Mark A. "Implicit Theories and Ideational Creativity." In *Theories of Creativity*, edited by M. A. Runco and R. S. Albert, 234–252. Newbury Park, CA: Sage Publications, Inc., 1990.
- Schneider, Susan. "Learning to Be Creative." *American Psychologist* 52, no. 7 (1997): 745.
- Schuldburg, David. "Giddiness and Horror in the Creative Process." In *Creativity and Affect*, edited by Melvin Shaw and Mark Runco, 87–101. Norwood, NJ: Ablex, 1994.
- Shanteau, James, and Geri Anne Dino. "Environmental Stressor Effects on Creativity and Decision Making." In *Time Pressure and Stress in Human Judgment and Decision Making*, edited by Ola Svenson and A. John Maule, 293–308. New York: Plenum Press, 1993.
- Simonton, Dean Keith. "Political Pathology and Societal Creativity." *Creativity Research Journal* 3, no. 2 (1990): 85–99.
- . "Creativity in Personality, Developmental and Social Psychology: Any Links with Cognitive Psychology?" In *Creative Thought: An Investigation of Conceptual Structures and Processes*, edited by Thomas Ward and Steven M. Smith, 309–324. Washington, DC: American Psychological Association, 1997.

Sternberg, Robert J. "Cognitive Mechanisms in Human Creativity: Is Variation Blind or Sighted?" *Journal of Creative Behavior* 32, no. 3 (1998): 159–176.

———, ed. *Handbook of Creativity*. New York: Cambridge University Press, 1999.

Taylor, Irving A., and J. W. Getzels. *Perspectives in Creativity*. Chicago, IL: Aldine, 1975.

Van der Kolk, B. A. "The Body Keeps the Score: Memory and the Emerging Psychobiology of Post-Traumatic Stress." *Harvard Review of Psychiatry* 1, no. 5 (1994): 253–265.

Zdep, S. M. "Intelligence, Creativity and Anxiety among College Students." *Psychological Reports* 19 (1966): 420.

CHAPTER 2

Abra, Jock C. "Competition: Creativity's Vilified Motive." *Genetic, Social and General Psychology Monographs* 119, no. 3 (1993): 289–342.

Albert, Robert. "Some Reasons Why Childhood Creativity Often Fails to Make It Past Puberty into the Real World." In *Creativity from Childhood Through Adulthood: The Developmental Issues: New Directions for Child Development*, edited by Mark A. Runco, 43–56. San Francisco, CA: Jossey-Bass, 1996.

Barlow, David H., and Michelle G. Craske. *Mastery of Your Anxiety and Panic II*. New York: Graywind Publications, 1994.

Borysenko, Joan. *Minding the Body, Mending the Mind*. New York: Bantam, 1988.

Csikszentmihalyi, Mihaly. *Creativity: Flow and the Psychology of Discovery and Invention*. New York: Harper Collins, 1996.

Edstrom, Jennifer, and Marlin Ellen. *Barbarians Led by Bill Gates: Microsoft from the Inside*. New York: Henry Holt, 1998.

Hennessey, Beth A., Teresa M. Amabile, and Margaret Martinage. "Immunizing Children against the Negative Effects of Reward." *Contemporary Educational Psychology* 14, no. 3 (1989): 212–227.

Matthews, Gerald. "The Effects of Anxiety on Intellectual Performance: When and Why Are They Found." *Journal of Research in Personality* 20 (1986): 385–401.

Mauzy, Jeffrey H. "Managing Personal Creativity." In *Innovationforschung und Technologiemanagement*, edited by Franke/von Braun, 20–31. Berlin: Springer-Verlag, 1999.

May, Rollo. *The Courage to Create*. New York: W. W. Norton, 1994.

- O'Neill, Sharon, and Daniel Shallcross. "Sensational Thinking: A Teaching/Learning Model for Creativity." *Journal of Creative Behavior* 28, no. 2 (1994): 75-88.
- Rickards, Tudor. "Creative Leadership: Messages from the Front Line and the Back Room." *Journal of Creative Behavior* 27, no. 1 (1993): 46-56.
- Sun Tzu. *The Art of War*. Translated by James Clavell. London: Hodder & Stoughton, 1981.
- Torrance, E. Paul. "Can We Teach Children to Think Creatively?" *Journal of Creative Behavior* 6, no. 2 (1972): 114-143.
- White, Kinnard. "Anxiety, Extraversion-Introversion, and Divergent Thinking Ability." *Journal of Creative Behavior* 2, no. 2 (1968): 119-127.

CHAPTER 3

- Amason, Allen C., Kenneth R. Thompson, Wayne A. Hochwarter, and Allison W. Harrison. "An Important Dimension in Successful Management Teams." *Organizational Dynamics* 24, no. 2 (1995): 20-35.
- Ambrose, Don. "Creatively Intelligent Post-Industrial Organizations and Intellectually Impaired Bureaucracies." *Journal of Creative Behavior* 29, no. 1 (1995): 1-15.
- Carnevale, Peter J., and Tahira M. Probst. "Good News About Competitive People." In *Using Conflict in Organizations*, edited by Carsten K. De Dreu and Evert Van de Vliert, 129-146. London: Sage Publications, 1997.
- Christensen, Clayton M. *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail*. Boston: Harvard Business School Press, 1997.
- Clapham, Maria M. "Ideational Skills Training: A Key Element in Creativity Training Programs." *Creativity Research Journal* 10, no. 1 (1997): 33-44.
- Claxton, Guy. "Investigating Human Intuition: Knowing Without Knowing Why." *Psychologist* 11, no. 5 (1998): 217-220.
- De Dreu, Carsten. "Productive Conflict: The Importance of Conflict Management and Conflict Issues." In *Using Conflict in Organizations*, edited by Carsten K. De Dreu and Evert Van de Vliert, 9-22. London: Sage Publications, 1997.
- Fodor, Eugene M., and Dianne Roffe-Steinrotter. "Rogerian Leadership Style and Creativity." *Journal of Research in Personality* 32, no. 2 (1998): 236-242.
- Fontenot, Nancy A. "Effects of Training in Creativity and Creative Problem Finding upon Business People." *Journal of Social Psychology* 133, no. 1 (1993): 11-22.

- Grossman, Stephen. "Training Creativity and Creative Problem Solving." *Training and Development Journal* 36 (1982): 62–68.
- Hennessey, Beth A., and Teresa M. Amabile. "The Conditions of Creativity" In *The Nature of Creativity: Contemporary Psychological Perspectives*, edited by Robert J. Sternberg, 11–38. New York: Cambridge University Press, 1988.
- Hirshberg, Jerry. *The Creative Priority: Driving Innovative Business in the Real World*. New York: Harper Business, 1998.
- James, Keith. "Goal Conflict and Originality of Thinking." *Creativity Research Journal* 8, no. 3 (1995): 285–290.
- James, Keith, Julie Chen, and Catherine Goldberg. "Organizational Conflict and Individual Creativity." *Journal of Applied Psychology* 22, no. 7 (1992): 545–566.
- Kabanoff, Boris, and Preston Bottger. "Effectiveness of Creativity Training and Its Relation to Selected Personality Factors." *Journal of Organizational Behavior* 12 (1991): 235–248.
- Kilmek, Mark, and Nate Hardcastle. "How Winners Do It." *Forbes*, 24 August 1998, 88–92.
- Kolb, Judith. "Leadership of Creative Teams." *Journal of Creative Behavior* 26, no. 1 (1992): 1–9.
- Mumford, Michael D., and Sigrid B. Gustafson. "Creativity Syndrome: Integration, Application and Innovation." *Psychological Bulletin* 103, no. 1 (1988): 27–43.
- Nathan, Richard. "NEC Organizing for Creativity, Nimbleness." *Research Technology Management* 41, no. 4 (1998): 1–4.
- Nemeth, Charlan Jeanne. "Dissent as Driving Cognition, Attitudes and Judgment." *Social Cognition* 13, no. 3 (1995): 273–291.
- Parnes, Sidney J., and Arnold Meadow. "Effects of 'Brainstorming' Instructions on Creative Problem Solving by Trained and Untrained Subjects." *Journal of Educational Psychology* 50, no. 4 (1959): 171–176.
- Rose, Laura H., and Hsin-tai Lin. "A Meta-Analysis of Long-Term Creativity Training Programs." *Journal of Creative Behavior* 18, no. 1 (1984): 11–22.
- Shalley, Christina E., and Greg R. Oldham. "Competition and Creative Performance: Effects of Competitor Presence and Visibility." *Creativity Research Journal* 10, no. 4 (1997): 337–345.
- Sheldon, Kennon M. "Creativity and Goal Conflict." *Creativity Research Journal* 8, no. 3 (1995): 299–306.
- Treffinger, Donald J., and John Curtis Gowan. "An Updated Representative List of Methods and Educational Programs for Stimulating Creativity." *Journal of Creative Behavior* 5, no. 2 (1971): 127–139.

Turner, Marlene E., and Anthony R. Pratkanis. "Mitigating Groupthink by Simulating Constructive Conflict." In *Using Conflict in Organizations*, edited by Carsten K. De Dreu and Evert Van de Vliert, 53–71. London: Sage Publications, Inc., 1997.

von Hippel, Eric, Stefan Thomke, and Mary Sonnack. "Creating Breakthroughs at 3M." *Harvard Business Review*, September–October 1999, 47–57.

CHAPTER 4

Amabile, Teresa M., Phyllis Goldfarb, and Shereen C. Brackfield. "Social Influences on Creativity: Evaluation, Coaction and Surveillance." *Creativity Research Journal* 3, no. 1 (1990): 6–21.

Bennis, Warren, and Patricia Ward Biederman. *Organizing Genius: The Secrets of Creative Collaboration*. Cambridge, MA: Perseus, 1997.

Blackwell, Dick. "Bounded Instability, Group Analysis and the Matrix: Organizations Under Stress." *Group Analysis* 31, no. 4 (1998): 532–546.

Burnside, Robert M. "Improving Corporate Climates for Creativity." In *Innovation and Creativity at Work: Psychological and Organizational Strategies*, edited by Michael A. West and James L. Farr, 265–284. Chichester, England: Wiley, 1990.

Chatman, Jennifer A., Jeffrey T. Polzer, Sigal G. Barsade, and Margaret A. Neale. "Being Different Yet Feeling Similar: The Influence of Demographic Composition and Organizational Culture on Work Processes and Outcomes." *Administrative Science Quarterly* 43, no. 4 (1998): 749–780.

Csikszentmihalyi, Mihaly. "Creativity and Genius: A Systems Perspective." In *Genius and Mind: Studies of Creativity and Temperament*, edited by Andrew Steptoe, 39–64. New York: Oxford University Press, 1988.

Deci, Edward L., and Richard M. Ryan. "The Support of Autonomy and the Control of Behavior." *Journal of Personality and Social Psychology* 53, no. 6 (1987): 1024–1037.

Estrada, Carlos A., Alice M. Isen, and Mark J. Young. "Positive Affect Improves Creative Problem Solving and Influences Reported Source of Practice Satisfaction in Physicians." *Motivation and Emotion* 18, no. 4 (1994): 285–299.

Ferguson, Tim W. "Who's Mentoring Whom?" *Forbes*, 19 May 1997, 253.

Fitzpatrick, Sheila. *The Russian Revolution*. London: Oxford University Press, 1994.

Greene, Terry B., and Helga Noice. "Influence of Positive Affect upon Creative Thinking and Problem Solving in Children." *Psychological Reports* 63 (1988): 895–898.

- Hammerschmidt, Peter K. "The Kirton Adaptation Innovation Inventory and Group Problem Solving Success Rate." *Journal of Creative Behavior* 30, no. 1 (1996): 61-74.
- Isen, Alice M., Kimberly A. Daubman, and Gary P. Nowicki. "Positive Affect Facilitates Creative Problem Solving." *Journal of Personality and Social Psychology* 52, no. 6 (1987): 1122-1131.
- Kanter, Rosabeth Moss. "Ourselves versus Ourselves." *Harvard Business Review*, May-July 1992, 8-10.
- Kolb, Deborah M., and Priscilla A. Glidden. "Getting to Know Your Conflict Options: Using Conflict as a Creative Force." *Personnel Administrator* 31, no. 6 (1986): 77-90.
- Runco, Mark A. "Creativity and Its Discontents." In *Creativity and Affect: Creativity Research*, edited by Melvin Shaw and Mark Runco, 102-123. Norwood, NJ: Ablex, 1994.
- Schneider, Benjamin. "Organizational Behavior." *Annual Review of Psychology* 36 (1985): 573-611.
- Scott, Suzanne G., and Reginald A. Bruce. "The Influence of Leadership, Individual Attributes and Climate on Innovative Behavior: A Model of Individual Innovation in the Workplace." *Academy of Management Journal* 37 (1994): 580-607.
- Staw, Barry M. "An Evolutionary Approach to Creativity and Innovation." In *Innovation and Creativity at Work: Psychological and Organizational Strategies*, edited by Michael A. West and James L. Farr, 287-308. Chichester, England: Wiley, 1990.
- Tesluk Paul E., James L. Farr, and Stephanie R. Klein. "Influences of Organizational Culture and Climate on Individual Creativity." *Journal of Creative Behavior* 31, no. 1 (1997): 27-41.
- Wesenberg, Peter. "Bridging the Individual-Social Divide: A New Perspective for Understanding and Stimulating Creativity in Organizations." *Journal of Creative Behavior* 28, no. 3 (1994): 177-192.
- West, Michael A. "The Social Psychology of Innovation in Groups." In *Innovation and Creativity at Work: Psychological and Organizational Strategies*, edited by Michael A. West and James L. Farr, 309-333. Chichester, England: Wiley, 1990.
- Woodman, Richard, John E. Sawyer, and Ricky W. Riffin. "Toward a Theory of Organizational Creativity." *Academy of Management Review* 18, no. 2 (1993): 293-321.

CHAPTER 5

- Adams, J. S. "Toward an Understanding of Inequity." *Journal of Abnormal and Social Psychology* 67 (1963): 422-436.

- Amabile, Teresa M., and R. Conti. "Changes in the Work Environment for Creativity During Downsizing." *Academy of Management Journal* 42, no. 6 (1999): 630–640.
- Buzan, Tony. *Use Your Head*. London: BBC Publications, 1974.
- . *The Brain Users Guide*. New York: E. P. Dutton, 1983.
- Scott, Mary E. "How Stress Can Affect Gifted/Creative Potential: Ideas to Better Insure Realization of Potential." *Creative Child and Adult Quarterly* 10, no. 4 (1985): 240–249.
- Vaillant, George E. *Adaptation to Life*. Boston: Little, Brown, 1977.

CHAPTER 6

- Adler, Seymour, and Howard M. Weiss. "Criterion Aggregation in Personality Research: A Demonstration Looking at Self-Esteem and Goal Setting." *Human Performance* 1, no. 2 (1988): 99–109.
- Amabile, Teresa M. "Effects of External Evaluation on Artistic Creativity." *Journal of Personality and Social Psychology* 37 (1979): 221–233.
- . "From Individual Creativity to Organizational Innovation." In *Innovation: A Cross-Disciplinary Perspective*, edited by Kjell Gronhaug and Geir Kaufmann, 139–166. Oslo, Norway: Norwegian University Press, 1988.
- Amabile, Teresa M., and Nur D. Gyskiewicz. "The Creative Environment Scales: Work Environment Inventory." *Creativity Research Journal* 2, no. 4 (1989): 231–253.
- Amabile, Teresa M., Beth A. Hennessey, and Barbara S. Grossman. "Social Influences on Creativity: The Effects of Contracted-For Reward." *Journal of Personality and Social Psychology* 50, no. 1 (1986): 14–23.
- Amabile, Teresa M., Regina Conti, Heather Coon, and Jeffrey Lazenby. "Assessing the Work Environment for Creativity." *Academy of Management Journal* 39, no. 5 (1996): 1154–1184.
- Arad, Sharon, Mary Ann Hanson, and Robert J. Schneider. "A Framework for the Study of Relationships Between Organizational Characteristics and Organizational Innovation." *Journal of Creative Behavior* 31, no. 1 (1997): 42–58.
- Baer, John. "Divergent Thinking Is Not a General Trait: A Multidomain Training Experiment." *Creativity Research Journal* 7, no. 1 (1994): 35–46.
- Bailyn, Lotte. "Autonomy in the Industrial R&D Lab." *Human Resource Management* 24, no. 2 (1985): 129–146.
- Bartlett, Christopher A., and Afroze Mohammed. "3M: Profile of an Innovating Company." Case 9-395-016. Boston: Harvard Business School, 1995.

- Carson, Paula P., and Kerry D. Carson. "Managing Creativity Enhancement Through Goal-Setting and Feedback." *Journal of Creative Behavior* 27, no. 1 (1993): 36–45.
- Cooper, Robert, K., and Ayman Sawaf. *Executive EQ: Emotional Intelligence in Leadership and Organizations*. New York: Grosset/Putnam, 1996.
- Coyne, William. "Building a Tradition of Innovation." UK Innovation Lecture, The Royal Society, London, 1996.
- Deci, Edward L., and Richard M. Ryan. "Human Autonomy: The Basis for True Self-Esteem." In *Efficacy, Agency and Self-Esteem*, edited by Michael H. Kernis, 31–49. New York: Plenum Press, 1995.
- Dougherty, Deborah, and Cynthia Hardy. "Sustained Product Innovation in Large, Mature Organizations: Overcoming Innovation-to-Organization Problems." *Academy of Management Journal* 39, no. 5 (1996): 1120–1153.
- Duchon, Dennis. "Is It Possible to Manage Creativity with Goal Setting?" *Journal of Human Behavior and Learning* 6, no. 1 (1989): 50–61.
- Gibson, Fredrick W., Fred E. Feidler, and Kelley M. Barrett. "Stress, Babble and the Utilization of the Leader's Intellectual Abilities." *Leadership Quarterly* 4, no. 2 (1993): 189–208.
- Greenberg, Ellen. "Creativity, Autonomy, and Evaluation of Creative Work: Artistic Workers in Organizations." *Journal of Creative Behavior* 26, no. 2 (1992): 75–80.
- Gundry, Lisa, Jill Kickul, and Charles Prather. "Building the Creative Organization." *Organizational Dynamics* 22, no. 4 (1994): 22–37.
- Hage, J., and R. Dewar. "Elite Values versus Organizational Structure in Predicting Innovation." *Administrative Science Quarterly* 18 (1973): 279–290.
- Hennessey, Beth A. "Toward an Educational Psychology of Creativity: Comment and Reflection." *Educational Psychological Review* 7, no. 2 (1995): 209–213.
- Hennessey, Beth A., and Teresa M. Amabile. "Reality, Intrinsic Motivation and Creativity." *American Psychologist* 53, no. 6 (1998): 574–575.
- Hequet, Marc. "Doing More with Less." *Training* 32 (1985): 76–82.
- Hull, Isabel V. *Sexuality, State, and Civil Society in Germany, 1700–1815*. Ithaca, New York: Cornell University Press, 1996.
- Insel, Paul M., and Rudolf H. Moos. *Work Environment Scale*. Palo Alto, CA: Consulting Psychologists Press, 1974.
- Kanter, Rosabeth Moss. "Three Tiers for Innovation Research." *Communication Research* 15, no. 5 (1988): 509–523.

- . "When a Thousand Flowers Bloom: Structural, Collective and Social Conditions for Innovation in Organizations." *Research in Organizational Behavior* 10 (1988): 169–211.
- Kohn, Alfie. "Why Incentive Plans Cannot Work." *Harvard Business Review*, September–October 1993, reprint 93506.
- . "Rethinking Rewards." *Harvard Business Review*, November–December 1993, reprint 93610.
- Kuczmarski, Thomas D. *Innovation: Leadership Strategies for the Competitive Edge*. Lincolnwood, IL: NTC Business Books, 1996.
- Maslow, Abraham. *Toward a Psychology of Being*. 3d ed. New York: Wiley, 1998.
- McGregor, Douglas. *The Human Side of Enterprise*. New York: McGraw-Hill, 1960.
- Mehr, David G., and Phillip R. Shaver. "Goal Structures in Creative Motivation." *Journal of Creative Behavior* 30, no. 2 (1996): 77–104.
- Monge, Peter R., Michael D. Cozzens, and Noshir S. Contractor. "Communication and Motivational Predictors of the Dynamics of Organizational Innovation." *Organization Science* 3, no. 2 (1992): 250–274.
- Nicholson, G. C. "Keeping Innovation Alive." *Research Technology Management*, May–June 1998, 34–40.
- Nicotera, Anne M., Michael Smilowitz, and Judy C. Pearson. "Ambiguity Tolerance, Conflict Management, Style and Argumentativeness as Predictors of Innovativeness." *Communication Research Reports* 7, no. 2 (1990): 125–131.
- Nohria, Nitin, and Ranjay Gulati. "Is Slack Good or Bad for Innovation?" *Academy of Management Journal* 39, no. 5 (1996): 1245–1264.
- Parker, R. C. *The Management of Innovation*. New York: Wiley, 1992.
- Plunkett, Daniel. "The Creative Organization: An Empirical Investigation of the Importance of Participation in Decision-Making." *Journal of Creative Behavior* 24, no. 2 (1990): 140–148.
- Pollick, Michael F., and V. K. Kumar. "Creativity Styles of Supervising Managers." *Journal of Creative Behavior* 31, no. 4 (1997) 260–270.
- Poole, M. S., A. Van de Ven, K. Dooley, and M. Holmes. *Organizational Change Processes: Theory and Methods for Research*. New York: Oxford University Press, 2000.
- Rausdepp, Eugene. "Establishing a Creative Climate." *Training and Development* 41, no. 4 (1987): 50–53.
- Ray, Darrel W. "How to Be an Idea Generator." *Training and Development* 39, no. 1 (1985): 44–47.

- Redmond, Matthew R., Michael D. Mumford, and Richard Teach. "Putting Creativity to Work: Effects of Leader Behavior on Subordinate Creativity." *Organizational Behavior & Human Decision Processes* 55, no. 1 (1993): 120–151.
- Ryan, Kathleen D., and Daniel K. Oestreich. *Driving Fear Out of the Workplace: Creating the High-Trust, High-Performance Organization*. San Francisco, CA: Jossey-Bass, 1988.
- Scott, Susanne G., and Reginald A. Bruce. "Determinants of Innovative Behavior: A Path Model of Individual Innovation in the Workplace." *Academy of Management Journal* 37, no. 3 (1994): 580–607.
- Shalley, Christina E. "Effects of Coaction, Expected Evaluation and Goal Setting on Creativity and Productivity." *Academy of Management Journal* 38, no. 2 (1995): 483–503.
- Shaw, Gordon, Robert Brown, and Philip Bromiley. "Strategic Stories: How 3M is Rewriting Business Planning." *Harvard Business Review*, May–June 1998, 41–50.
- Siegal, S., and W. Kaemmerer. "Measuring the Perceived Support for Innovation in Organizations." *Journal of Applied Psychology* 63 (1978): 553–562.
- Sosik, John J., Surinder S. Kahai, and Bruce J. Avolio. "Transformational Leadership and Dimensions of Creativity: Motivating Idea Generation in Computer-Mediated Groups." *Creativity Research Journal* 11, no. 2 (1998): 111–121.
- Synectics. *The Dartmouth/Synectics Creativity and Innovation Index*. Cambridge, MA: Synectics, Inc., 2000.
- Williams, Wendy, and Lana Yang. "Organizational Creativity." In *Handbook of Creativity*, edited by Robert J. Sternberg, 373–391. New York: Cambridge University Press, 1999.
- Yong, Leonard M. S. "Managing Creative People." *Journal of Creative Behavior* 28, no. 1 (1994): 16–20.
- Zhou, Jing. "Feedback Valence, Feedback Style, Task Autonomy and Achievement Orientation: Interactive Effects on Creative Performance." *Journal of Applied Psychology* 83, no. 2 (1998): 261–276.

CHAPTER 7

- Ackoff, Rossell L., and Elsa Vergara. "Creativity in Problem Solving and Planning: A Review." *European Journal of Operational Research* 7 (1981): 1–13.

- Badsadur, Min, Mitsuru Wakabayashi, and George Graen. "Individual Problem-Solving Styles and Attitudes Toward Divergent Thinking Before and After Training." *Creativity Research Journal* 3, no. 1 (1990): 22–32.
- Begley, Sharon. "The Houses of Innovation." *Newsweek*, 22 December 1997.
- Billington, Jim. "Customer-Driven Innovation." *Harvard Management Update*, July 1998, 7–9.
- Blissett, Sonia E., and Robert E. McGrath. "The Relationship Between Creativity and Interpersonal Problem-Solving Skills in Adults." *Journal of Creative Behavior* 30, no. 3 (1996): 173–182.
- Ceserani, Jonne, and Peter Greatwood. *Innovation and Creativity: Getting Ideas, Developing Solutions, Winning Commitment*. London: Kogan Page Limited, 1995.
- De Bono, Edward. *Serious Creativity: Using the Power of Lateral Thinking to Create New Ideas*. New York: Harper Business, 1992.
- Einstein, A., and L. Infeld. *The Evolution of Physics*. New York: Simon & Schuster, 1938.
- Gordon, William J. J. *Synetics: The Development of Creative Capacity*. New York: Harper & Row, 1961.
- Hargadon, Andrew, and Robert Sutton. "Technology Brokering and Innovation in a Product Development Firm." *Administrative Science Quarterly* 42, no. 4 (1997): 716–749.
- Isaksen, Scott. "Toward a Model for the Facilitation of Creative Problem Solving." *Journal of Creative Behavior* 17, no. 1 (1983): 18–31.
- Maier, N. R., and R. A. Maier. "An Experimental Test of the Effects of 'Developmental' versus 'Free' Discussion on the Quality of Groups' Decisions." In *Problem Solving and Creativity: In Individuals and Groups*, edited by N. R. Maier, 253–258. Belmont, CA: Brooks/Cole, 1970.
- Nolan, Vincent. *The Innovator's Handbook: The Skills of Innovative Management: Problem Solving, Communicating, and Teamwork*. New York: Penguin Books, 1989.
- Pesut, Daniel. "Creative Thinking as a Self-Regulatory Metacognitive Process—A Model for Education, Training and Further Research." *Journal of Creative Behavior* 24, no. 2 (1990): 105–110.
- Prince, George M. *Practice of Creativity: A Manual for Dynamic Group Problem Solving*. New York: Harper & Row, 1970.
- Sosik, John J., Bruce J. Avolio, and Surinder S. Kahai. "Inspiring Group Creativity: Comparing Anonymous and Identified Electronic Brainstorming." *Small Group Research* 29, no. 1 (1998): 3–31.

Thompson, Timothy N. "Dialectics, Communication, and Exercises for Creativity." *Journal of Creative Behavior* 25, no. 1 (1991): 43–51.

Thornburg, Thomas. "Group Size & Member Diversity Influence on Creative Performance." *Journal of Creative Behavior* 25, no. 4 (1991): 324–333.

Valery, Nicholas. "Survey: Innovation in Industry: Leaps of Faith." *The Economist*, 20 February 1999, 5–28.

Weber, Robert J., and David N. Perkins. "How to Invent Artifacts and Ideas." *New Ideas in Psychology* 7, no. 1 (1989): 49–72.

West, Michael A., and Neil R. Anderson. "Innovation in Top Management Teams." *Journal of Applied Psychology* 81, no. 6 (1996): 680–693.

CHAPTER 8

Austin, John R. "A Cognitive Framework for Understanding Demographic Influences in Groups." *The International Journal of Organizational Analysis* 5, no. 4 (1997): 342–359.

Brand, Stewart. *The Media Lab: Inventing the Future at MIT*. New York: Penguin, 1987.

Conway, Edel, and John McMackin. "Developing a Culture for Innovation: What Is the Role of the HR System?" *Dublin University Business School Research Papers* 32 (1997–1998), <http://www.dcu.ie/business/research_paper/no.32.html>.

Kanter, Rosabeth Moss. *The Change Masters: Innovation and Entrepreneurship in the American Corporation*. New York: Simon & Schuster, 1983.

———. "Mastering Change: The Skills We Need." In *Not as Far As You Think: The Realities of Working Women*, edited by L. Moore. Lexington, MA: Lexington Books, 1985.

Kotter, John P. *John P. Kotter on What Leaders Really Do*. Boston: Harvard Business School Press, 1999.

Nathan, Richard. "Spinoff to Market Technology from NEC Research Institute." *Research Technology Management*, January–February 1998.

Senge, Peter. *The Fifth Discipline: The Art and Practice of the Learning Organization*. New York: Doubleday, 1994.

Senge, Peter, Art Kleiner, Charlotte Roberts, Rick Ross, George Roth, and Bryan Smith. *The Dance of Change: The Challenges of Sustaining Momentum in a Learning Organization*. New York: Doubleday, 1999.

Sharma, Anurag. "Central Dilemmas of Managing Innovation in Large Firms." *California Management Review* 41, no. 3 (1999): 146–161.

Smith, Douglas K. *Taking Charge of Change: 10 Principles for Managing People and Performance*. Reading, MA: Addison-Wesley, 1996.

Stephenson, Karen. "Interview: Karen Stephenson." *Journal of Property Management* 63, no. 6 (1998): 10–12.

Van de Ven, Andrew, and Marshall Scott Poole. "Explaining Development and Change in Organizations." *Academy of Management Review*, July 1995.

GENERAL

Albert, Robert. "Real-World Creativity and Eminence: An Enduring Relationship." *Creativity Research Journal* 3, no. 1 (1990): 1–5.

Amabile, Teresa M. "How to Kill Creativity." *Harvard Business Review*, September–October 1998, 77–87.

Charnes, A., and W. W. Cooper, eds. *Creative and Innovative Management: Essays in Honor of George Kozmetsky*. Cambridge, MA: Ballinger, 1984.

Collins, James C., and Jerry I. Porras. *Built to Last: Successful Habits of Visionary Companies*. New York: Harper Business, 1994.

Cooper, Eileen. "A Critique of Six Measures for Assessing Creativity." *Journal of Creative Behavior* 25, no. 3 (1991): 194–204.

Cramond, Bonnie. "The Torrance Tests of Creative Thinking: From Design Through Establishment of Predictive Validity." In *Beyond Terman: Contemporary Longitudinal Studies of Giftedness and Talent*, edited by Rena Faye Subotnik and Karen D. Arnold, 229–254. Norwood, NJ: Ablex, 1994.

Dentler, Robert A., and Bernard Mackler. "Originality: Some Social and Personal Determinants." *Behavioral Science* 9 (1964): 194–204.

Engle, Diedre E., Joe J. Mah, and Golnaz Sadri. "An Empirical Comparison of Entrepreneurs and Employees: Implications for Innovation." *Creativity Research Journal* 10, no. 1 (1997): 45–49.

Fernald, Lloyd W. "The Underlying Relationship Between Creativity, Innovation, and Entrepreneurship." *Journal of Creative Behavior* 22, no. 3 (1998): 196–202.

Fleenor, John W., and Sylvester Taylor. "Construct Validity of Three Self-Report Measures of Creativity." *Educational and Psychological Measurements* 54, no. 2 (1994): 464–470.

Foster, Richard. *Innovation: The Attacker's Advantage*. New York: Summit Books, 1986.

Gadzella, Bernadette M., and Elizabeth Penland. "Is Creativity Related to Scores on Critical Thinking?" *Psychological Reports* 77, no. 3 (1995): 817–818.

- Gardner, Howard. "Creativity: An Interdisciplinary Perspective." *Creativity Research Journal* 1 (1988): 8–26.
- Goldstein, Joseph. *The Experience of Insight: A Simple and Direct Guide to Buddhist Meditation*. Boston: Shambhala Publications, 1976.
- Goleman, Daniel P. *Emotional Intelligence: Why It Can Matter More Than IQ*. New York: Bantam, 1995.
- Goleman, Daniel P., Paul Kaufman, and Michael Ray. *The Creative Spirit*. New York: Penguin Books, 1992.
- Hamel, Gary, and C. K. Prahalad. *Competing for the Future: Breakthrough Strategies for Seizing Control of Your Industry and Creating the Markets of Tomorrow*. Boston: Harvard Business School Press, 1994.
- Harvard Business Review. *Harvard Business Review on Change*. Boston: Harvard Business School Press, 1991.
- . *Harvard Business Review on Breakthrough Thinking*. Boston: Harvard Business School Press, 1999.
- Isaksen, Scott G., and Geir Kaufmann. "Adaptors and Innovators: Different Perceptions of the Psychological Climate for Creativity." *Studia Psychologica* 32, no. 2 (1990): 129–141.
- Jarrett, James L. "Personality and Artistic Creativity." *Journal of Aesthetic Education* 22, no. 4 (1998): 21–29.
- Kanter, Rosabeth Moss, John Kao, and Fred Wiersma. *Innovation: Breakthrough Thinking at 3M, DuPont, GE, Pfizer, and Rubbermaid*. New York: Harper Business, 1997.
- Kets de Vries, M. F. R. "Leadership for Creativity: Generating Peak Experiences." Working paper 1996/62, INSEAD, Fontainebleau, France, 1996.
- Kiely, Thomas. "The Idea Makers." *Technology Review* 96 (1993): 32–40.
- Kimberly, J. R., and M. J. Evanisko. "Organizational Innovation: The Influence of Individual, Organizational, and Contextual Factors on Hospital Adoption of Technological and Administrative Innovations." *Academy of Management Journal* 24 (1981): 689–713.
- Kitchell, Susan. "Corporate Culture, Environmental Adaptation, and Innovation Adoption: A Qualitative/Quantitative Approach." *Journal of the Academy of Marketing Science* 23, no. 3 (1995): 195–205.
- Kuhn, Robert Lawrence. "Creative Characters: Entrepreneurs and Chief Executives." In *Handbook for Creative and Innovative Managers*, edited by Robert Lawrence Kuhn, 67–74. New York: McGraw-Hill, 1988.
- Kuhn, Robert Lawrence, ed. *Handbook for Creative and Innovative Managers*. New York: McGraw-Hill, 1988.

- Kuhn, Robert Lawrence. "What Makes Creative Personality in Business?" In *Handbook for Creative and Innovative Managers*, edited by Robert Lawrence Kuhn, 43–50. New York: McGraw-Hill, 1988.
- Kuhn, Robert L., and Raymond Smilor. *Corporate Creativity: Robust Companies and the Entrepreneurial Spirit*. New York: Praeger, 1984.
- Lumsden, Charles J. "Evolving Creative Minds: Stories and Mechanisms." In *Handbook of Creativity*, edited by Robert J. Sternberg, 153–168. New York: Cambridge University Press, 1999.
- Matathia, Ira, and Marian Salzman. *Next: Trends for the Near Future*. New York: Overlook Press, 1999.
- McCauley, Cynthia D., Russ S. Moxley, and Ellen Van Velsor, eds. *The Center for Creative Leadership Handbook of Leadership Development*. San Francisco, CA: Jossey-Bass, 1988.
- McClelland, David C. "Characteristics of Successful Entrepreneurs." *Journal of Creative Behavior* 21, no. 3 (1987): 219–233.
- Miner, John B. *A Psychological Topography of Successful Entrepreneurs*. Westport, CT: Quorum Books/Greenwood, 1997.
- Mumford, Michael D. "Creative Thought: Structure, Components and Educational Implications." *Roeper Review* 21, no. 1 (1998): 14–19.
- Panati, Charles. *Panati's Parade of Fads, Foibles, and Manias: The Origins of Our Most Cherished Obsessions*. New York: Harper Collins, 1991.
- Perkins, David. "The Topography of Invention." In *Inventive Minds: Creativity in Technology*, edited by Robert John Weber and David N. Perkins, 238–250. New York: Oxford University Press, 1992.
- Peters, Tom. *Thriving on Chaos: Handbook for a Management Revolution*. New York: Harper & Row, 1987.
- . *The Circle of Innovation: You Can't Shrink Your Way to Greatness*. New York: Vintage Books, 1999.
- Plucker, Jonathan A., and Mark A. Runco. "The Death of Creativity Measurement Has Been Greatly Exaggerated: Current Issues, Recent Advances and Future Directions in Creativity Assessment." *Roeper Review* 21, no. 1 (1998): 36–39.
- Ray, Michael, and Rochelle Myers. *Creativity in Business*. New York: Doubleday & Company, 1986.
- Runco, Mark A. "Creativity and Its Discontents." In *Creativity and Affect*, edited by Melvin Shaw and Mark Runco, 102–123. Westport, CT: Greenwood, 1994.
- Rydz, John S. *Managing Innovation: From the Executive Suite to the Shop Floor*. Cambridge, MA: Ballinger, 1986.

- Schrage, Michael. *Serious Play: How the World's Best Companies Simulate to Innovate*. Boston: Harvard Business School Press, 2000.
- Scott, Randall K. "Creative Employees: A Challenge to Managers." *Journal of Creative Behavior* 29, no. 1 (1995): 64–71.
- Simonton, Dean Keith. "Creativity, Leadership and Chance." In *The Nature of Creativity: Contemporary Psychological Perspectives*, edited by Robert J. Sternberg, 11–38. New York: Cambridge University Press, 1988.
- . *Scientific Genius: A Psychology of Science*. New York: Cambridge University Press, 1988.
- Solomon, Daniel, Marilyn Watson, Victor Battistich, and Eric Schaps. "Creating Classrooms That Students Experience as Communities." *American Journal of Community Psychology* 24, no. 6 (1996): 719–748.
- Sternberg, Robert J. "The Triarchic Theory of Intelligence." In *Contemporary Assessment: Theories, Tests and Issues*, edited by Dawn Flanagan and Judy Genshaft, 92–104. New York: Guilford Press, 1997.
- Stonecipher, Harry C. "Innovation and Creativity: From the Light Bulb to the Jet Engine and Beyond." In *Vital Speeches of the Day*. New York: City News, 1998.
- Suarez-Villa, Luis. "Invention, Inventive Learning and Innovation Capacity." *Behavioral Science* 35, no. 4 (1990): 290–312.
- Vernon, P. E., ed. *Creativity*. New York: Penguin Books, 1970.
- Weber, Robert J., and David N. Perkins, eds. *Inventive Minds: Creativity in Technology*. New York: Oxford University Press, 1992.
- Wheatley, Margaret J. *Leadership and the New Science: Learning about Organization from an Orderly Universe*. San Francisco, CA: Berrett-Koehler Publishers, Inc., 1992.
- Zander, Rosamund Stone, and Benjamin Zander. *The Art of Possibility: Transforming Professional and Personal Life*. Boston: Harvard Business School Press, 2000.

obeikandi.com

عن المؤلفين

جيف موزي مدير استشاري في شركة سينيكس، وهي شركة استشارية لها دور رائد في اكتشاف وتطبيق مبادئ الإبداع والابتكار على الأعمال التجارية. ثم إنه مؤسس ومدير شركة Inventive Logic, Inc.، وهي شركة تطور برنامج حاسوب لزيادة الإبداع. وهو يقدم محاضرات في الكليات في منطقة كامبريدج، ماساشوستس، عن الإبداع الشخصي وحل المشكلات بطريقة إبداعية من قبل الفرق.

قبل أن يبدأ موزي بدراسة الإبداع في الأعمال التجارية، كان فناناً يعمل بدوام كامل. عمل مدة ثلاث سنوات كفنان ومدرس في مدينة كامبريدج. وهو لا يزال فناناً ممارساً، في الرسم والعمل البيئي والخيالي واسع النطاق.

موزي هو مؤلف «Managing Personal Creativity» في Innovationforschung und Technologiemanagement.

ريتشارد هاريمان هو شريك إداري في شركة سينيكس. وهو يقسم وقته بين مسؤوليات القيادة في الشركة، والعمل مع الزبائن على تحديات محددة للإبداع، ومساعدة الزبائن على إنشاء الإبداع

في منظماتهم. وهو يحمل مع تيري جيليام، الشريك في سينكتكس، براءة اختراع لبرنامج Synectics InSync، وهو برنامج حاسوب للاجتماعات يدعم الحل الجماعي لمشكلات الأعمال التجارية، سواء كان المشاركون مجتمعين في مكان واحد أو متفرقين.

شغل هاريمان سابقاً مناصب في الإدارة التسويقية وتطوير المنتجات الجديدة في الشركة العامة للأغذية General Foods Corporation. وهو يحمل شهادة ماجستير في إدارة الأعمال M.B.A من جامعة كولومبيا.

وهاريمان هو مؤلف فصول في Handbook for Creative and Innovative Managers، New Directions in Creative and Innovative Management: Bridging Theory and Practice.

نحن نعتقد أن الإبداع في الأعمال التجارية، وخاصة الإبداع المنظم، لا يزال في مراحل التطوير الأولى، ولا يزال هناك الكثير لاكتشافه وتدوينه ومشاركته. ونحن نرحب جداً بإعلامنا عن محاولاتكم ومعارناتكم ونجاحاتكم في تعزيز الإبداع. نرجو أن تتصلوا بنا أو أن تزوروا موقعنا على شبكة الإنترنت لتتعرفوا على فرص الحوار والمشاركة بين الأشخاص المهتمين بهذا المجال.

jmauzy@synectics.com

rharriman@synectics.com

<http://www.synecticsworld.com>