

E.C.L.O.

In Search of Creative Leadership

Public creative leadership
- Contradiction of terms?

The case of
Innovation and Creativity in the Public Sector in
Denmark

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18 September 2007





“If we don’t innovate, we die”

“Creative companies create growth,
jobs and income to the city.”
(Copenhagen Kommune, ‘Det livlige
København’)

“The Innovation Council concludes
that Denmark can only win in the new
arena by bringing original ideas to
fruition, ideas that meet demand in a
unique way.... The task is clear!”
(‘Innovative Denmark’, Mandag
Morgen)

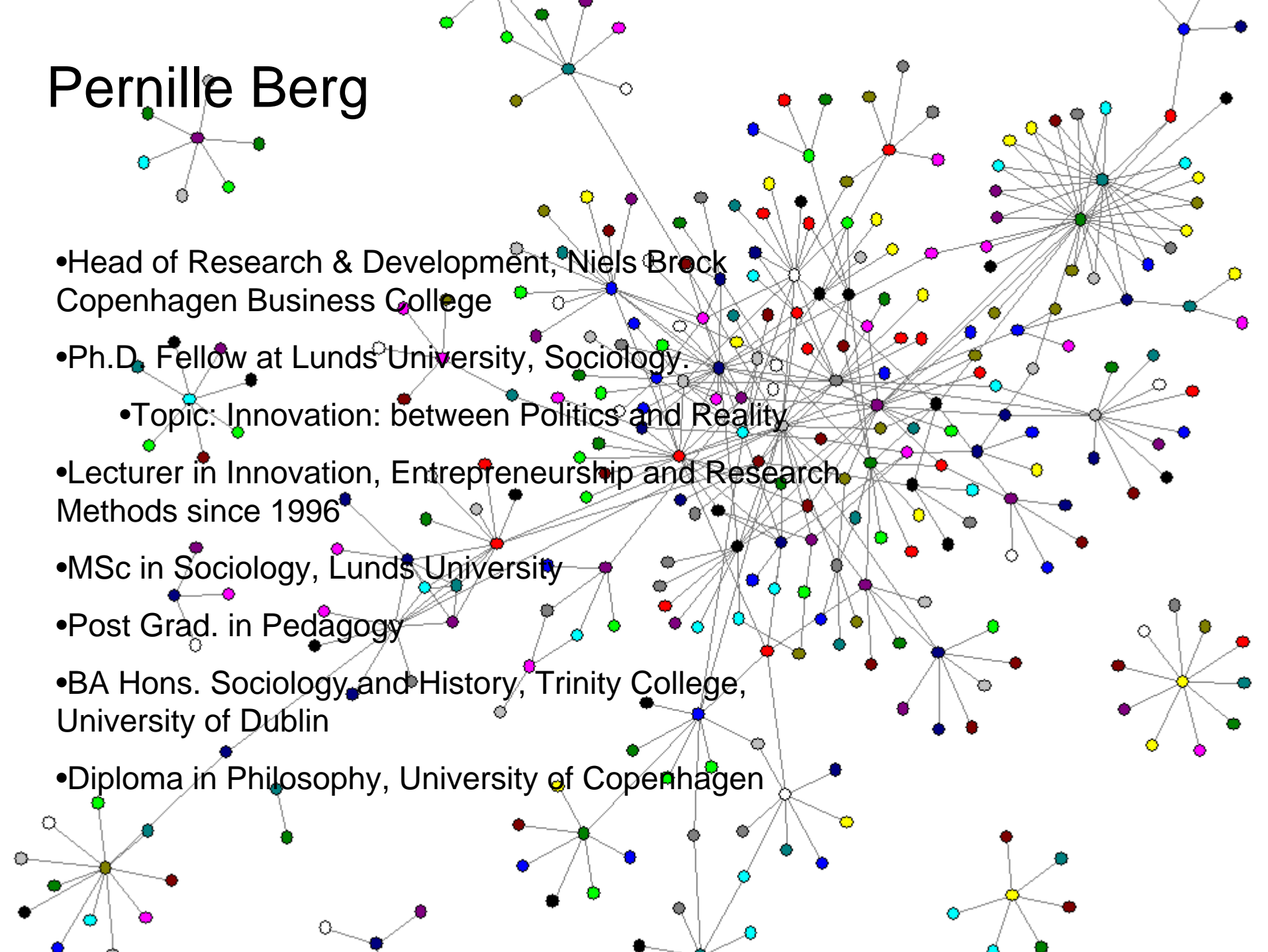


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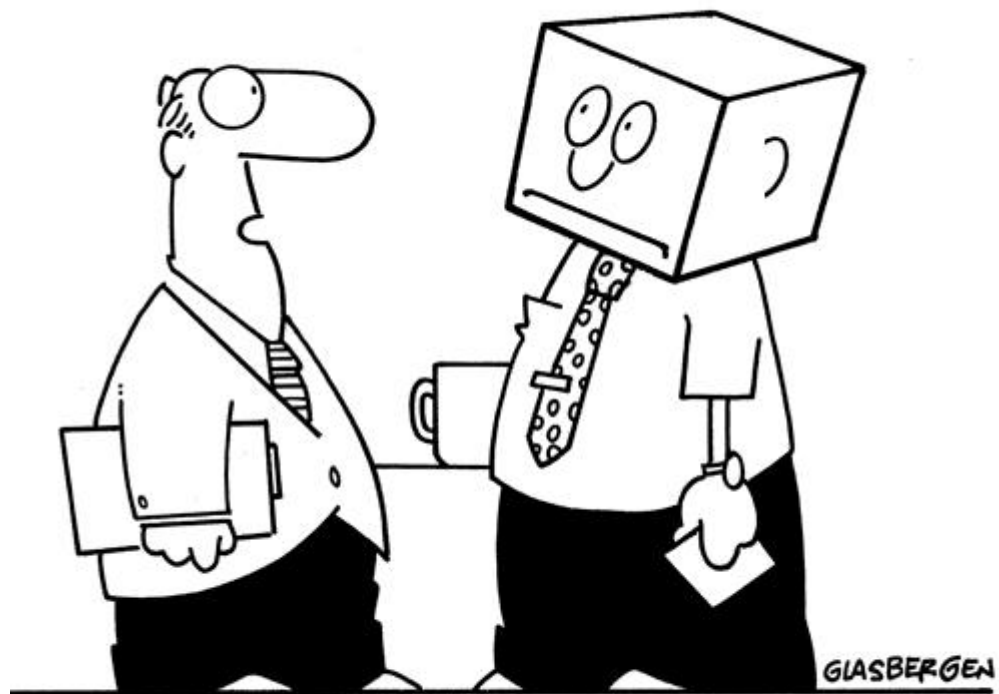
- Creating a creative and innovative public sector – rise to the challenge
- Ingenuity or serendipity?
- Been there, done that?

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**“Thinking outside of the box is difficult
for some people. Keep trying.”**

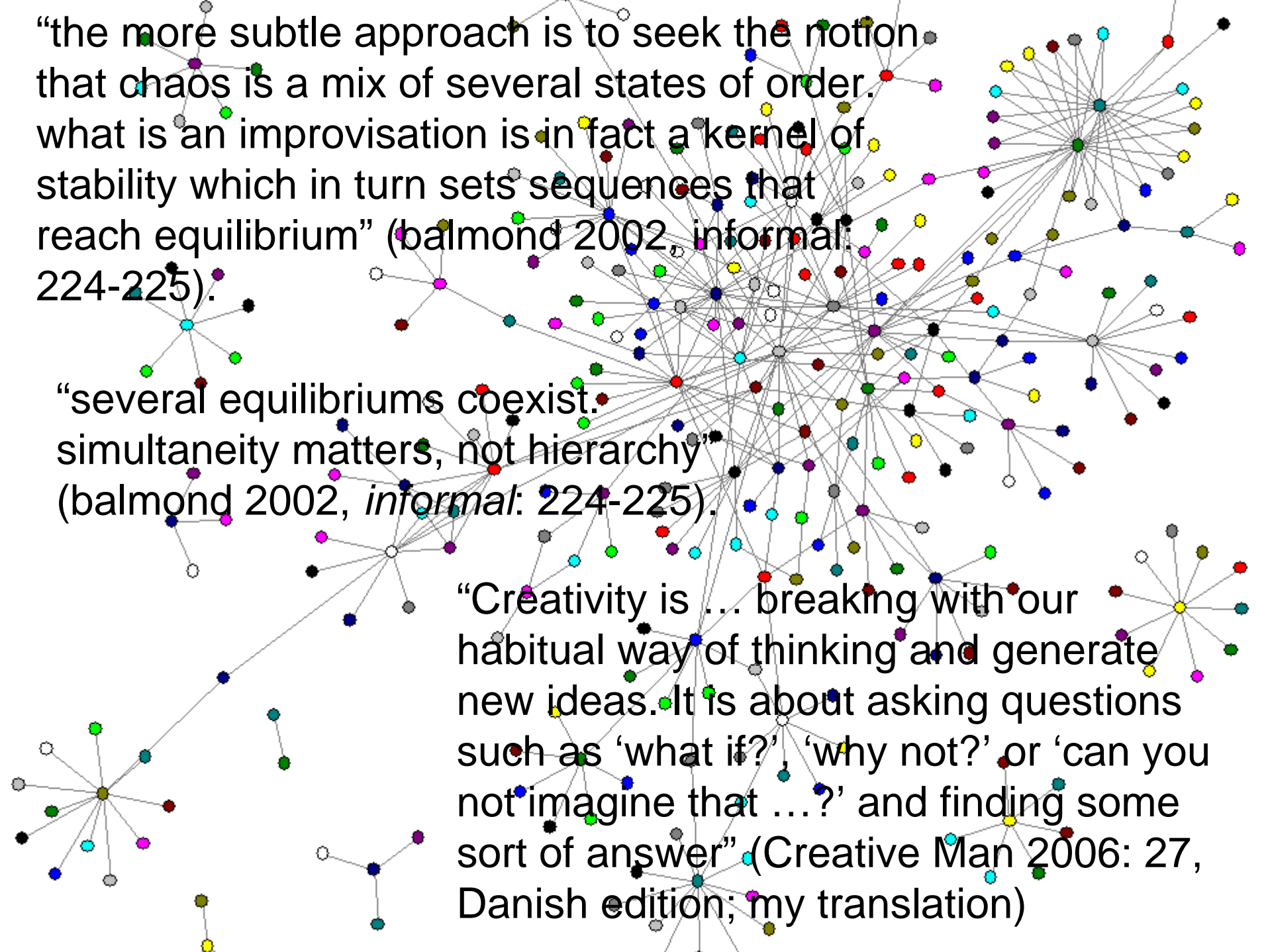


When we are working creatively, we work “intuitively, nonverbally, holistically, humoristically, playfully and ‘spatially’” (Funch Jensen and Kromann 2007, ‘Innovativ pædagogik omsat til praksis’, *Pionermagasinet*, 03; my translation).

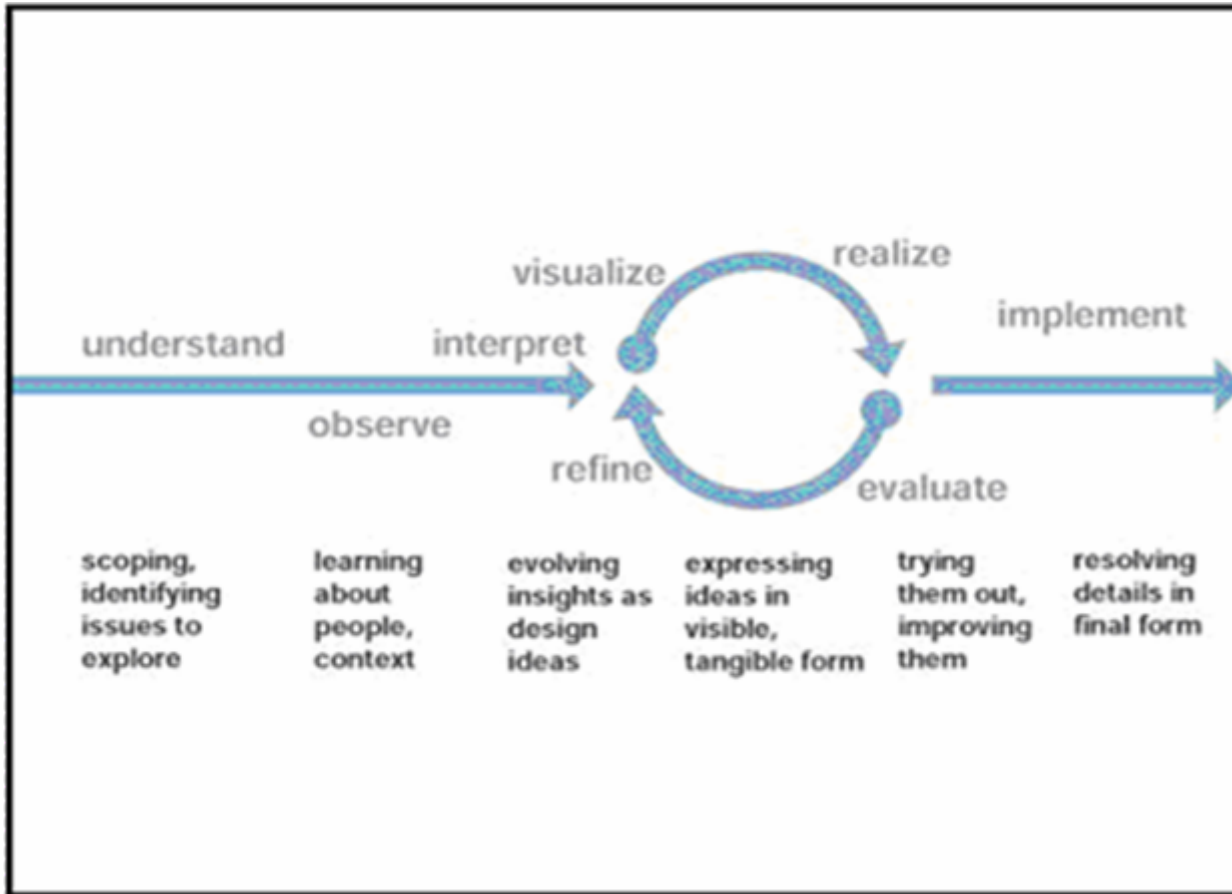
“the more subtle approach is to seek the notion that chaos is a mix of several states of order. what is an improvisation is in fact a kernel of stability which in turn sets sequences that reach equilibrium” (balmond 2002, *informal*: 224-225).

“several equilibriums coexist. simultaneity matters, not hierarchy” (balmond 2002, *informal*: 224-225).

“Creativity is ... breaking with our habitual way of thinking and generate new ideas. It is about asking questions such as ‘what if?’, ‘why not?’ or ‘can you not imagine that ...?’ and finding some sort of answer” (Creative Man 2006: 27, Danish edition; my translation)



Ideo's innovation process



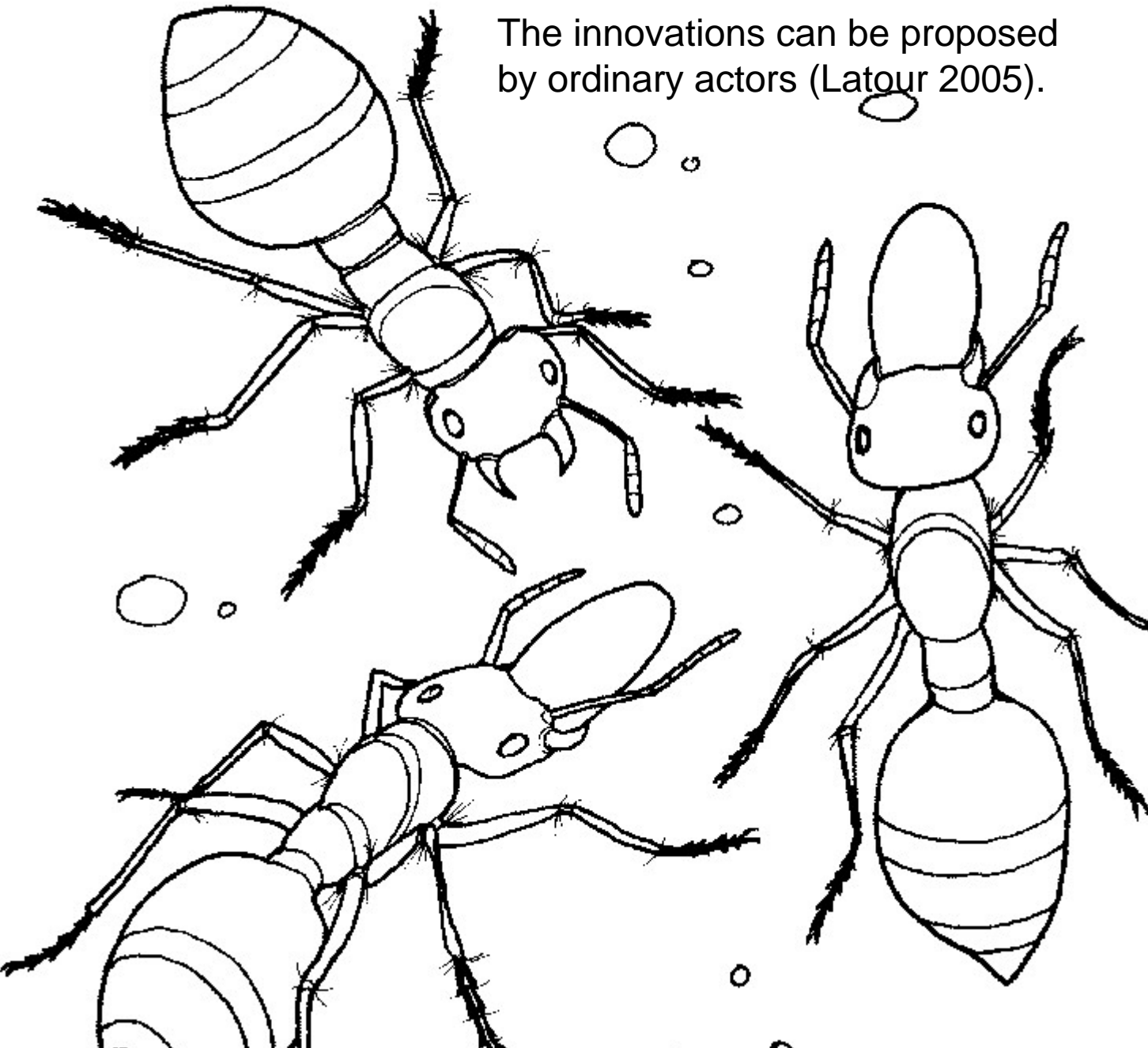
“Over time, I came to believe that organizations were often inept at fostering needed innovation and began to wonder why. Organizations seemed to do best what they had done before; they were weaker at doing anything for the first time”

Richard W. Woodman 1995, ‘Managing Creativity’,
Creative Action in Organizations, Cameron M. Ford and Dennis A. Gioia (eds.), London, Sage: 60)



The innovations can be proposed
by ordinary actors (Latour 2005).

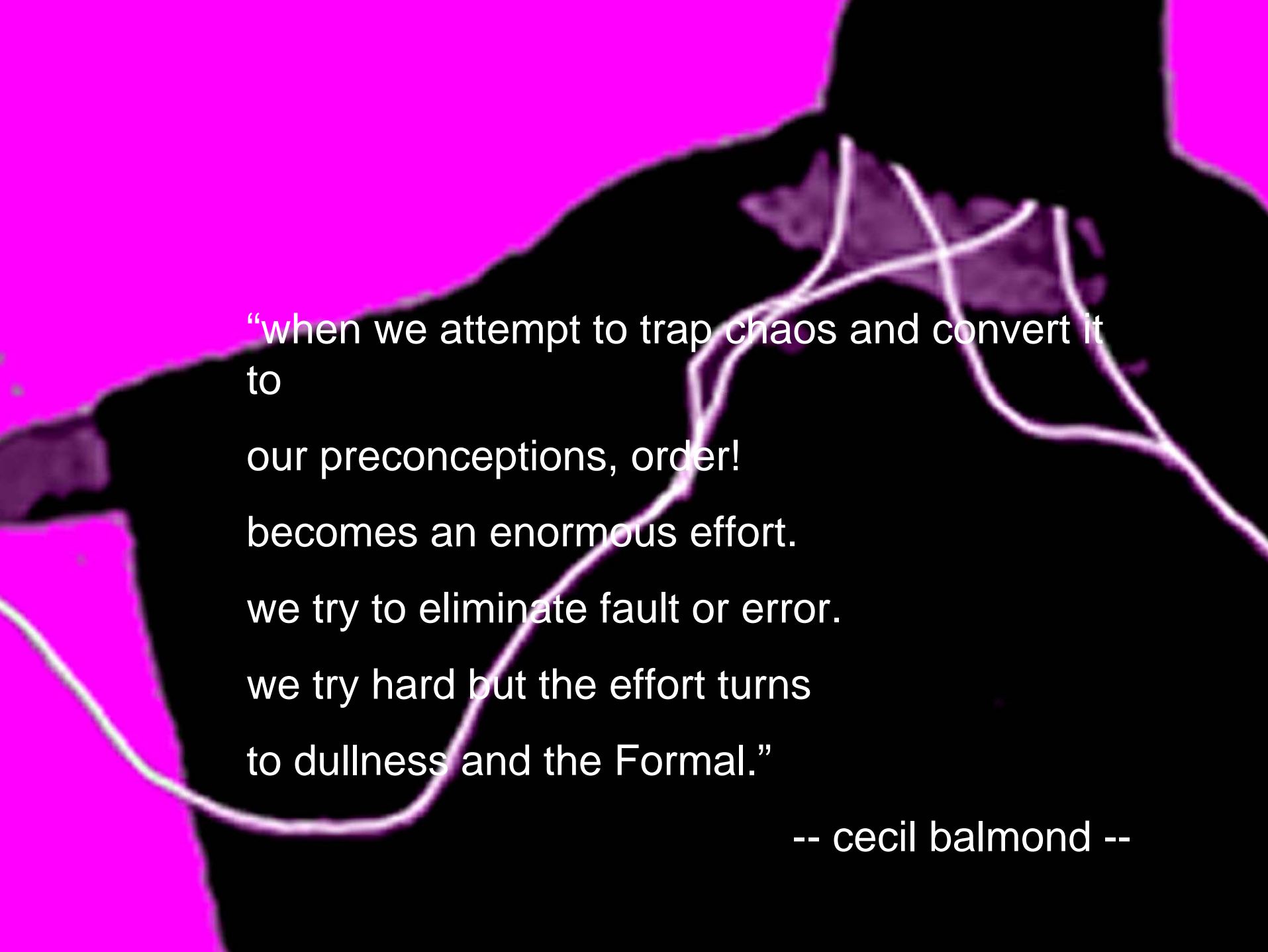
“It is crucial
that enquirers
do *not* in
advance, and
in place of the
actors, define
what sorts of
building blocks
the social
world is made
of” (Latour
2005: 41; my
emphasis).



Creative Zones in Copenhagen



“They’ translate the many expressions of their informants into their own vocabulary of social forces” (Latour 2005: 57).



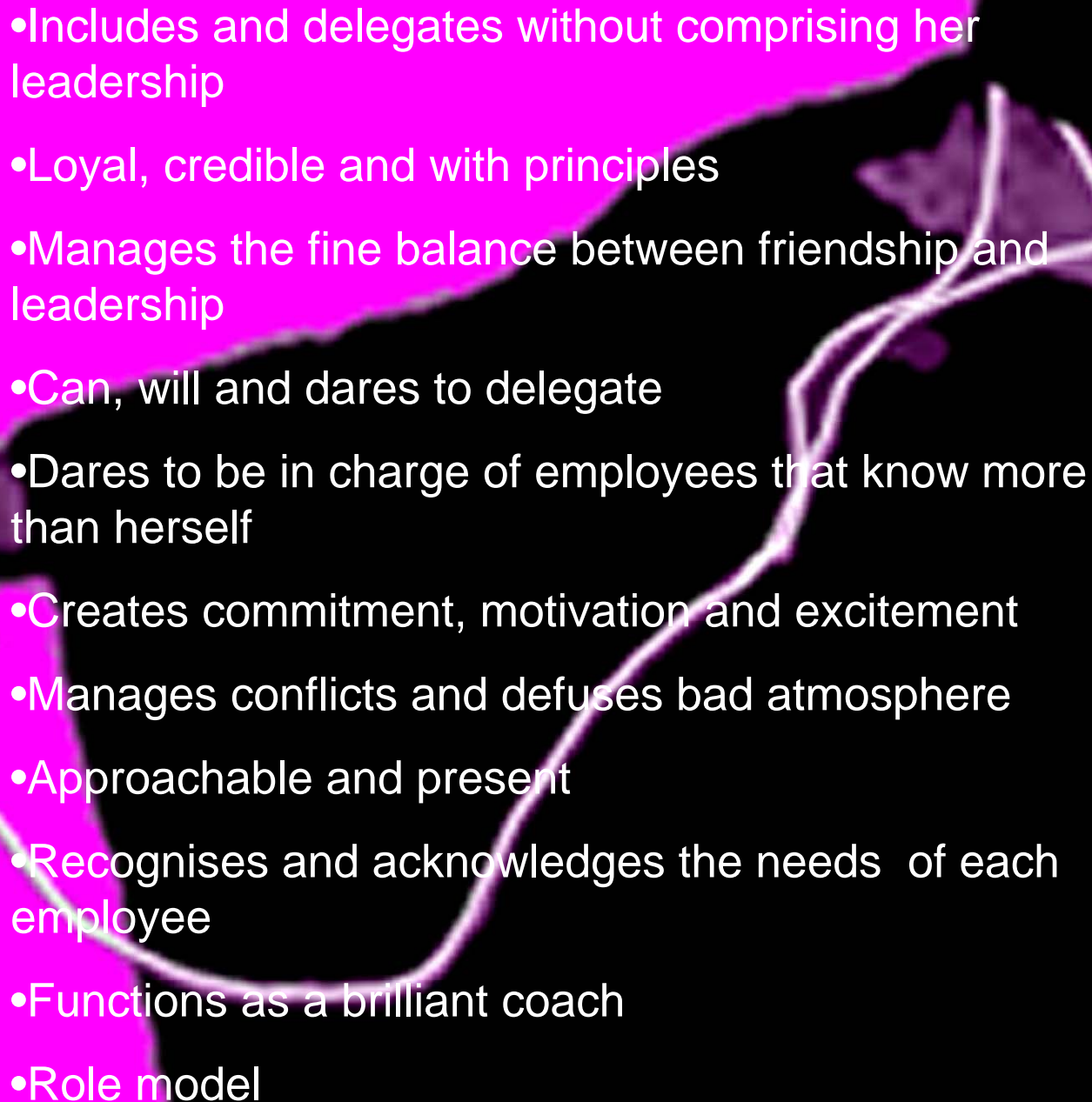
“when we attempt to trap chaos and convert it
to
our preconceptions, order!
becomes an enormous effort.
we try to eliminate fault or error.
we try hard but the effort turns
to dullness and the Formal.”

-- cecil balmond --

Barriers of innovation

- Pervasive barrier: culture
- Time
- Habits
- Daily chores
- Monocultures
- Organisational structure
- and then some

Characteristics of the successful leader

- Includes and delegates without comprising her leadership
 - Loyal, credible and with principles
 - Manages the fine balance between friendship and leadership
 - Can, will and dares to delegate
 - Dares to be in charge of employees that know more than herself
 - Creates commitment, motivation and excitement
 - Manages conflicts and defuses bad atmosphere
 - Approachable and present
 - Recognises and acknowledges the needs of each employee
 - Functions as a brilliant coach
 - Role model
- 
- A woman with dark hair, wearing a black blazer over a red top, is shown from the chest up. She is gesturing with her hands as if speaking or presenting. The background is a solid light blue color.

A complex network graph with many nodes and edges, overlaid with the text "Thank you!". The graph consists of numerous nodes, each represented by a small colored circle. The nodes are interconnected by thin grey lines representing edges. The nodes are distributed across the frame, with a dense central cluster and several smaller, more isolated clusters. The colors of the nodes include red, blue, green, yellow, cyan, magenta, black, and grey. The text "Thank you!" is written in a large, bold, black sans-serif font, centered horizontally and partially overlapping the central part of the network graph.

Thank you!