# Leading people and creativity

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***COURSE AIMS AND INTENDED LEARNING OUTCOMES***

Creativity is a key competence at the workplace: creative and innovative outcomes are desired at different levels within an organization (individual and teams) and across industries. The ‘Leading People and Creativity’ course aims at illustrating the logics and the management tools to lead individuals at work towards the achievement of creative behaviours and innovative output. First, the course will provide the basic principles of leadership, team management, and collective learning, analyzing examples from both traditional and creative settings. Different leadership styles, their antecedents and outcomes will be investigated. Then, the contents will dive into the nature of creativity, its individual and team-level expression, and its relationship with key issues in the creative industries. The main purpose of this course is to increase students’ ability to understand and implement creativity and innovation, and to help them come up with new ideas about products, processes or solutions.

At the end of the course, students:

– Will be able to demonstrate knowledge of the principles of leading people at the workplace.

– Will be able to understand the relationship between leading people and team management.

– Will be able to apply the principles of leadership, team management and creativity management to problems and examples related to people management in creative industries.

– Will learn frameworks and tools to improve individual, team and organizational creativity.

– Will be able to apply creative thinking methods and concepts to diagnose and solve problems or pursue opportunities for improvement and innovation.

– Will be able to evaluate the potential and impact of ideas and solutions and compare alternatives in a socially and environmentally responsible way.

***COURSE CONTENT***

In the first part, the course will devote space to the illustration and discussion of leadership theories, team management and people management approaches for creativity and their implication for innovative behaviours and outcomes at the workplace. In the second part, these approaches will be applied to creative and innovative outputs and processes and creative industries and enriched with other perspectives and implications (e.g. the influence of biases during the creation and evaluation of innovative ideas).

In particular, the topics that will be developed during the course are the following:

– The principles of leading people.

– The principles of team management.

– The nature of creativity at the workplace.

– Creative behaviours and Creative industries.

– Leadership and team management to support creativity and innovative behaviours.

– The issue of the creative process and of the creative outcomes (e.g incubation process, improvisation, evaluation biases) .

* The importance of the context for creativity
* Skills and mechanisms for fostering creativity

– Key issues in creativity management: gender equality, leaders’ status, leader-follower relationship.

***READING LIST***

Attending students: papers, slides, cases and guest speakers’ materials, all made available by the instructors.

Not attending students: instructors will provide the specific reading list on Blackboard.

***TEACHING METHOD***

Lectures will be integrated with case studies, incidents, laboratory experiments, surveys in order to enhance students’ active participation and learning. Students will be also given complex and/or loosely defined open-ended problems and challenged to think critically about possible new applications of a given technology or new solutions to global challenges that use the same technology in a different way. Those activities will be both individually and in team.

***ASSESSMENT METHOD AND CRITERIA***

The course evaluation will be based on:

Final exam (60%): the exam will be closed-books and based on the topics covered in class with the instructors.

Assignments, case discussions and personal statement (40%) as detailed below.

Class preparation and participation (5%)

For this course to work as intended, it is critical that students come to class prepared to discuss the reading(s) and/or case(s) assigned.

Creativity and innovation are inherently social, collaborative processes. Accordingly, peer-to-peer discussions and interaction with the professors are the primary ways for students to learn and improve their skills in creativity and entrepreneurship.

Small exercises and assignments (10%)

Students will be asked to do certain exercises and assignments that will allow them to apply the creative problem-solving material. They will all be short but critical assignments to help students progress through the material.

Team Case analysis (15%)

Students, in team, will be required to write a case analysis for one of the big cases in the course.

Personal Creativity Statement (10%)

The purpose of this assignment is to help students to assess and reflect on their own approach to creativity and to create an action plan for their own development as a creative leader.

***NOTES AND PREREQUISITES***

In case the current Covid-19 health emergency does not allow frontal teaching, remote teaching will be carried out following procedures that will be promptly notified to students.