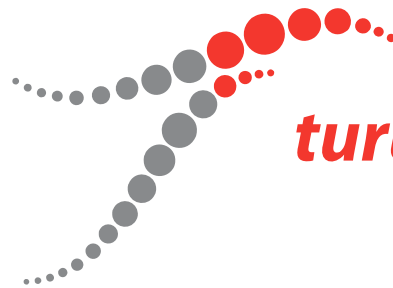




Joel A. DiGirolamo, BSEE, MBA, MS Psychology

Attracting, Selecting, and Nurturing Creative Workers



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Agenda

Attracting

Selection

Nurturing



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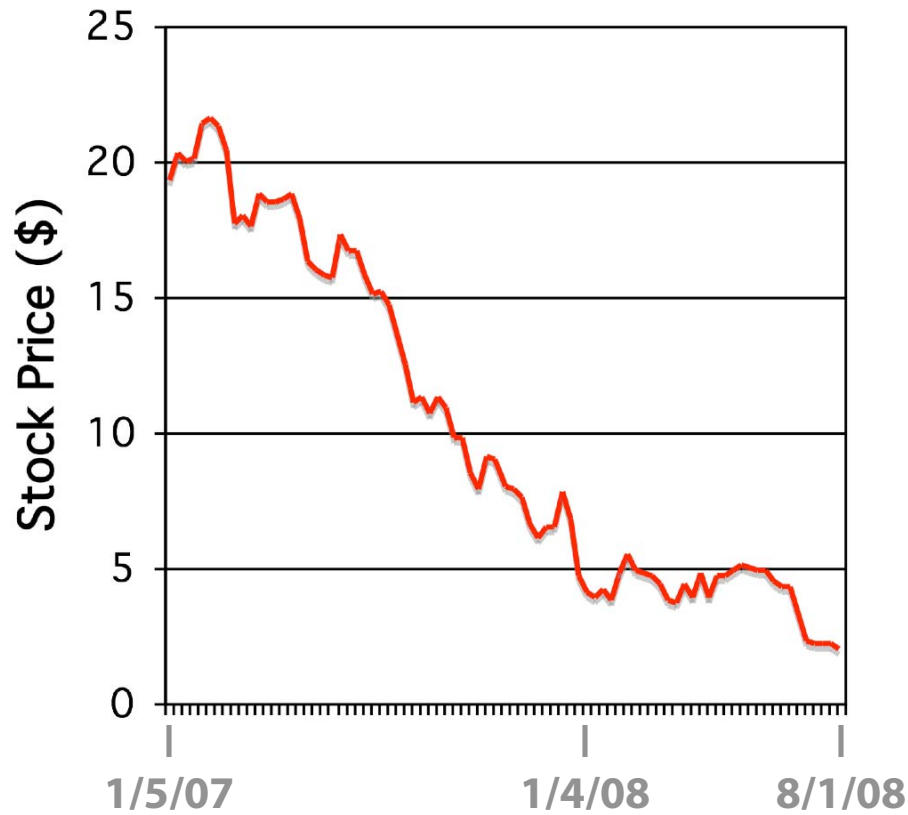
Attracting



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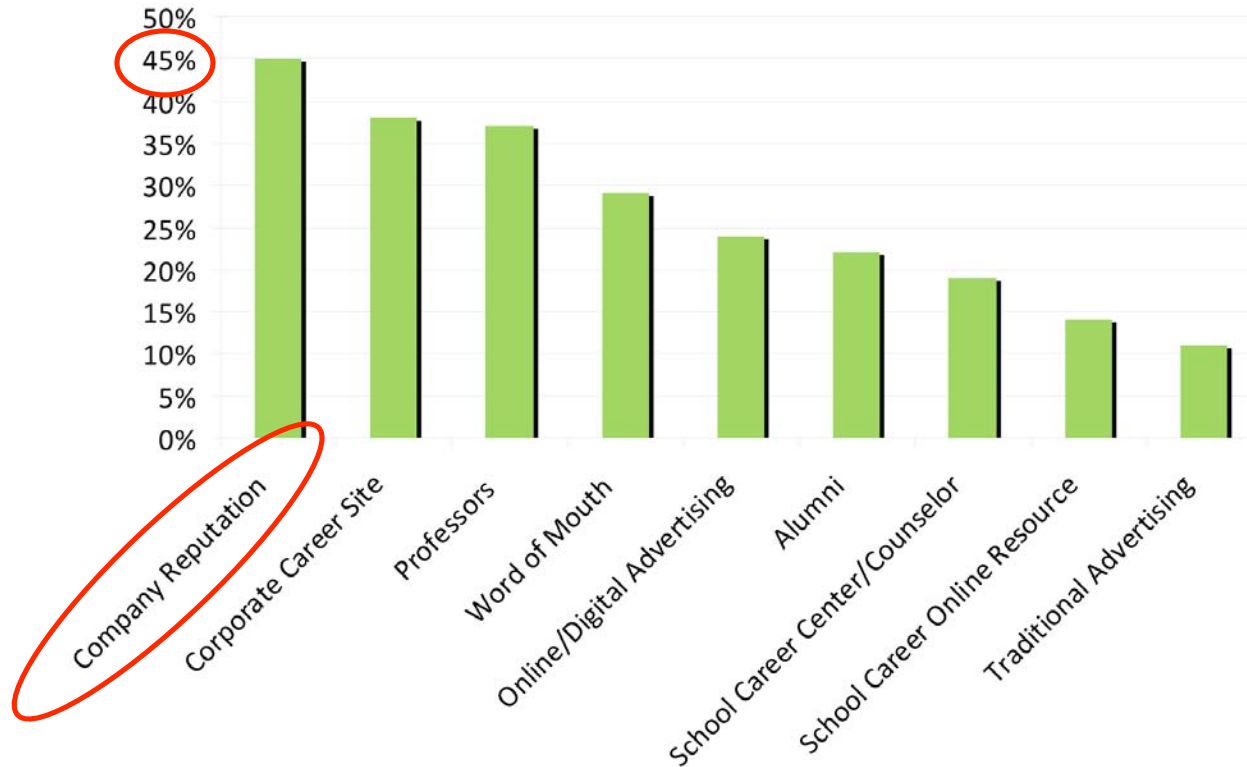
Who Would You Prefer to Work For?



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Influencers to Attending Job Information Sessions



©SHRM 2007

Source: NAS Intuition e-Survey, March 2008

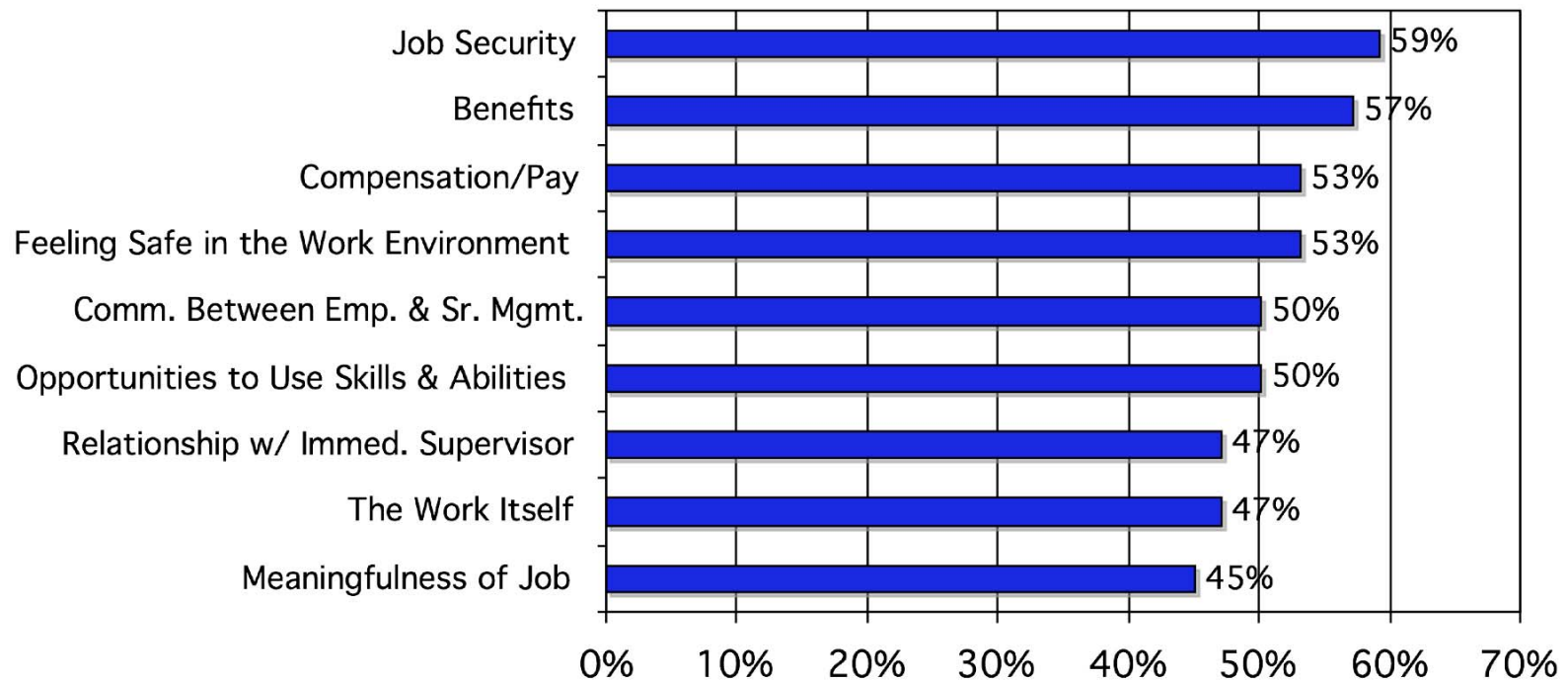
14



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Job Satisfaction



Source: SHRM, 2008



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Awards

Fortune 100 Best Companies to Work for in America

- Financially Outperform the Market (Filbeck & Preece, 2003)

SHRM 50 Best Small & Medium Companies To Work for in America

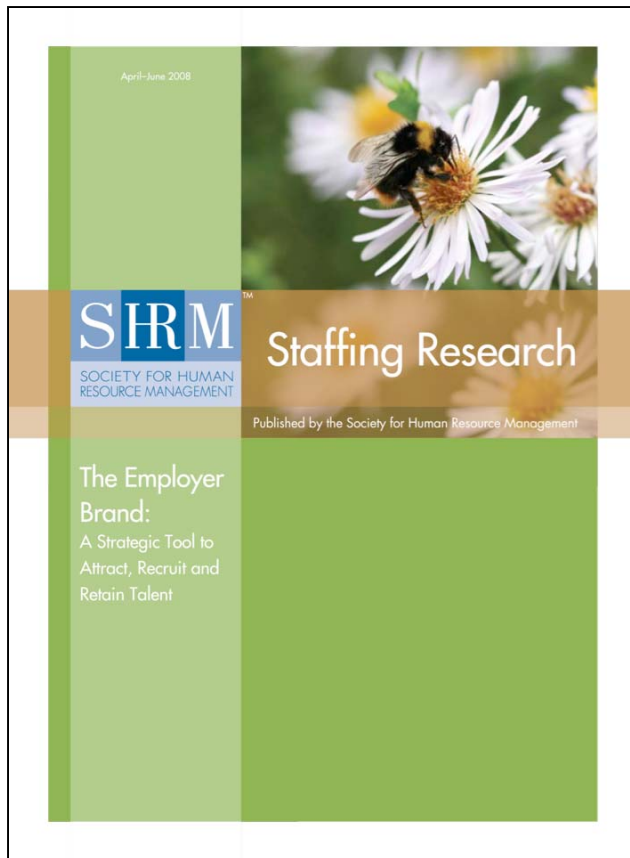
- Great Place to Work Institute (www.greatplacetowork.com)
- Trust Index
 - Managers must build TRUST by practicing CREDIBILITY, RESPECT and FAIRNESS... and they must encourage PRIDE and CAMARADERIE

Best Places to Work in Kentucky

- Best Companies Group (bestcompaniesgroup.com)



Recent SHRM Publication



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Selecting



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Assessments

General Mental Ability, Cognitive Ability, g

- Overall Assessment of Intelligence
- Watson-Glaser Critical Thinking Appraisal (WGCTA)
- Wonderlic - Not Recommended for Selection

Personality

- Myers-Briggs
 - Measures Preferences, Does Not Give Insight Into Adaptability
 - Not Recommended for Selection
- Five Factor Model (NEO-PI)
 - **Openness**
 - **Conscientiousness**
 - Extraversion
 - Agreeableness
 - Neuroticism



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Adaptability & Personality

	w/o Change	w/ Change
g (General Mental Ability)	+	+ (Stronger)
Conscientiousness - Achievement Striving	+	No Correlation
Conscientiousness - Overall	No Correlation	-
Conscientiousness - Order	No Correlation	-
Conscientiousness - Dutifulness	No Correlation	-
Conscientiousness - Deliberation	No Correlation	-
Openness to Experience - Overall	No Correlation	+
Openness to Experience - Fantasy	No Correlation	+
Openness to Experience - Actions	No Correlation	+
Openness to Experience - Ideas	No Correlation	+

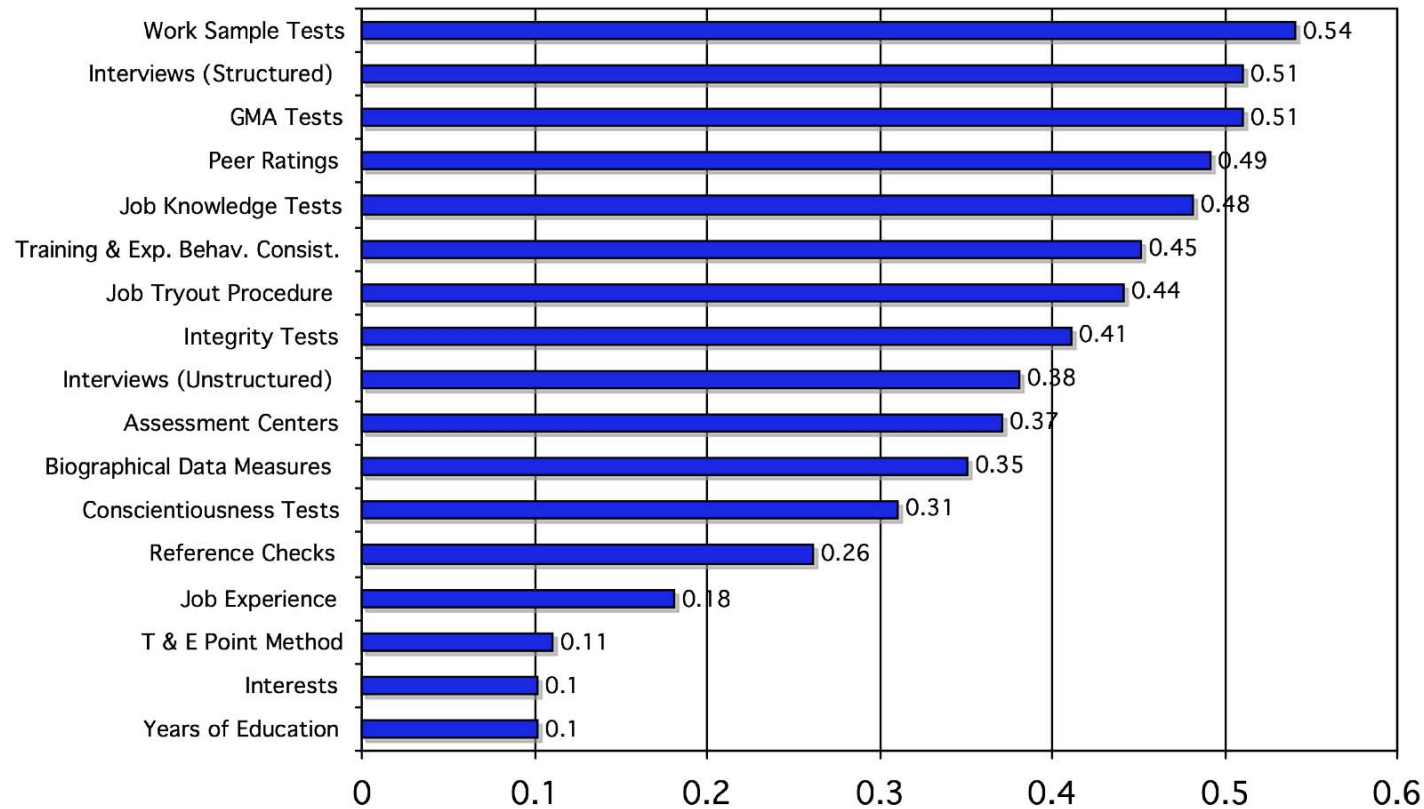
Source: LePine, et al., 2000



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Predictive Validity of Job Performance



Source: Schmidt & Hunter, 1998

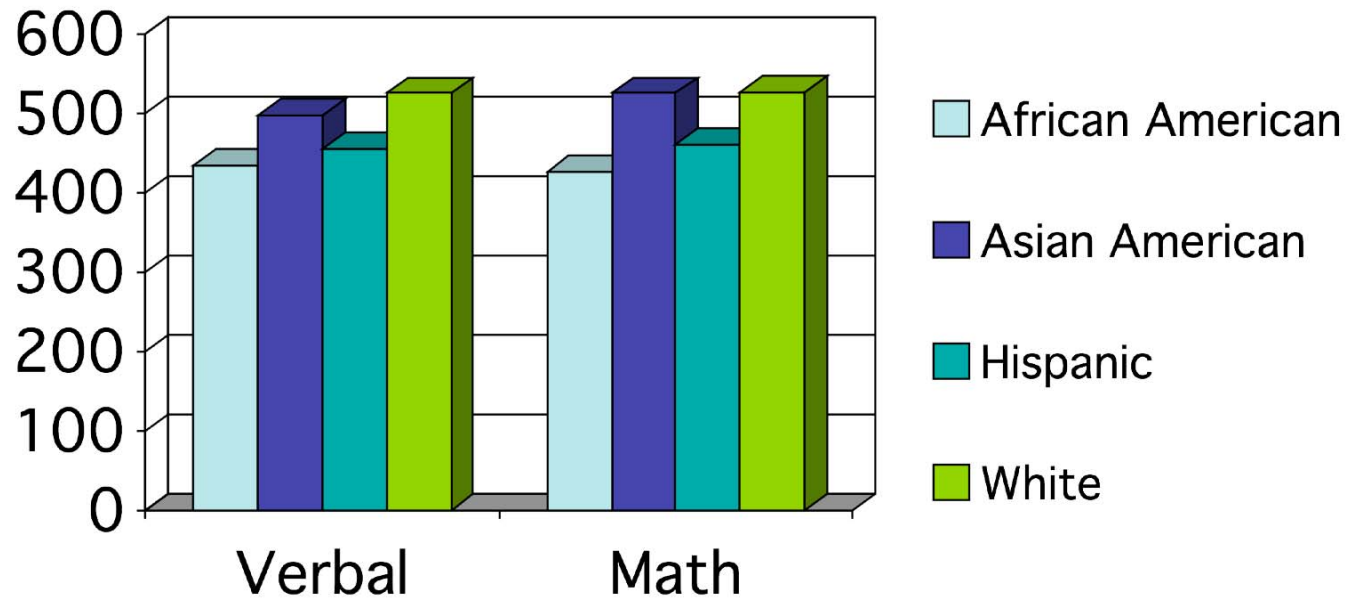


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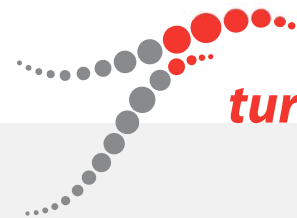
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Cognitive Ability Testing Impact

1998 SAT Scores (Means)



Source: Camara & Schmidt, 1999



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Role of Experience

Having No Experience is Good

- Not Tainted with “What Can’t be Done”

“Domain Knowledge” is Essential

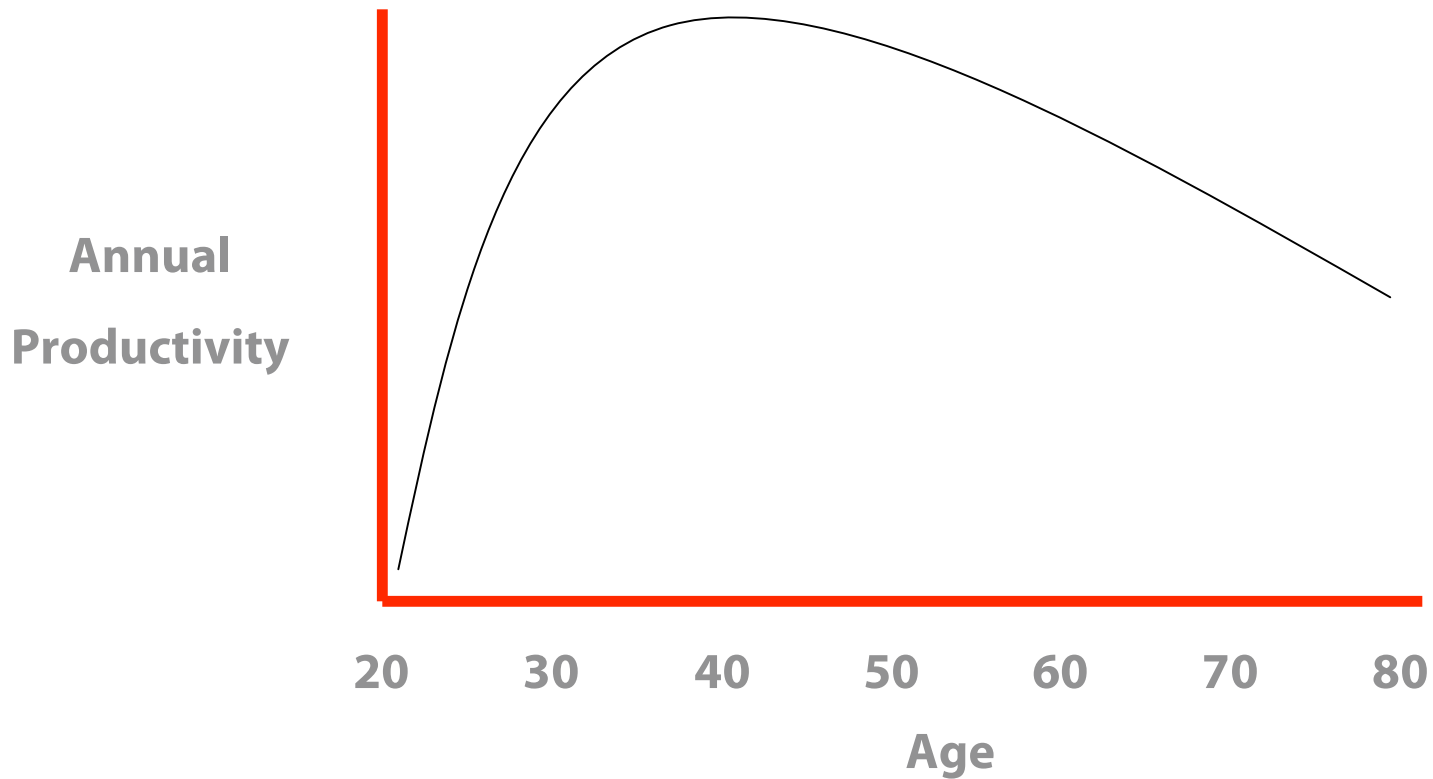
What Does the Data Say?



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Creative Productivity by Age



Source: Simonton, 1984 (Developmental Review)

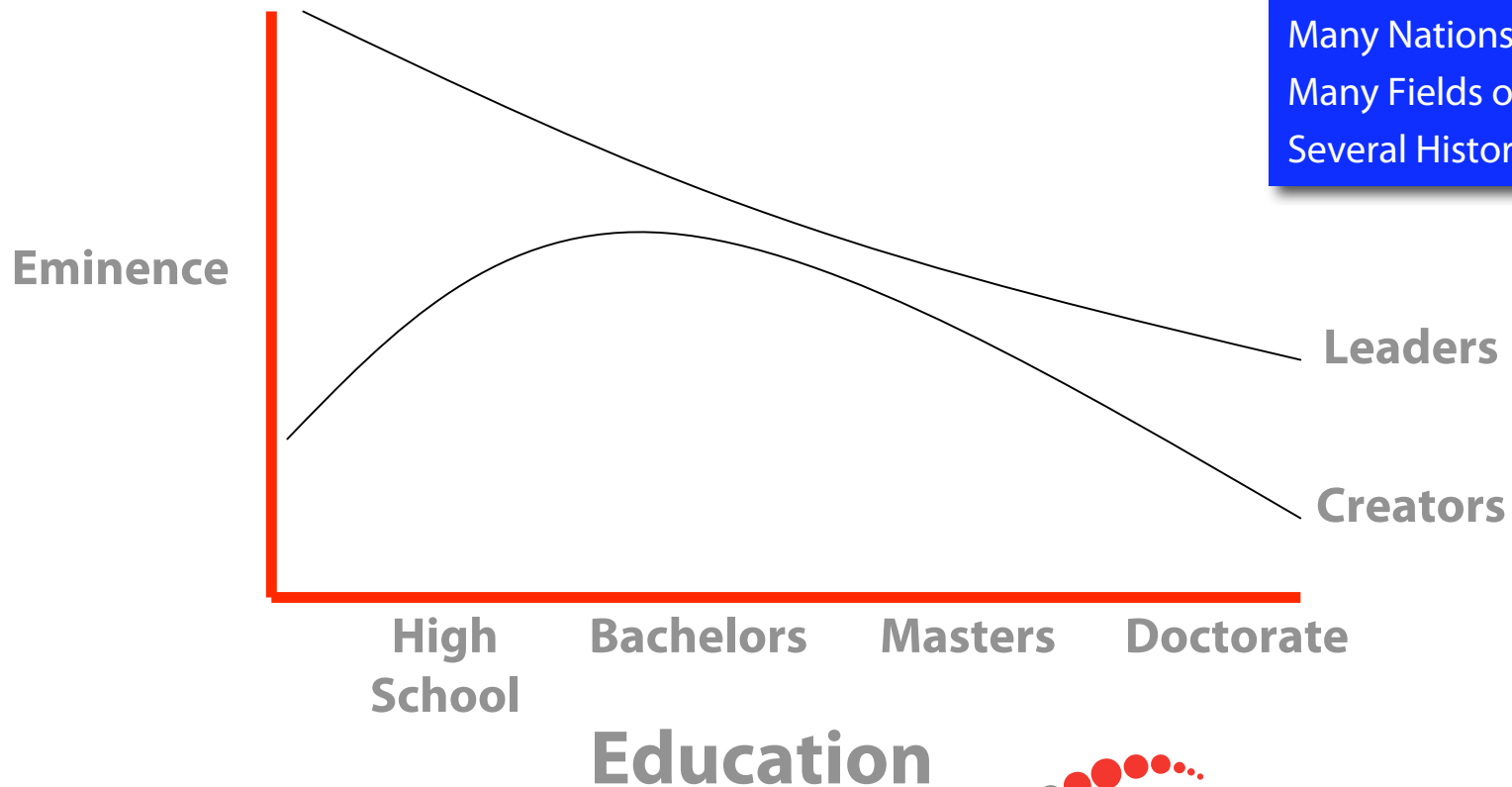


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Eminence by Education

Study of 301 Geniuses
Heterogeneous Sample
Many Nations
Many Fields of Achievement
Several Historical Periods



Source: Simonton, 1981, 1984 (Developmental Review)



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Nurturing



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Ingredients

Individuals

Creative Ability

Time

Knowledge

Intelligence

Personality - Openness

Personality - Motivation



Organization

Culture

Time



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Culture

Effective Team Processes

Safe Environment to Share Views

Value Conflict & Resolve it Appropriately

Right, Diverse Mix of Knowledge Brought Into the Team

Time to Gain Experience and Working Knowledge

Forgiving of Mistakes

Empowering

Inspiring, Knowledgeable Leadership

Appropriate Resources



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Motivation

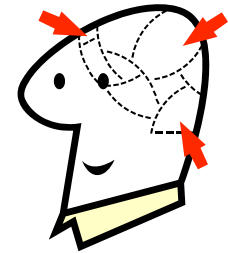
Amotivated



Extrinsically
Motivated



Intrinsically
Motivated



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Healthy Ego

What Moves Us Forward in Life

Humility

Confidence

Pride

Self-
Importance

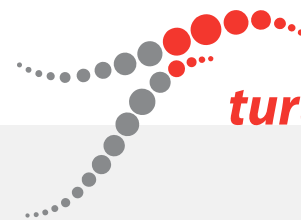


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Genius is one percent inspiration and
ninety-nine percent perspiration.

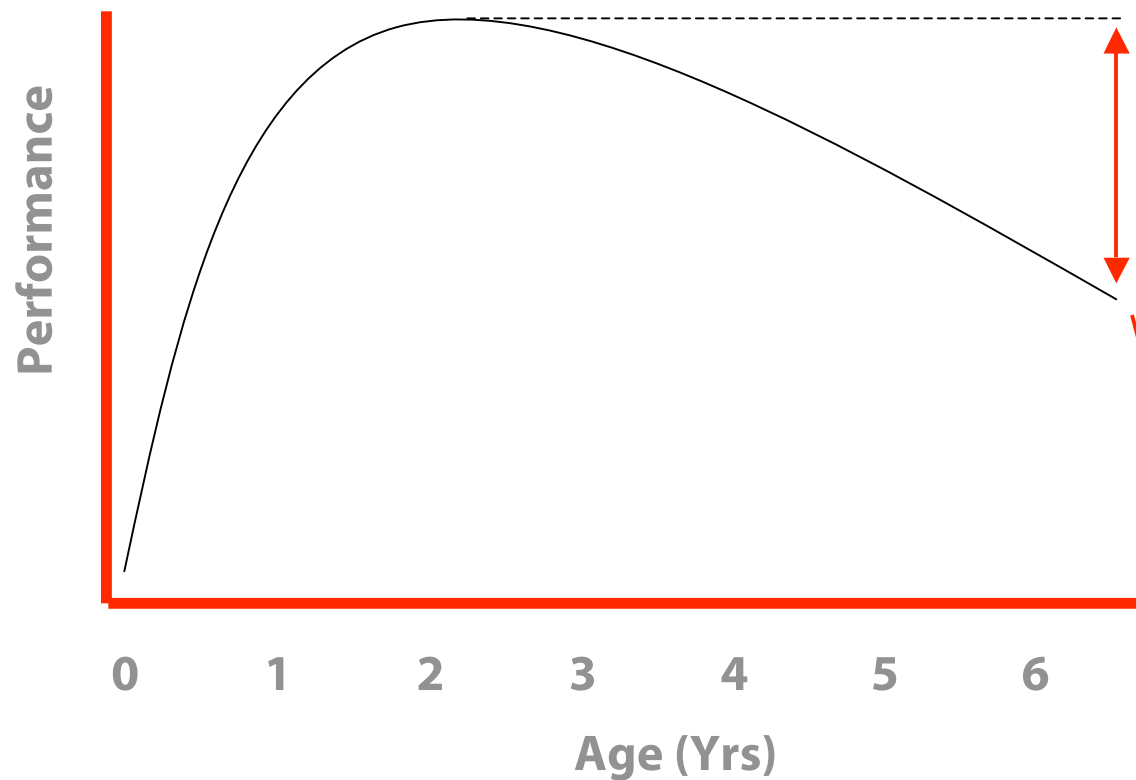
Thomas Edison



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Team Productivity



- NIH (Not Invented Here)
- Project Manager:
 - Recognize & Mediate Conflicts:
 - Between Groups & Individuals
 - Obtains Necessary Resources
 - Has Important & Useful Contacts within Organization
- Functional Manager:
 - Disseminates Important & Relevant Information Concerning State-of-the-Art Technical Advances
 - Is Well-Informed About the Latest Professional Activities

Adapted from Katz, 2004 and Allen, Katz, et al. 1988

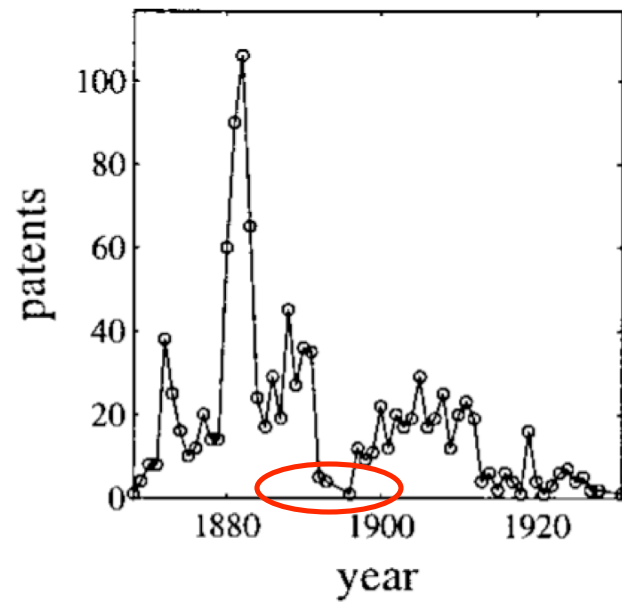


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Patience...

T. A. Edison



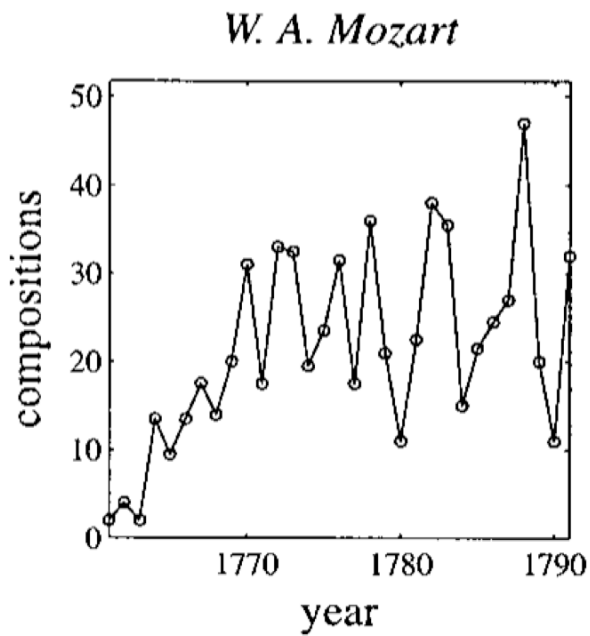
Source: Rinaldi, et al. 2000



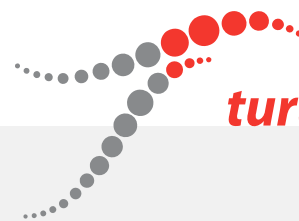
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Mozart



Source: Rinaldi, et al. 2000



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Creative Environment Assessment (KEYS)

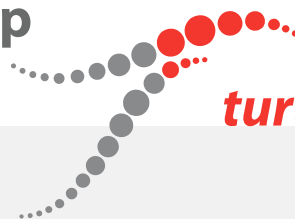
Encouraging Creativity

- Organizational Encouragement
- Supervisory Encouragement
- Workgroup Support
- Sufficient Resources
- Challenging Work
- Freedom

Impediments

- Organizational Impediments
- Workload Pressure

Center for Creative Leadership



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Summary



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Summary

Attracting

- Brand
- All Public Events
- Awards

Selection

- Assessments

Nurturing

- Culture
- Motivation
- Assessment



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Turbocharged Leadership

Team Development

Leadership Development

Coaching

Conflict Resolution

Joel DiGirolamo 859-539-6882 joel@jdigiolamo.com



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Assessments

Selection

- Watson-Glaser Critical Thinking Appraisal, shI Verbal, Math & Reasoning
- Five Factor Model (NEO-PI), shI OPQ
- California Psychological Inventory (CPI)
- shI MQ (Motivation)

Team Development

- DISC, Myers-Briggs (MBTI), FIRO-B, Five Factor Model (NEO-PI), shI OPQ, shI MQ
- Thomas-Kilmann Conflict Mode Instrument (TKI)
- KEYS (Creativity)
- Job in General (JIG), Maslach Burnout Inventory (MBI)



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Assessments

Coaching

- DISC, Myers-Briggs (MBTI), FIRO-B, Five Factor Model (NEO-PI), shI OPQ
- California Psychological Inventory (CPI)
- shI 360, CCL Skillscope
- shI MQ
- Thomas-Kilmann Conflict Mode Instrument (TKI)

Organizational Development

- Job in General
- KEYS (Creativity)
- Job in General (JIG), Maslach Burnout Inventory (MBI)
- Boredom



Assessments

Career

- Strong Interest Inventory Profile
- Campbell Interest and Skill Survey (CISS)



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