Contents

List of figures vii
List of tables viii
Editors and contributors ix

1 Leading for creativity: Functions, models, and domains
   Michael D. Mumford, Sven Hemlin, and Tyler J. Mulhearn 1

PART I FUNCTIONS

2 Leader planning skills and creative performance: Integration of past, present, and future
   Michael D. Mumford, Logan M. Steele, Tyler J. Mulhearn, Tristan McIntosh, and Logan L. Watts 17

3 Creativity, complexity, and organizational learning: Implications for leadership and governance
   Robert K. Kazanjian 40

4 How can we advise Achilles? A rehabilitation of the concept of the champion for leadership
   Steven E. Markham and Janice Witt Smith 59

5 Leader idea evaluation and follower creativity: Challenges, constraints, and capabilities
   Logan L. Watts, Tyler J. Mulhearn, E. Michelle Todd, and Michael D. Mumford 82

6 Intrinsic motivation and creativity: Opening up a black box
   Logan M. Steele, Tristan McIntosh, and Cory Higgs 100

7 Leadership’s role in creative climate creation
   Scott G. Isaksen 131

8 Leading for creativity: How leaders manage creative teams
   Roni Reiter-Palmon and Ryan P. Royston 159

9 The social footprint of champions and promoters as creative leaders in innovating and executing
   Jan Kratzer and Ingo Michelfelder 185

PART II MODELS

10 Leader structure and consideration for innovation
   Gina Scott Ligon and Douglas C. Derrick 205

Michael D. Mumford and Sven Hemlin - 9781784715465
Downloaded from Elgar Online at 05/01/2019 08:39:28AM
via free access
vi  Handbook of research on leadership and creativity

11  Do leaders matter in the long run? A longitudinal study of the importance of LMX and LMX balance for followers’ creative performance in research groups
   Cajsa Lisa Katniss Olsson
   228

12  Transformational leadership and follower creativity: A review of underlying mechanisms and boundary conditions
   Kathrin Rosing
   249

13  Relational leadership and creativity: The effects of respectful engagement and caring on meaningfulness and creative work involvement
   John Paul Stephens and Abraham Carmeli
   273

14  Collective leadership as a facilitator of innovation
   Tamara L. Friedrich and Mingdong (Pauline) Zhong
   297

15  All roads lead to Rome: Navigating the creative process using the CIP model of leadership
   Jeffrey B. Lovelace, Brett H. Neely, Bradley S. Jayne, and Samuel T. Hunter
   316

16  Creativity in organizations: The intersectionality of roles, levels of analysis, and types of creativity
   Kimberly S. Jaussi
   340

PART III  DOMAINS

17  Creative leadership among executives and managers
   Gerard J. Puccio, Marie Mance, and Selcuk Acar
   359

18  Leadership and creativity in business
   Daan van Knippenberg
   384

19  Leadership and creativity in military contexts
   Shane Connelly and Stephen J. Zaccaro
   401

20  Academic leadership: Embracing uncertainty and diversity by building communication and trust
   Li Bennich-Björkman
   419

21  Creative leadership in the marketing arena
   Jeffrey B. Schmidt and Logan L. Watts
   435

22  Aesthetic leadership in the arts
   Arja Ropo, Donatella De Paoli, and Ralph Bathurst
   445

23  Creativity-stimulating leadership in R&D groups
   Sven Hemlin and Cajsa Lisa Katniss Olsson
   458

Index
   477