LEADING FOR INNOVATION

Leadership Actions to Enhance Follower Creativity

Michael D Mumford
The University of Oklahoma

Tanner R Newbold
The University of Oklahoma

Mark Fichtel
The University of Oklahoma

Samantha England
The University of Oklahoma
Leading for Innovation

Leadership Actions to Enhance Follower Creativity

Elements in Leadership

DOI: 10.1017/9781108867887
First published online: May 2022

Michael D Mumford
The University of Oklahoma
Tanner R Newbold
The University of Oklahoma
Mark Fichtel
The University of Oklahoma
Samantha England
The University of Oklahoma

Author for correspondence: Michael D Mumford, mmumford@ou.edu

Abstract: Creativity, the generation of novel and useful ideas, and innovation, the transformation of these ideas into new products, processes, and services, are both critical for the long-term viability, profitability, and growth of organizations. Moreover, the complex, risky, and uncertain nature of innovative efforts demonstrates the importance of organizational leaders to effectively manage the innovative process. In this Element, we discuss the role of leaders in effectively facilitating the creative problem-solving process that gives rise to innovative products, processes, and services. More specifically, we highlight the knowledge, skills, and behaviors needed to effectively lead across three integrated facets of this process: leading the people, leading the work, and leading the firm. This discussion promotes an understanding of how leaders manage those asked to engage in innovative efforts and, moreover, how leaders systematically integrate creative ideas within the organization to ensure the development and success of innovative products, processes, or services.

Keywords: leadership, innovation, creativity, management, problem-solving

© Michael D Mumford 2022
The University of Oklahoma
Tanner R Newbold
The University of Oklahoma
Mark Fichtel
The University of Oklahoma
Samantha England
The University of Oklahoma

ISBNs: 9781108881705 (PB), 9781108867887 (OC)
ISSNs: 2631-7796 (online), 2631-7788 (print)
Contents

1 Creativity and Innovation in Organizations 1
2 Creativity and Creative People 10
3 Leading Creative People 21
4 Leading the Work 31
5 Leading the People 42
6 Leading the Firm 54
7 Conclusions, Directions, and Needs 62

References 69