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| **Week 2 RESOURCES** |
| *Assessing the Psychological Environment for Creativity* |
| *Use this tool to assess how your current reward structure, group norms and attitudes, and management style support creativity.* |
|  | **Rating** |
| **Question** | **Adequate** | **Stong** | **Needs Improvement** |
| **1.** Are group guidelines already in place? Are they articulated and disseminated? |  |  |  |
| **2.** Do you, as the manager, encourage risk taking? |  |  |  |
| **3.** Are people allowed to take intelligent risks, and fail, without being penalized? |  |  |  |
| **4.** When someone fails, do you help them and the group find the lesson in the failure? |  |  |  |
| **5.** Do you distinguish between intelligent failures (something risky, but promising) and mistakes (something clearly avoidable)? |  |  |  |
| **6.** Do your current rewards motivate group members to be creative? |  |  |  |
| **7.** Do you currently have rewards for creative ideas/suggestions? |  |  |  |
| **8.** Do you have both extrinsic (for example, money) and intrinsic (for example, providing a sense of accomplishment) rewards in your current reward system? |  |  |  |
| **9.** Do you recognize group members who successfully work outside their preferred thinking style or area of expertise? |  |  |  |
| **10.** Do you support intellectual conflict within your group? |  |  |  |
| **11.** Do you encourage people to point out unacknowledged and taboo subjects that are holding the group back? |  |  |  |
| **12.** Do you reward collaboration? |  |  |  |
| **13.** Do individuals have freedom to choose their projects, or to determine how they reach their agreed-upon goals? |  |  |  |
| **14.** Are you, as a manager, alert to individuals who may be burning out? |  |  |  |
| **15.** Do you celebrate small successes? |  |  |  |
| **16**. Do you encourage the group to stop and review how much progress it has made? |  |  |  |
| **Ideas for Improvement** |
| Based on your answers, what refinements would you make to your group’s norms? To your reward structure? To your own management style? |
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| Adapted from *Managing Groups for Creativity and Innovation*, Dorothy Leonard |