

Conditions of Creativity for Professional Staff Development

Results of current research studies and their meaning for leading a school

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1. Question of the presentation

What is needed to create the **necessary space** and **fruitful ground** for **creativity** in a **noticeable** and **sustainable** way within an organization like a **school**?



2. Clarification of terms

The Concepts of Creativity and Personnel Development
The Benefits of Creativity and Personnel Development

“Creativity includes the creation of **new** and **useful ideas**, problem solving or products.” (see Hennessey, Amabile 2010)

“Personnel Development can be defined as all **measurements** which serves the **professional development of the staff** and which mediate the appropriate **qualifications** for **current** and **future tasks** - taking into account the **personal interests**.” (see Mentzel 1985)

Benefits of Creativity?

Why Personnel Development?



3. Insights in Current Research Results about Creativity in Organizations



Correlations between «Organizational Culture» and «Creativity»

(see Holz, Gielnik 2013)

- Freedom
- Openness
- Transparency
- Interaction



Correlations between «Leadership Style» and «Creativity»

(see Volmer, Hubounig, Ingrassa, Krause 2013)

- Role Model
- Openness
- Expecting
- Encouraging
- Participation
- Stimulating



Correlations between «Work organization» and «Creativity»

(see Holz, Ohly, Plückthun, Volmer 2013)

- Access
- Exchange
- Complexity
- Autonomy
- Feedback
- Interdependency



Correlations between «Personality traits» and «Creativity»

(see Ohly, Plückthun, Volmer 2013)

- Motivation
- Self-Efficacy beliefs
- Mood
- Thinking Abilities
- Openness
- Reflection

4. Meaning for school on the Example of the Swiss Volksschule



Kanton

11. Kantonales Bildungsmanagement und -controlling

12. Externe Schulevaluation

Gemeinde

- 9. Strategische Führung und Controlling
- 10. Leistungsvereinbarung

Team

- 5. Arbeit in Unterrichtsteams
- 6. Kooperative Unterrichtsentwicklung

Schülerinnen / Schüler

- 1. Eigenverantwortliches Lernen
- 2. Aufbau von Kompetenzen

Bildung
Lern- und Lauf-
bahnerfolg

Lehrpersonen

- 3. Guter Unterricht
- 4. Individual-Feedback

Schule

- 7. Operative Führung und Personalentwicklung

Kooperation mit Schulpartnern

- Eltern
- Schul-, Sozial- + Gesundheitsdienste
- aufnehmende / abgebende Schulen
- Berufsbildung, Lehrmeister, Betriebe

- 8. Q-Steuerung und interne Evaluation



Modell IQES





Against the background of the **interdependency** of the education context **the school leader** can be “identified” as a main “**influencing factor**” for initiating or preventing the necessary framework for creativity in a school!

5. Preliminary Recommendations for School Leaders

Initiating creativity in a systematic and structured way!

Be aware of your “key function”!



Have an high awareness of the organizational culture! Strong formalism and centralism blocks innovation and creativity!



Let creativity be a factor in your Personnel Development Concept!



Define measurements for supporting creativity in the collaboration of the teachers!



6. Summary





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Thank you for your interest!

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