



A New Paradigm for Creative Leadership

Old Paradigm:	New Paradigm:
Leading focuses on the capacity of the individual	Leading becomes the capacity of a collective
<ul style="list-style-type: none"> • Leadership is seen as taking place in a hierarchical context only. 	<ul style="list-style-type: none"> • Leadership takes place in non-hierarchical and cooperation contexts.
<ul style="list-style-type: none"> • Leadership is seen as the delivery of goals through enlisting followers. 	<ul style="list-style-type: none"> • Leadership is understood as the joint delivery of agreed upon common goals in a climate of collective responsibility.
<ul style="list-style-type: none"> • The common good is not necessarily the focus of leadership tasks. 	<ul style="list-style-type: none"> • Leadership is seen and enacted as a contribution to the common good.
<ul style="list-style-type: none"> • Leadership positions are clearly distinguished from followership. 	<ul style="list-style-type: none"> • Depending on expertise and experience leadership and followership is interchangeable.
<ul style="list-style-type: none"> • Leadership development focuses on growing individual leaders. 	<ul style="list-style-type: none"> • Leadership development takes into account the success factors for collective action.
<ul style="list-style-type: none"> • Dialogue and co-operation are side-issues or add-ons. 	<ul style="list-style-type: none"> • The capacity of a leadership collective to ensure outcome-oriented dialogue and future-oriented collective action becomes a decisive success factor.

Adapted from: collectiveleadership.de



Snowflake Model of Creativity

David Perkins, Professor, Harvard Graduate School of Education

- ***Tolerate complexity, disorganization, and asymmetry.*** Enjoy the challenge of struggling through chaos toward resolution.
- ***Excel in problem solving skills.*** Find creative solutions and good answers. Feel for questions which have potential to lead to discoveries.
- ***Mobility for perspectives on and approaches to problems.*** Think in opposites or contraries, metaphors and analogies and challenge assumptions.
- ***Willingness to take risks.*** Accept failure as part of the creative quest. Ability to learn from mistakes. Work at the edge of competence.
- ***Scrutinize and judge own ideas.*** Seek criticism and advise. Put aside own ego. Test ideas.
- ***Motivation for its own sake, not for grades or pay.*** Catalysis is enjoyment, satisfaction, and challenge for the work itself.