



Chapter 015, Creativity and Innovation: The Role of Team and Organizational Climate

Michael D. Mumford

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NOTE: This is a single chapter excerpted from the book *Handbook of Organizational Creativity*, made available for individual purchase. Additional chapters, as well as the entire book, may be purchased separately.

This chapter argues that creative, innovative organizations are places where there is a firm and shared belief among most members in an inspirational vision of what the organization is trying to achieve. There is a high level of interaction, discussion, constructive debate, and influence among the members of the organization as they go about their work. Trust, cooperative orientations, and a sense of interpersonal safety characterize interpersonal and intergroup relationships. Members of the organization, particularly those at the upper echelons (and there are few echelons) are consistently positive and open to members' ideas for new and improved ways of working, providing both encouragement and the resources for innovation. Creativity is heralded as key for organizational survival and success. As global economic models become the norm and competitiveness assumes an international character, leaders realize that, in order to prosper in a highly challenging environment, companies must innovate. The source of organizational innovation is unquestionably the ideas generated by individuals and teams.

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