

Mastering Creativity in Organizations

Andrés Hatum, Professor of Management and Organization, Universidad Torcuato Di Tella, Business School, Argentina

This book identifies best practices, leadership styles, and organizational structures for the stimulation of organizational creativity, with an aim to help any company – not just companies in creative fields or industries – become an organization in which new ideas flow, new processes are developed, and new products are brought to market. Managers will find case studies describing exceptional organizational creativity and practical takeaways that can be applied in their own firms. Students will find concrete analytical frameworks for thinking about creativity in organizations, and academics will find a different approach to the study of creativity, one that is grounded in practice.

‘The digital age provide tremendous opportunities for organizations who adapt new technologies, implement disruptive business models, introduce new ways of working and who drive on innovation. There is no doubt that one of the most important capabilities for 21st century organizations is “mastering creativity”. Andres Hatum has done a fabulous job in taking readers of his latest book on a journey where they learn how to build and include creativity in the DNA of their organizations. A must-read for every business and talent profession.’

– Nick van Dam, Global Chief Learning Officer, McKinsey & Company, Nyenrode Business University, the Netherlands and the University of Pennsylvania, US

‘This book is a welcome addition to the steadily growing literature on creativity and organization. The author achieves the twin hurdles of rigorous analysis for the academics and practice-based relevance for practitioners. The book provides ample frameworks and case examples to identify key factors which influence and enhance creativity in organizations. These factors range from individual characteristics through organizational factors such as structure and culture to more contextual and environmental conditions. The author then shows how developing creativity, as a key organizational competence, can positively influence strategic decision making to enhance exploration rather than exploitation, to increase agility and to facilitate proactive change.’

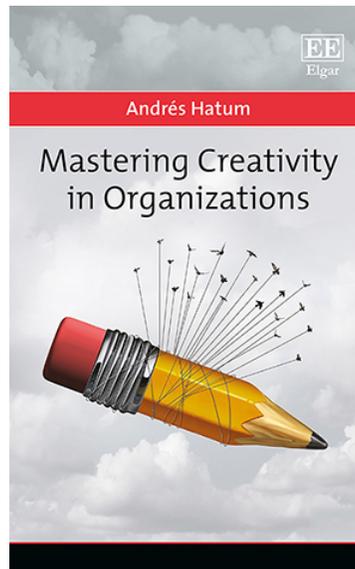
– David Wilson, Open University, UK

‘Mastering Creativity in Organizations offers a comprehensive and pedagogical treatise of the forces and factors that facilitate creativity in organizations and the numerous challenges that this involves. The book is richly illustrated with a variety of cases from a range of different sectors, including sports, advertising, manufacturing, consulting, primary education, the entertainment industry, and the culinary industry. Thanks to his fantastic access, Professor Hatum takes us behind the scenes and gives us an inside look into a number of iconic organizations such as Cirque de Soleil, FC Barcelona and Tetra Pak – exploring their leadership practices, HR strategies, office design and several other key issues. However, as the authors attests, creativity is not just for the exceptionally talented genius or for the people working in these extraordinary organizations. Everybody, and every organization, can learn to work in more creative ways from the unique cases in this book.’

– Torkild Thanem, Stockholm University, Sweden

‘Andrés Hatum’s book is essential for anyone interested in the topics of creativity in organizations and talent management. The topics are very timely (such as collaborative talent, new forms of organizations, among others). It is full of great examples, photos, and suggestions that make it easy and fun to read.’

– Akram Al Ariss, Toulouse Business School, France



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'This book focuses on a very timely issue that is relevant to almost any organization across the world: how to master organizational creativity. Andres Hatum opens up and structures insights on organizational creativity that previously were scattered across the disciplines of psychology, sociocultural studies and its subdisciplines. He offers a rare blend of theory and practice, drawing on the very lively cases of FC Barcelona, Cirque du Soleil, eBulli, the Creative Factory and others to argue how creativity fuels the innovation pipeline. I highly recommend this very entertaining book which is the culmination of decades of work!'

– Manuel Hensmans, Brussels School of Economics and Management, Belgium

'The new book by Andres Hatum offers a very useful examination of what is arguably the most important competitive advantage in the 21st century – innovation. For a company to succeed in domestic or international competition, it has to be able to adjust to rapidly changing conditions and also to create new products, services, ways of doing business, etc. As Professor Hatum points out from the very beginning of his analysis, the focus is on how organizations can meet this challenge. The examples from around the world rather than just in the United States provide another very valuable perspective on innovation in the 21st century'

– Robert Grosse, Thunderbird School of Global Management, US

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