### A New Paradigm for Creative Leadership

<table>
<thead>
<tr>
<th>Old Paradigm:</th>
<th>New Paradigm:</th>
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<td>Leading focuses on the capacity of the individual</td>
<td>Leading becomes the capacity of a collective</td>
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- Leadership is seen as taking place in a hierarchical context only.  
  - Leadership takes place in non-hierarchical and cooperation contexts.
- Leadership is seen as the delivery of goals through enlisting followers.  
  - Leadership is understood as the joint delivery of agreed upon common goals in a climate of collective responsibility.
- The common good is not necessarily the focus of leadership tasks.  
  - Leadership is seen and enacted as a contribution to the common good.
- Leadership positions are clearly distinguished from followership.  
  - Depending on expertise and experience leadership and followership is interchangeable.
- Leadership development focuses on growing individual leaders.  
  - Leadership development takes into account the success factors for collective action.
- Dialogue and co-operation are side-issues or add-ons.  
  - 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.