

have developed offers an extensive and holistic way to analyze the growth of business. It offers a tool for entrepreneurs, consultants, investors and educators in identifying some of the central issues related to the growth of micro-firm. ■

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Organizational creativity – From hype to organizational structures facilitating creativity

The themes related to creativity have dominated the Finnish political debate during the past few years. While the Finnish population is aging and the blue-collar jobs are drifting to China and to other low-cost countries, the basic tenet of the politicians' seem to be that in order to maintain the Finnish welfare society, creativity and especially its results in the form of new innovations, are desperately needed. The creativity and innovation hype is manifested for instance in the current government platform, where the term innovation is mentioned astonishingly 58 times.

While the politicians have only recently

discovered the importance of creativity, scholars have studied creativity related themes explicitly for more than 50 years. The history of creativity studies have been clearly dominated by individual-centered perspectives. However, past two decades and especially past few years, have witnessed the growing interest in organizational creativity focusing on group and organizational aspects of creativity.

This article has two basic purposes. Being a new line of academic inquiry, the first purpose of the article is to analyze and clarify the essence of organizational creativity. Scholars interested in organizational creativity typically focus on factors such as culture, structure, resources, climate, and leadership styles, either favorable or less favorable to creativity. After discussing and introducing the topic more generally the analysis focuses on organizational structures. The analysis of organizational structures facilitating creativity is thus the second purpose of this article.

The empirical part of the paper is based on an analysis of two case organizations. Organizational creativity is typically studied in so-called 'hyper-creative' organizations, such as R&D firms. However, analyses of more 'mundane' knowledge intensive organizations, like the laboratory and the newspaper in this article, are needed given that these kinds of organizations contribute significantly to the value-creation of the economy. The analysis reveals that while case organizations have, at least implicitly, pursued to facilitate creativity, they still face some problems to solve. Accordingly, the newspaper is troubled by a lack of cross-functional integration whereas the laboratory continues to suffer from its heavy administrative structure.

While hyper-creative organizations have typically streamlined their bureaucracy, and

operate on the basis of team and project structures, not all knowledge-intensive organizations can adopt these kinds of solutions. Consequently, the lack of cross-functional integration and the heavy administrative structure are challenges common to many knowledge intensive organizations. In this article it is thus suggested that when facilitating organizational creativity, there are several aspects that organizations can and should take into account. ■

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Executive summary

This study concentrates on transformational leadership during organizational change. The focus is in finding out if transformational leadership could be adapted during the change process.

According to Kotter (1996), successful change would demand 70–80 % leadership and only 10–30 % management. One of the major reasons behind the failed change processes is the resistance of change (Maurer, 1996). A successful change leader will get members involved in the change process, and with this involvement the change is possible (Brown & Harvey, 2006). Transformational leadership aims at deep change. During the past 20 years several studies indicate many positive effects that transformational leadership has for organizations. These are for example: effectiveness, motivation, well-

being and job satisfaction. Some earlier studies have indicated that transformational leadership is an important mechanism which impacts on the organizational change. However, only a few studies have connected the transformational leadership and the theories of change and therefore this research focuses more on this subject.

This study uses the Kouzes and Posner's (1987) model of transformational leadership, which includes five dimensions: Visioning, Challenging, Enabling, Modeling and Rewarding. Visioning means setting and communicating future dreams and goals. Challenging means innovative thinking and encouraging others to think in new, innovative ways. Enabling means taking everybody into consideration, and getting the employees to feel that they belong in the organization. Modeling means being a role model for the employees and setting small intermediate stopping points. Finally, rewarding means celebrating in one way or another when the goals are met.

The method of this study is qualitative case study, and nine members of the target organization were interviewed. The informants were working in the sales in the three different dimensions. They were studied in the time when organization was living in a huge organizational change.

The results revealed that better knowledge can be gained about change and its leadership when the theory of transformational leadership is combined with the literature on organizational change. Both the theoretical literature review and the empirical part of the study revealed that transformational leadership can be used during organizational change. The theoretical part stressed three dimensions of transformational leadership, visioning, enabling and modeling, as important elements of change