
THE PLACE OF CREATIVITY AND INNOVATION FOR LEADERSHIP EFFECTIVENESS IN ORGANIZATION: A PRACTICAL APPROACH

BY

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Abstract

Creativity is a fundamental and a compulsory skill that every worker in all organizations should embrace especially the leaders for them to have outstanding and effective performance in their organizations. The application of creative ideas and designs to organization for better restructuring and effectiveness should be underestimated. It is quite unfortunate that many organizations had fold up as a result of poor leadership, followership and inability to introduce new concepts, perceptions, designs and structures in the organizations for better performance. However, this paper examined the place of creativity in the leadership effectiveness in organizations. The study presented the concepts of creativity, leadership, leadership effectiveness and how creativity can be used in practical ways to improve leadership and organizational effectiveness.

Key words: *Creativity, leadership effectiveness, creativity tips for leadership Effectiveness, Organization.*

Introduction

Creativity is not a new concept in any field of studies. It is necessary in the religious centres, business and educational organizations. It is as old as man himself and deals with the ability to bring a new thing out of old thing. It is the product of challenges and reasoning resulting in change according to Akinboye (2003, 2007). Creativity is the most fundamental of human resources and skill that is needed for human survival. In organizations, creativity enables human beings to get experience and resources. It is attached to change of thought, mind and action and not doing the same work the same way so that different results would be achieved.

Whenever creativity is mentioned, it should be perceived as a change of perception, concepts, idea, values and operation in any organization. Really, leadership of such organization is expected to experience greater transformation because there would be change in administration of all units. The embracement of creativity in any organization can propel organizational effectiveness and growth (Animasahun and Ogunwuyi, 2009). Since leadership in organizations is expected to create vision, mission and value for successful outcomes, it is imperative for leadership of any organization to be committed and create room for creative potentials to operate in order to bring out successful outcomes in organizations. It is the duty of a creative leader to provide an enabling environment and avenue for creativity and manage creative networks in the organization to achieve organizational goal. A leader who values new ideas, perception, and innovation would demonstrate high level of interpersonal relationships that would lead to the utilization of human and material resources for the achievement of organizational goal. It is important to see the place of creativity in the leadership effectiveness in organizations. This paper however focuses on how creative ideas, perceptions and operation are expected to be initiated by the leadership of organizations for them to be more effective and achieve more of organizational goals.

Concept of Organization

Organization consists of coordinated social unit composing of two or more people functioning in a relatively continuous basis to achieve a common goal or set of goals (Ogunwuyi, 2019). Based on this definition, organization as a social unit indicates that it involves interaction of men and women of different socio-cultural, religious, educational, family backgrounds and personality. It is noted that organization could start from the union between a man and woman (two people) to community, local, state federal, international or multinational governments. Organization can be formal and informal with principles, policies, rules and regulations which guide the behavior of each member. Organization however, is a process of dividing work into convenient tasks or duties in form of post, process of granting authority to each post and appointing the most qualified workers to work as expected. Organization is the machine of management to achieve its goal in combining works which individual workers should perform.

Concept of Creativity

Since man discovered fire and developed first tool, the study of creativity began. Creativity is a phenomenon which brings new ideas in all aspects of human life such as health, security, agriculture, technology, transportation, economy among others (Animasahun and Ogunwuyi, 2009, Akinboye, 2003). It is simply understood that problem is the major factor that propelled creativity right from the beginning and till today and the use of creative ideas to solve the problem is innovation. Creativity is a product of reasoning on how to solve problems emanated in any area of life. Problems were solved with creative ideas emanated from the ability to reason and it is not an exaggeration that problems experienced in our

society have generated many creative ideas through creative and extraordinary people who made themselves available to solve human problems.

Creativity at the beginning was perceived as art of painting, drawing, moulding and a term meant for only few gifted individuals rather than a skill to be learnt. In the olden days, poets and artistes were regarded as creative people but the modern conception of creativity has disapproved this with a move that creativity is a natural trait which manifests in all human beings and can be learned, a systematic process to generate new idea, perception, skills and innovation (Akinboye, 2007 and Olajojo, 2011).

In a modern perspective, many scholars have been able to present creativity in a way that is believed to be a general trait that all human being possess. Prominent in the evolution of creativity in De- Bono (2001), Sternberg (1985), Osborn (1953), Parkins (1981), Koberg and Bagnall (1981) and Akinboye (2002) among others. Edward de-Bono presented creativity as the behavior of information in an active self-organizing system which deals with restructuring, designing, generation of new outcomes and manifest capacity to escape from old ideas, concepts and perceptions. This presentation was based on his extensive studies in neuroscience.

Sternberg and Lubart proceeded in giving more insight into the understanding of creativity by seeing it as a multi-dimensional concept with confluence of intellectual activity, knowledge, motivation, thinking style, personality and environmental factor. It is seriously observed that creativity involves seeing a problem in a new way different from previous or current views and put on ability to escape from conventional thinking and persuasive ability to encourage others to see and accept the creative in a practical way.

In a more explanatory manner, Wallas (1926) explains that creativity is a process involving preparation in which observation and creative pause are observed to study issues and problems. Then, incubation of ideas in which unconscious thinking on an issue is necessary after setting it aside for a while. Illumination on issue can be done later by using insightfulness and generation of new ideas and finally verification of issues in which ideas are evaluated and presented for use and application.

Defining creativity, Akinboye (2002) presented creativity as description of production of new idea, restructuring of new idea from old, production of new concept and restructuring of new concept from old, production of new perception, escaping from old ideas, behavior of information in active organizing patterning system like mind, the brain and nerve cell, attitudinal nature of mind, a strategy and techniques (Ogunwuyi et al, (2013). Innovation is then the conversion of new idea to renew and upgrade products and services. It also involves measurements of peoples' unusual cognition, affects and behaviors and originality in idea, flexibility, fluency and creativity motivation that are very useful improvements in all aspects of organisation.

In another view, Akinboye (2007) sees creativity as part of emotional intelligent elements which is postulated as emotion plus thought plus creativity-driven skill are essential for outstanding performance in any field of life. He sees creativity and emotional intelligence as two interwoven concepts which indicate that any emotional intelligent person is expected to be creative with intuitive awareness, win/win synergy and trustworthiness which propel outstanding performance.

According to Olajojo (2011), a creative person is a difficult individual with contradictory and non-conforming personality. A creative person is unique and has an higher cognitive ability to move his or her environment towards achieving the best of the best. A creative person according to Olajojo (2011) is smart, energetic, motivated by challenges, not necessarily motivated by money, responsible with attitude of constructive discontent, passionate and objective, conservative and objective, open, sensitive and sensitive individual with tolerance of ambiguity. Creativity and innovations have been noticed in many disciplines. For instance, in communication industry, email has replaced post agencies, WhatsApp, Facebook, Twitter, Histogram among others are creative and innovative applications to communication industry. In the church, the use of internet and other communication technologies have improved evangelism and soul winning. More so, in education sector, the use of e-library has promoted access to scholastic works, creative and innovative phenomena which encourage effective teaching and learning among lecturers and students.

One of the outstanding theory of creativity by Koberg and Begnall (1981), is applicable to this study as discussed by Ogunwuyi (2018). Creativity is viewed in seven stages they are: Acceptance of a situation as challenge; analysis of the problem or challenges to be able to discover well; definition of the main issue and goals to be achieved; to ideate or generate alternatives; selection stage is the next that is, followed by choosing among alternatives generated; then, implementation of stage in which one gives physical form to the idea generated and lastly, evaluation of the planning and review of the implementation. Organizational leadership needs human resources that are creative and involve innovative processes in which material resources are generated, promoted and implemented for the organization. All the stages in this theory are essential for leadership effectiveness. Really, there is need to accept the fact that it is problem that some workers are not creative and innovative enough. Through critical analysis of the problem of unavailability of creative innovative human resources, leaders of organization should set a goal of having creative and innovative human resources for them to implement the goal of organization as expect. Then, evaluation of human resources should be done to discover the strengths and weaknesses of workers, to review and plan for more creative and innovative training again. The stages of idea generation and implementation show the interrelationship of creativity and innovation in this theory.

Concept of Leadership

Leadership is not only a social concept but also intellectual, psychological, governmental and cultural phenomenon to mention but a few. Wherever there are human beings, leadership emanates and a subject of debate and agitation. The essence of leadership in any human gathering or organization is to direct the affairs of the organization in a way to achieve the desired goal of the organization with managerial and administrative capabilities in integrating human and material resources together.

Watson defines leadership as the process of giving meaningful direction to collective efforts and causing willing efforts to be expended to achieve organizational goal. With this definition, the primary aim of any leadership of any organization is to direct the affairs of all units in a collaborative or corroborative manner to achieve organizational goal. Then, Akinboye (2002) sees leadership as competencies, behavior skills, style and capability of a person to lead a group to achieve the vision, values, and mission which later results in organizational effectiveness and attainment of desired goal. It is observed from the definition that leadership is a behavioural dispositions and demonstration of competencies in bringing people of similar motives together to achieve organizational goal.

Leadership styles have been examined by scholars to have effects on leadership effectiveness. Each leadership style has its own merits and demerits. The application of any leadership styles depend on the environment, the followers and the personality of the leaders. In a brief and concise manner, we have autocratic, autocratic, transformational, creative and Laissez-Faire leadership styles. The autocratic leadership style initiates policies and principles which should be obeyed by the followers either favourable or unfavourable. The principle is enforced with penalties for the disobedient. This leadership breeds followers that are discipline, fearful but aggressive and rigid. The democratic leadership styles involve followers in policy formulation, implementation and evaluation. Others' opinions are welcome and promoted creativity on the part of followers. This leadership style brings in competent, considerate and friendly atmosphere in the organization while laissez- faire leadership is a loose leadership which produces followers who are immature, independent and lack self-control.

Theories of leadership have solved the problem of whether leaders are born or made. The trait theory of leadership has indicated that leaders are born or made. The traits theory presents a leader as a person with some traits such as courage, intelligence, strength, enthusiasm, effective communication among others but based on others' views of leadership, traits are not enough to determine leadership effectiveness (Akinboye, 2002). Situational leadership on the other hand, views leadership as contingency and leadership with right situation, doing the right activities and getting the right results. The integration theory of leadership matches the characteristics of trait and situational theories of leadership together. Personal attributes of leaders with situation in which leaders operate determine their effectiveness. Valuing interpersonal relationship and ability to promote collaborative and corroborative efforts in organization could make a leader to effectively lead the followers for outstanding performance.

With the above presentation on leadership position in organizations either the governmental or non- governmental organization, it is expected of any leader to get the followers to see reason why the achievement of organizational goal should be paramount in their minds. It is necessary for the leader to motivate others, create viable vision, values, mission and empower people to work in a cooperative manner to achieve the desired goal of the organization.

Leadership Effectiveness

The leadership of any organization should therefore be prepared to learn how to engage in leadership competencies for them to be able to handle organization resources effectively and efficiently to achieve the expected goal. According to Akinboye (2002), some actions are expected to be performed by a leader in order to be recognized as effective leaders. The actions are:

1. It is expected of a leader to let workers who are doing the right things to know that they are doing the right things;
2. Listen to workers non-judgmentally;
3. It is expected of leaders to practice coherent communication in which interpersonal relationship is encouraged;
4. The leaders should recognize and remove emotional viruses in organizations such as anger, depression, frustration among others;
5. Pressure causing stress among workers should be addressed such as long hours of working, work overload and work conflict;
6. Delegation of responsibility should be done by leaders of organizations to avoid stress;

7. Have powerful and effective work ethics and code of conduct plans and ensure compliance so that world-class workplace can be created;
8. Let there be effective feedback tactics in the organization to get information about what people are doing on issues;
9. Team spirit should be encouraged between the leaders and the followers to achieve outstanding success.

Creativity Tips for Leadership Effectiveness in Organizations

The place of creativity in leadership effectiveness in any organization is a subject of debate and agitation. Creativity in all the processes of organization activities from the management to the lower cadre is necessary. The creativity tips expected to be applied in organization by leaders are explained as following.

1. **Creativity in Recruitment and Promotion:** Recruitment and promotion of staff should be based on creativity test or examination associated with their area of specializations. Creativity test should be used to select workers into any unit in the organization. Since modern creativity believes that every human being possesses creative potentials, it is important to test and discover. People who are selected based on creativity potentials are likely to perform better than people who are selected by political means or other influences. The leaders of organizations would record outstanding performance with creative people and their efforts in leadership would experience effectiveness. Likewise, one of the factors for promotion of staff should creative and innovative abilities or performance of such workers. Creative performance should be appreciated and rewarded. This would promote critical thinking to solve problems of organizations by the workers. Leaders should make creativity knowledge, attitude and skill mandatory qualification for all positions.
2. **Creative Seminars and Workshops:** The management and staff of any organization should embrace creativity seminar and workshops for improvement in the organization. The leadership of the organization should attend the seminars and workshop first before compelling their workers to follow their steps of creativity. The creativity seminars and workshops would expose them to creativity concepts, perceptions, innovation in entrepreneur, paradigms in creativity and their applications. It is expected that both the leaders and followers in the organization would be effective in their activities when things learned in seminars and workshops are used as new innovation in the organization.
3. **Creation of Creativity Training Centre:** Apart from the creation of creativity attendance of seminars and workshops in the organization, the leadership of organizations should create a creativity centre. This is a centre in which experts are invited as resource persons on periodical basis to train both leaders and workers on creativity processes and techniques for them to be effective. The leaders can be trained first before other personnel.
4. **Creation of Creativity Team in the Organization:** The leadership of every organization should form or organize creativity team in the organization. This team should include a representative in each unit or department forming the organization. It is expected of the team to identify problems of each unit and brainstorm on it for a lasting solution. Then, the team can go ahead and engage in creative thinking pattern to produce new idea, designs, concepts and products from old ones. The team is expected to have the right focus, right participants and right group dynamism and creative techniques. This team should be democratic in nature because it carries every arm and unit along in problem discovery and solution to the problems of the organization.

5. **Emotional intelligence:** As creativity is associated with emotional intelligence, emotional intelligence is one of the skills that can make a creative person to incubate and generate new idea and use them effectively in the organization. Leaders in organizations should be emotionally intelligence and bring positive outcomes from intra and interpersonal relationships in the organization. It is expected of leaders in organizations to have capacity for effective management motives and regulations of workers' behaviours for better performance. The leadership should demonstrate intuitive awareness and recognize emotion-driven perception, concepts, design and pattern. The demonstration of empathic relationship between them and workers in various units is necessary to make workers involve in organizational issues.
6. **Multi- Dimensional Economic Activities:** It is expected of the leaders to look inward and outward for activities which are capable of increasing the internally generated revenue and in organizations. It is a creative potential on the part of the leaders to see the need to increase the income of their organizations to take care of expenditures in order to avoid deficit budget. For instance, some universities have been engaging in multi-dimensional economic activities such as baking of bread, packaging of water for sales, establishment of radio station, farming business, crèche for breast feeding mothers among others. These are done to increase their internally generated revenue, provide affordable service or good and promote the image of their universities as effective and proactive.
7. **Removal of Creativity Barriers:** There several barriers to creativity that leaders in organizations are expected to eradicate before they could be effective in their administrative or managerial activities. These barriers may not allow creative ideas to be generated at leadership and followership cadres. Emotional barriers such as fear to make mistakes, fear of failure, difficulty in changing mental set and complete dependant on opinion of others without thinking on how to generate new opinion should be eradicated through in-house seminars. Others are resistance of organizations to creative ideas suggested by workers, poor commitment, hostility and rigid organizational principles that do not promote creativity should either be amended or eradicated for new thing to spring up.
8. **Creativity Bulletin Board:** Creativity Bulletin Board is a medium of information dissemination. It should be created in all organizations for useful creativity information to be pasted on it. It is assumed that Bulletin Board is a medium to display visual materials that workers can see on daily or weekly basis. When creativity tips are written in simple and clear language, it will be easy for workers to comprehend them. A worker who had attended creative training and a member of creative team can be designated to handle information to be pasted on the Board. The creativity information will be useful for any worker to improve the work schedules.
9. **Creation of Creativity Box:** The management or leadership of organizations should create Creativity Box that would be a place where creativity ideas would be deposited for harvest. After the attendance of creativity learning programme or seminar, it is expected that the workers are ready for creative actions in their various units or departments. It is sure that they cannot carryout creativity action alone without the notice of the leadership of their organizations. As a result of this, the management is expected to provide the Box for workers to drop their creative ideas and the officer in charge will collate ideas for the creativity team to work on through the directives of the leadership. The information given by workers should be used wisely to make the organization effective through transferring of creative ideas to saleable products.
10. **Restructuring of Organization:** One of the definitions of creativity is restructuring of old concepts, product and perception to new ones. It is important that not only

these would be restructured but also the entire units or department for effectiveness. Many workers are not adding to the organization effectiveness, it is expected of the leadership to retrench, retire, promote and repost workers when necessary. Restructuring is a change initiative in organization which can touch areas like organizational expenses, policy, principles to allow creative one to dominate the organization.

Conclusion

Organizations are set up in a way that human and material resources are utilized by creative leaders to achieve the desired goal. It is then important for all organizations to remove barriers of creativity in their organizations and create creativity culture through policies and principles. The creativity cultures in organizations would allow leadership, followership and organizational effectiveness to manifest in a geometric progression for better productivity.

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