

"The definitive guide to managing for creativity in
any kind of company."

—Victor K. Kiam, Chairman, Remington Products Company, L.L.C.

CORPORATE CREATIVITY

*How Innovation
and Improvement
Actually Happen*

ALAN G. ROBINSON & SAM STERN

— *Contents* —

Acknowledgments	ix
Introduction: The Power of the Unexpected	1
1. The True Nature of Corporate Creativity	5
A Look at Corporate Creativity • Managing for Corporate Creativity • The Six Essential Elements of Corporate Creativity	
2. How Preconceptions Limit Corporate Creativity	18
The No-Preconceptions Principle • Who Will Be Involved in a Creative Act? • The Fundamental Attribution Error • A Bad System Will Beat a Good Person Every Time • The Routine and the Nonroutine • What Will the Creative Act Be?	
3. What Do We Really Know About Creativity?	40
The Personal Characteristics of a “Creative” Person • Is There a Recipe for Creativity? • How to Motivate for Creativity	
4. The Decline of the Simple Suggestion System and the Rise of a New Generation	60
An Order-of-Magnitude Difference • Participation Is the Key • Systems for Corporate Creativity: The First Generation • The Rise of the Second Generation • Toward a More Holistic Approach	
5. How Misalignment Shuts Down Creativity	89
Lenin, Stalin, and Mass Creativity • The Trouble with Quotas • In the Absence of Market Prices • How Creativity Can Threaten a Manager	

6. Alignment: The First Essential Element	105
Making the Goals Clear • Creativity on the Front Lines • Advocates for Ideas • N659AA: A Very Special Airplane • Creativity Through the Rearview Mirror • How to Promote Alignment	
7. Self-Initiated Activity	126
The Bar Code: Born on a Florida Beach • The Point of Entry • Systems with Follow-Through Go a Long Way • Idemitsu Kosan's Rewardless System • How to Promote Self-Initiated Activity	
8. Unofficial Activity	149
Six Hundred Fifty Dollars for a Drawer? • Creativity Behind Enemy Lines • When Ink Explodes • Reaping the Benefits of Unofficial Activity • How to Promote Unofficial Activity	
9. Serendipity	175
Finally, Something to Put a Universal Solvent In • What Does Serendipity Really Mean? • A Dead Chicken Started It All • Serendipity Can Help You Find What You Seek • Redundancy and Randomness: The Raw Material of Creation • How to Promote Serendipity	
10. Diverse Stimuli	193
If Pigs Could Talk • Thirty-Four Days to Paint a Cadillac? • When Companies Identify the Stimuli • Stimuli Arise from the Work Itself • Helping Employees to Find Diverse Stimuli • How to Promote Diverse Stimuli	
11. Within-Company Communication	214
My Shoes Are Ruined • Mickey and Minnie in 3-D • Realizing the Creative Potential of Large Companies • How to Promote Within-Company Communication	
12. Unleashing Corporate Creativity: Where to Start	237
From Our Journey to Yours • Criteria for Corporate Creativity	
Notes	249
Index	259
The Authors	277