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# **Managing creative people**

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# Thank You

Harnisch Foundation

- **For funding our Webinar equipment**

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# Today's Presenter

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# Today's Agenda

Qualities of creatives

Qualities of managers

The conflict

What they want, how we can give it to them – and get what we want

Summary

# Which of the following describes your employees?

- **Risk takers**
- **Independent**
- **Sensitive**
- **Curious**
- **Dictatorial**
- **Conformists**
- **Introverts**

# Qualities of creatives

Positive or negative?

- **Easily bored**
- **Balk at dictators**
- **Introverts**
- **Independent**
- **Sensitive**
- **Non-conformists**
- **Perfectionists**
- **Experts**



# Qualities of creatives

Positive or negative?

- **Curious**
- **Risk-takers**
- **Optimistic**
- **Enjoy the journey**
- **Excited**
- **Smart, yet naive**



# Which of the following describes you?

- **Results focused**
- **Team player**
- **Conformist**
- **Sensitive**
- **Expert**
- **Introvert**

# Qualities of managers

Positive or negative?

- **Impatient**
- **Dictatorial**
- **Introverts or extroverts**
- **Team players**
- **Less sensitive**
- **Conformists**
- **Multi-taskers**
- **Experts**



# Qualities of managers

Positive or negative?

- **Impatient**
- **Risk-averse**
- **Realistic**
- **Focused on results**
- **Inflexible**
- **Smart, not naive**



# What's the conflict?

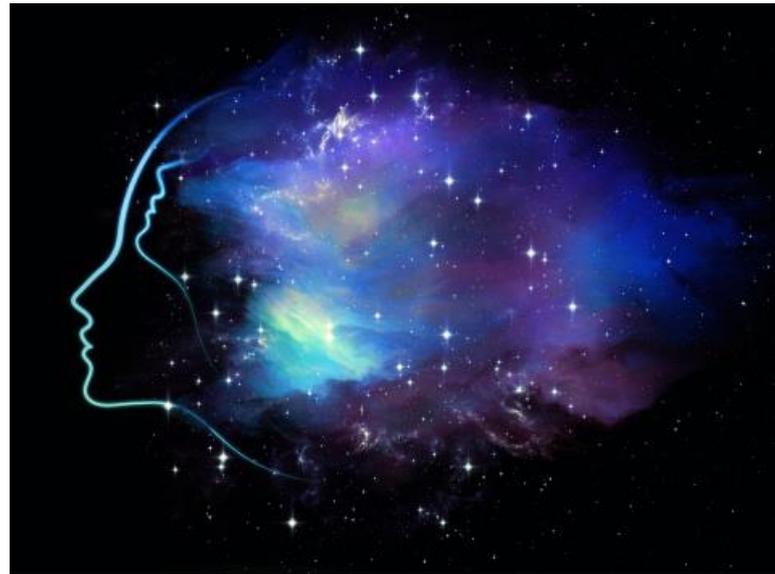


- **Balk at dictators v. Dictatorial**
- **Introverts v. Introverts and Extroverts**
- **Independent v. Team Players**
- **Sensitive v. Less Sensitive**
- **Non-conformists v. Conformists**
- **Perfectionists v. Multi-taskers**
- **Experts v. Experts**
- **Curious v. Impatient**
- **Risk-takers v. Risk-averse**
- **Optimistic v. Realistic**
- **Enjoy the journey v. Results**



# Why do we love them?

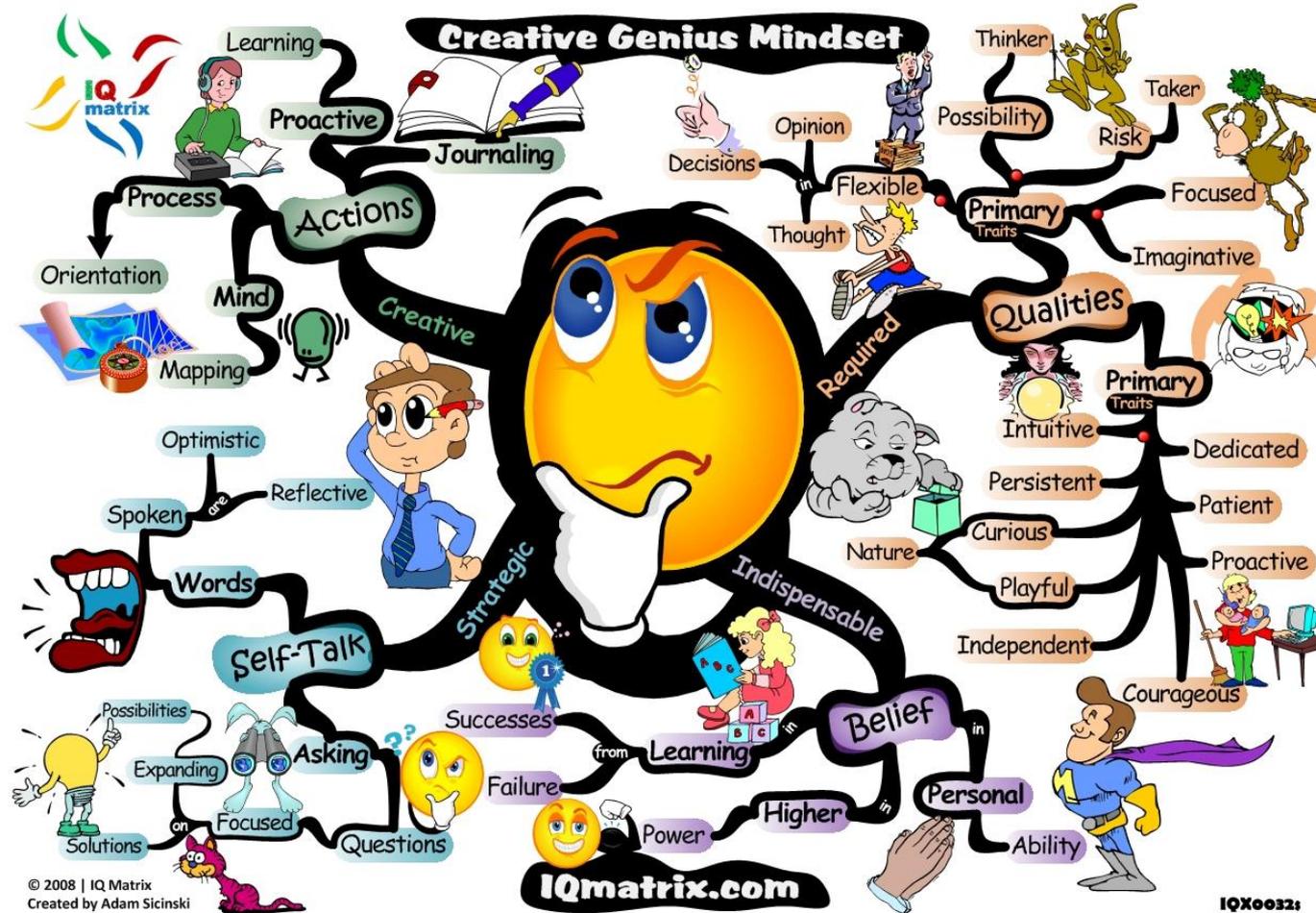
**Our future depends on them. We need their creativity and innovation if we are going to survive.**



# How to you think creatives want to be managed?

- **Left alone**
- **Micro-managed**
- **Somewhere in between**
- **They have no idea**

# What they want, how we can give it to them



# Own timeframe

- **Need structure to maintain focus**
- **Outline clear activities, deadlines, goals**
- **Let them establish structure**
- **Discuss verbally, follow up with highlights in print**



# Little supervision

- **Once you've set a structure, give them space to work within it**
- **Build updates into your structure**
- **Build in time for creativity**
- **Always ask open-ended questions**



# Complex problems

- **Give creatives your toughest problems**
- **Dare them to solve**
- **Don't provide solutions with the problems**



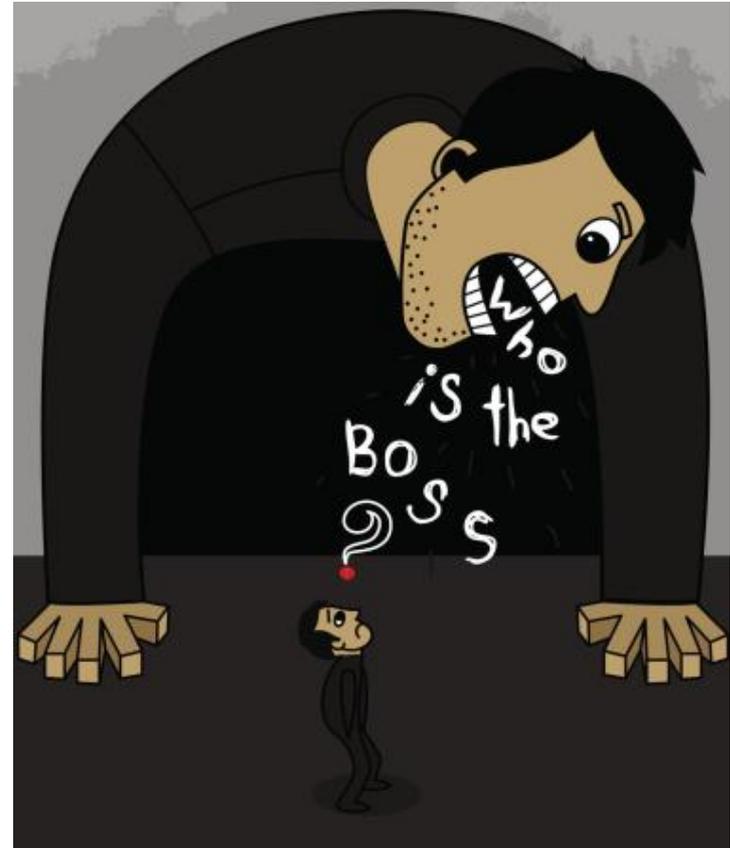
# Introverts?

- Most are introverts but exhibit qualities of extroverts



# Praise

- **Praise in public and in private**
- **Criticism is often heard as an attack**
- **Your criticism rarely as harsh as their own**
- **Praise the process, not just the outcome**



# Summary

- **Open doors instead of closing them, and creatives will often exceed your expectations**
- **Realize that your own personality styles may be in conflict**
- **Give them open-ended direction**
- **Put criticisms in form of open-ended questions**
- **Praise the process and the result**



# Final thought

- **Identify your creative people and get out of their way**



# Thank You

We'll be going to Questions shortly

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