Contents

Acknowledgments *xiii*

Introduction (Yes, This Is Meant to Be Read. First.) *1*

Section I Creativity and Creative People: What You Need to Know About How They Work *5*

1 Creativity and the Creative Industries *7*
1.1 What Is Creativity? *9*
1.1.1 Who Is Creative? And Who Is "a Creative?" *9*
1.2 What Are "the" Creative Industries – And Why Are We Using This Term? *10*
1.2.1 Creative People Are Spreading Virally *12*
1.3 Leading Creatives Makes Rocket Science Look Easy *13*
1.4 Fundamentals of Creative Theory *14*
1.4.1 Psychology, Social Psychology, and the "Right" Context for Creativity *15*
1.4.2 The Systems View of Creativity – Creativity and Relationships and Organizations *17*
1.5 The Creative Challenge. Actually, Several of Them *18*
1.5.1 Who Is Ready for This Kind of Leadership Challenge? *19*
1.5.2 One Thing You Can Learn from Experience: Assessing and Evaluating Creativity *20*
1.5.3 Creative Judgment Is Fundamental to Creativity – and Creative Leadership *21*
1.5.4 The Making of a Creative Leader: It's a Process, Too *21*
1.6 Chapter Summary *23*
1.7 Ideas + Action *23*
1.8 Some Great Reads + Resources *23*
References *23*

2 The Role of the Leader in Creative Work *27*
2.1 What You Are, and What You Do: Personal Characteristics and Creative Leadership *28*
2.1.1 How Leaders Influence Creativity: Skills and Behaviors *29*
2.1.2 Soft Skills: The Importance of What You Didn't Know You Needed to Know *30*
2.1.2.1 You Need to Know How to Think. Really Think *31*
2.1.3 Leaders Communicate: Writing, Speaking, and Interpersonal Skills *32*
2.1.4 How Leaders Lead: Leadership Behaviors and Leadership Styles *34*
2.1.4.1 The Leader Holds the Keys to a Climate for Creativity *38*
2.1.4.2 What Great Leaders Actually Do Every Day in Creative Industries *39*
2.1.4.3 Your "To Do" List: Some Concrete Advice *41*
2.2 Chapter Summary *43*
2.3 Ideas + Action *46*
2.4 Some Great Reads + Resources *46*
References *46*

3 Understanding and Managing for Creativity *49*
3.1 The Science, and Art, of Creativity *50*
3.1.1 Is There Really Such a Thing as Creative People? *51*
3.1.1.1 Creativity at the Individual Level *52*
3.1.1.2 This Is Your Brain on Creativity *54*
3.2 Creative Personality, Traits, and Behaviors *55*
3.2.1.1 It's Not All Roses *58*
3.2.1.2 The Paradoxes of the Creative Individual *58*
3.3 How the Process Impacts the Creative Product, and Where the Leader Fits In *60*
3.3.1 How the Individual Creative Process Works *60*
3.3.1.1 Problem Solving Versus Problem Definition *60*
3.3.2 Thinking Styles: Divergent and Convergent Thinking *62*
3.4 From Traits to Situational Influences – Where Leaders Fit in the Creative Process *62*
3.4.1 Ordering Creativity – Always a Rather Tall Order *63*
3.4.2 Inspiration and Motivation – Where Internal and External Influences Converge *63*
3.4.3 Leaders Motivate by Supporting Their Followers *64*
3.4.4 Teach Them What They Need to Know – As Well as How to Think *65*
3.4.5 What Leaders Do Matters. But *How* They Do Matters Even More *65*
3.5 External Influences: The Domain, the Field. Social, and Organizational *66*

3.6 Chapter Summary *67*
3.7 Ideas + Action *67*
3.8 Some Great Reads + Resources *68*
References *68*

4 The Creative Community: One, Big, Sometimes Dysfunctional, Family *71*
4.1 Creative Leadership Is Not Just an Inside Job *72*
4.1.1 Professional Networks 101 *73*
4.1.2 Formal and Informal Networks *74*
4.1.3 Networks and "Networking" Are Not the Same *76*
4.1.4 Many Industries, Many Kinds of Networks *76*
4.1.5 To Each Their Own. And Many Others *77*
4.1.6 Community and Proximity: Creative Clusters *78*
4.2 Approach Professional Networks Strategically *78*
4.2.1 How to Choose Wisely *79*
4.3 Why Are Networks Critical to Leadership? *79*
4.4 You Build Expertise Through Your Networks, and Demonstrate It *80*
4.4.1 Networks Bring Access to Opportunities *80*
4.4.2 Communities Provide Leaders External Validation and Reputation Building *81*
4.4.3 Thought Leadership Builds a Leader's Network *81*
4.4.4 Networks Are Where You Find Mentorship and Sponsorship *82*
4.4.4.1 Need It, Want It, Do It. Always *82*
4.4.4.2 Sponsors Are Different from Mentors *82*
4.4.4.3 *Networking Has Rules, IRL, and Online. But They're Not* Always Written Down *84*
4.4.4.4 Online Networks: Less About the "Social" Part – And More About the Professional Part *84*
4.5 Community Is Currency Is the "Gig" Economy *85*
4.6 Community Has Some Painful Side-Effects, Too *87*
4.6.1 A Tightknit Community Can Be Impermeable *88*
4.6.2 Perception Becomes Reality, Even If It's Wrong *88*
4.7 Chapter Summary *89*
References *89*

Section II From Creative Staffer to Creative Leader *93*

5 The Factors That Make or Break a Creative Leader *95*
5.1 *Who* You Fundamentally Are Affects the Leader You Will Be *96*
5.2 To Lead, You Need to *Think* Like a Leader and *Act* Like a Leader *98*

5.2.1 How to Think Like a Leader 101: THINK. Really Think *100*
5.2.2 Know Thyself. And Thy Limits *101*
5.2.3 Focus *102*
5.2.4 Think Carefully. Your Every Decision Either Encourages Creativity, or Kills It *103*
5.3 Act Like a Leader: Essential Behaviors to Lead for Creativity *104*
5.3.1 Practice Persistence *104*
5.3.2 Learn to Manage Yourself First: After Focus Comes Resilience *104*
5.3.3 You Have to Build Trust, and Earn It *105*
5.3.4 Observe People and Behavior. Find Legitimate Power *106*
5.3.5 Communicate with Clarity *107*
5.3.6 Listen More Than You Speak *107*
5.3.7 Cultivate Your Relationship Skills *107*
5.3.8 Resist the Urge to Micromanage or DIY *108*
5.3.9 Stay Open, and Well Ahead of the Pack *110*
5.3.10 Start Modeling *110*
5.3.11 Stop Being a Perfectionist *110*
5.3.12 Observe. Learn. Repeat Daily *111*
5.3.13 Watch Out for the Creative Asshole. Especially If It's You *111*
5.3.14 Be Humble *112*
5.3.15 Saber-Rattling Starts Wars and Doesn't End Well *112*
5.3.16 Embrace Change and Become a Chaos Filter *112*
5.3.17 Creativity Needs Regular Feeding – Yours and Theirs *113*
5.4 Chapter Summary *114*
5.5 Ideas + Action *116*
5.6 Some Great Reads + Resources *116*
References *116*

6 Creative Work Never Ends: Neither Does Creative Leadership *119*
6.1 Leadership Is a Marathon, Not a Sprint *120*
6.2 Learn, Think, Do. And Don't. The Habits of Great Leaders *120*
6.2.1 Listen, Listen, Listen *121*
6.2.2 Give Your Microprocessor a Spin: Sit and Have a Think *121*
6.3 Question EVERYTHING. Regularly. Rinse and Repeat *122*
6.3.1 What Business Are You In? *122*
6.3.2 Who Are You with and to Others? *124*
6.3.3 What Does "Success" Look Like in Your Head? And What Do You Want in Your Obituary? *124*
6.4 The Mentorship Mandate *125*
6.4.1 Do It. You Really Have No Choice *126*
6.4.2 Leadership Is Not Pie *126*
6.5 Remember: It's Not Business, It's Personal *128*

6.5.1 Be Nice *128*
6.6 Talent: Finding, Encouraging, and Keeping the Best People *129*
6.6.1 Who Are You Looking for in Hiring? Specialists? Generalists? *131*
6.6.2 Where Do You Look? *132*
6.6.3 Recruiting the Best Talent Means Relentless Monitoring and Cultivating *134*
6.6.4 Beyond Hiring: Worry About Retention *134*
6.6.5 Revolving Doors Are Expensive and Unproductive *135*
6.6.5.1 Enable Your Staff to Take Your Job *136*
6.6.6 Prepare to Drive Change, and for Inevitable Disasters *136*
6.7 Chapter Summary *136*
6.8 Some Great Reads + Resources *137*
References *137*

Section III Leading For Creativity and Better Creative Work *141*

7 Leadership and the Environment for Creativity *143*
7.1 Context Is Created Before Anything Else Is *144*
7.1.1 A Good Environment Isn't a Perk. It's a *Requirement* for Creativity *145*
7.1.2 Leaders Create Context, Culture, and the Environment for Creativity *146*
7.2 How the Leader Builds Culture and Climate: Inspiration, Motivation, Implementation *147*
7.2.1 Inspiration *147*
7.2.2 Motivation *148*
7.2.3 Implementation *149*
7.3 Culture Building Basics: Start with a Philosophy *149*
7.3.1 Practice What You Preach *151*
7.3.2 How to Generate the Right Climate for Creativity *153*
7.4 Let's Get Physical *158*
7.4.1 Geography *158*
7.4.2 Layout and Design *159*
7.5 External Influences on Culture and Climate *159*
7.6 Chapter Summary *160*
7.7 Ideas + Action *160*
7.8 Some Great Reads + Resources *161*
References *161*

8 Collaboration, Teams, and Creativity *163*
8.1 Where Leaders, Teams, and Teamwork Intersect *165*
8.1.1 Who Says You Need a Team? *168*

8.1.2 Things to Consider Before Building Teams *169*
8.1.3 When Teams Work, Wow! *170*
8.2 Building Great Creative Teams *171*
8.2.1 WHO Should Be on the Team? Choosing the Right People *171*
8.2.2 Team Diversity and the Medici Effect *172*
8.2.3 Skill Diversity Is Essential for Creative Teams *173*
8.2.4 WHAT Type of Team Is Needed? *174*
8.2.4.1 What Size Is Right? Two Enough? Eight Too Many? *175*
8.2.5 WHEN Do Teams Work? When Should They Work? *175*
8.2.6 WHERE? *176*
8.2.7 HOW Do You Orchestrate Successful Teamwork? *177*
8.3 Chapter Summary *179*
8.4 Some Great Reads and Resources *179*
References *180*

9 Motivation, Competition, and Conflict *185*
9.1 Motivation Through Shared Leadership and Autonomy *186*
9.2 Other Motivators *187*
9.3 Tried and True Ways to De-motivate Creative Teams (Use with Caution) *189*
9.4 Making Collaboration Magic *191*
9.4.1 Building Camaraderie and Team Culture *192*
9.4.2 When Collaboration Kills Creativity *192*
9.5 Creative Industries Are Rife with Possibilities for Conflict *193*
9.5.1 Sometimes, Conflict Can Enhance Creativity *193*
9.5.2 Types and Kinds of Conflict Matter *195*
9.6 A Little Healthy Competition? *195*
9.7 When Competition Turns into Conflict *197*
9.7.1 Averting Dysfunctional Conflict Within and Among Teams *197*
9.7.2 When Freelance Collides with Staff *198*
9.7.3 Sometimes, Amputation Is the Only Answer *198*
9.8 Chapter Summary *199*
References *200*

10 Diversity and Creativity: It's Everybody's Problem. And It's Big *203*
10.1 Trade Popular Fiction for Cold, Hard Facts *204*
10.2 Reality Check: Some Painful Truths, and (Real) Numbers *206*
10.2.1 Meritocracy Is a Lovely Myth. But That Is All *206*
10.3 Why Has So Little Changed in So Long? *207*
10.3.1 Culture *207*
10.3.1.1 Bias Persists – and Replicates Itself *209*
10.3.1.2 Ageism Is Unlike any Other Prejudice *209*
10.3.1.3 Vive la Difference! *210*

10.3.2 Systems Play a Bigger Role Than Originally Thought *210*
10.3.2.1 Creative Culture Can Be Exclusionary *211*
10.3.2.2 Hiring and Promotion *211*
10.3.2.3 Creative Process Itself Contributes to Disparities *212*
10.4 Why the Creative Industries Need Diversity More Than Individuals Do *212*
10.4.1 Steal from the Best, and Watch for Landmines *214*
10.5 What You Can Do to Foster Diversity *214*
10.6 Chapter Summary *218*
10.7 Some Great Reads + Resources *218*
References *219*

Section IV The Future Is What You Make It *227*

11 A Look at Ethics and the Big Picture *229*
11.1 Ethics Can No Longer Be the Last Thing on the Mind of Creative Leaders *230*
11.1.1 It's Not That Hard *231*
11.2 What Is Valued, by Whom? *231*
11.2.1 The Value of Values, and the Value of Creative Work *232*
11.3 Disagreement Is Good for Creativity – and Ethical Decisions *234*
11.3.1 Doing Good Doesn't Mean You Can't Be Great. Good Is Good for Business *234*
11.3.2 Teasing Out Truth, Lies, and Everything in Between *235*
11.3.3 A Framework for Ethical Decision-Making. It's a Process *239*
11.3.4 Weighing the Impact of Tough Decisions on People – and Creativity *239*
11.4 Chapter Summary *241*
References *242*

12 Now What? *247*
12.1 How to Build an Enduring Creative Career *247*
12.2 Create Your Story: Actively Shape Your Professional Reputation *249*
12.2.1 Thought Leadership: Know It, Then Share It *249*
12.2.2 Reputation Promotion and Brand Management *251*
12.2.3 LinkedIn and Other Platforms *253*
12.2.4 Be Open to Seeing Opportunities in Unexpected Places *253*
12.2.5 Know What Is Possible *253*
12.2.6 Know When to Stop *254*
12.3 Are You Ready for Leadership? *254*
12.3.1 You're Already Leading *255*

12.3.2 Do You Want to Change the World? *255*
12.3.3 Where Do You Want to Go? *256*
12.3.4 Danger Lurks Out There. Be Aware *256*
12.4 From Seeing the Future to Being the Future *256*
12.4.1 Growing Pains and False Gods *257*
12.4.2 Be Responsive. But Remember That Naked Emporer *257*
12.4.3 It's About People, Stupid. Not Technology *259*
12.5 Chapter Summary *260*
12.6 Ideas + Action *262*
12.7 Some Great Reads and Resources *262*
References *263*

Appendix *265*
Index *273*