

Track 4: Decision Makers' track

Creative personalities as leaders and how to support them

Merle Talvik, Mati Talvik
Mainor Business School, Design Institute, Tallinn (EST)

Former research has demonstrated that tacit knowledge about managing self and others, as well as managing tasks and career are of vital importance to top level business managers. In creative industry top level managers are individuals with higher than average creative abilities. Could creativity be a factor assisting the success of the leader? Which tacit knowledge required for management should be paid most attention to in supporting the development of leaders in case the leader has higher than average creative abilities?

The research's theoretical point of departure is the theory of practical intelligence by Robert J. Sternberg and creativity theory by Hans J. Eysenck. According to the approach of Robert J. Sternberg in addition to knowledge, abilities, motivation, social environment and verbal skills creativity is guaranteed by tacit knowledge and personality traits. In his theory Hans J. Eysenck differentiates creativity as achievement and creativity as personality trait. The latter is according to his theory one of the personality features that affects creativity as achievement.

Within the present research we observed the relations between tacit knowledge and creativity as personality trait. In the empirical research we used EPQ questionnaire to measure creativity as personality trait, and TKIM questionnaire to measure tacit knowledge (managing self and others, tasks and career). The number of participants in the research was 483. The empirical research transpired that individuals with higher than average creativity are better managers of others and career whereas being worse managers of self and tasks. Leaders of high creativity had better tacit knowledge about how to manage social relations and build up a career and smaller tacit knowledge about how to cope with themselves in everyday work situations and enhance their work productivity and how to solve work issues quickly and well.

In a word - in creative industry high level managers of higher than average creativity need more knowledge and skills in managing self and tasks.

Friday 8 October 1:30 – 3:00