

Hundred Percenters:

How to Utilize HARD Goals to Facilitate Creativity in the Workplace

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Introduction

This paper aims to propose a clear strategy for establishing challenging goals within a workforce to foster creativity. Specifically, the strategy will be structured around Mark Murphy's best selling novel, *Hundred Percenters: Challenge Your Employees to Give It Their All, and They'll Give You Even More*. Through an explanation of what 'Hundred Percenter' leaders are and how HARD¹ goal setting works, strategies to motivate will come to light. By acknowledging the different motivators in a union and non-union environment, it is clear a unionized workforce will greatly benefit from HARD goal setting. Therefore, we agreed to focus on a strategy towards the unionized audience rather than non-union employees.

A six step communication plan is utilized to explain the best approach to start the goal setting process: set HARD goals, set a vision, support the team, use positive reinforcement and constructive feedback, and evaluate the success. Further, different creativity recommendations are considered to encourage leaders to foster creativity effectively: build a diverse team, promote experimentation and support failure, encourage employee engagement and remove boundaries, create a risk-free, idea-generating workplace, and schedule brainstorming sessions. This paper will also clearly outline the impact of creativity and the importance of engagement.

Engagement is brought to light as a key performance indicator (KPIs) when promoting innovation in a unionized workplace. The engagement factors that are examined include employee dedication, vigor and absorption. These factors are suggested to be monitored through surveys, rubrics, group meetings, and one-on-one meetings. All KPIs are aimed to monitor the organization's ability to make creativity a priority.

¹ HARD stands for heartfelt animated, required and difficult

Who are the Hundred Percenters?

To foster creativity within a workplace, leaders need to emanate strong, inspirational and motivational characteristics to be an effective role-model. Leaders that inspire to achieve the extraordinary and push themselves to reach their full potential are further known as ‘Hundred Percenters’ (Murphy, 2010). To create a workforce of Hundred Percenters, management must lead with certain mannerisms. Hundred Percenters are not looking for satisfactory results, but rather are constantly envisioning a new, brighter future. For example, past Hundred Percenters were the people who won world war two, created a polio vaccine and put a man on the moon (Murphy, 2010). If creativity is the main task of a Hundred Percenter, they truly must visualize the impossible, and challenge their employees to achieve it.

The most important task of a Hundred Percenter is to challenge their employees. A Hundred Percenter should never ask an employee if they are satisfied, but instead if they are inspired. Leaders need to include their employees in the decision making process to create meaningful, emotional connections in the tasks and duties assigned to staff. When people are involved in the process and can visualize success, they are more likely to want to achieve it. Hundred Percenters need to be the ones to instill this natural desire to achieve daunting goals. Once management can establish meaningful, challenging goals around creativity, it will make employees more inspired to work together and reach their full potential.

Managing Strategies

Setting HARD goals

According to Mark Murphy, author of *Hundred Percenters*, people are generally unengaged by status-quo goals and need to be challenged in order to achieve better results (2010). Murphy establishes that HARD (Heartfelt, Animated, Required and Difficult) goals will instill confidence and convey importance to employees (Murphy, 2010). This new framework will replace SMART goals, and instead challenge leaders to push their employees out of their comfort zones.

Heartfelt

For employees to feel inspired, they need to form an emotional connection to the goal. To stimulate inspiration, leaders must discuss intrinsic motivations with their employees and discover meaningful motivators to help them reach their individual or organizational goals. Leaders must make the employees feel like they are existing to serve something bigger than themselves, and the goal is not a standard operating procedure but significant to the success of the company (Murphy, 2010). For example, leaders may align top organizational goals to a single employee's goal agenda to stimulate motivation and pressure to achieve the goal. Giving important, heartfelt goals to employees forces them to perform and increases overall engagement (Murphy, 2017).

Animated

Engagement and motivation seem to increase when employees can see success before it happens. By vividly describing goals, it leaves employees to believe that if they do not achieve it they will be wanting more (Murphy, 2010). Leaders must graphically describe the vision of each new goal implemented. For example, if the goal is creativity, a clear image of metrics, standards and culture needs to be established for employees to envision the environment. Creating a vision can also build attachment to the goal which creates an engaging environment. Workplaces must consider the similarities rather than differences in the culture and come together on a meaningful plan. It is important to focus on a goal bigger than immediate wants and foster creativity through group participation (Murphy, 2010). A clear vision dictates the success of the goal so it must be communicated emotionally, numerically and behaviorally to receive full engagement.

Required

Hundred Percenters want to establish urgency on the goals given. It is critical that employees understand that achieving these goals is essential to the success of the organization. One way to force urgency is showcasing the current environment and how insufficient it is. By emphasizing the current stagnation, employees will feel obligated to complete the goal based on job security and survival of the business (Murphy, 2010). It is the leader's job to answer all the 'why' reasons everyone needs to be participating in the new vision or goal (Murphy, 2010). Open and honest communication about what needs to be done is crucial to pushing your employees to reach their potential.

Difficult

If the goal does not test the organization's limits then it will not create an engaged workplace (Murphy, 2010). According to Edwin Locke and Gary Latham, as goals difficulty increases so does performance (Murphy, 2010). There are various ways you can make goals more challenging. By removing resources like formal authority, skills, budget, and time, it encourages employees to be creative and come up with new solutions to reach a desired endpoint. Not only will employees have to be creative to solve problems but it will also increase overall engagement. For example, Murphy's research shows that people who had goals that pushed them out of their comfort zone, increased engagement by 29% compared to people who stated their goals did not challenge them (Murphy, 2017).

Motivate as Compared to Demotivate

An important skill Hundred Percenter leaders have is the ability to establish connections with their employees to inspire them to achieve greatness (Murphy, 2010). In order to master this skill, leaders must learn the organizations' shoves (demotivators) and tugs (motivators). Leaders must acknowledge shoves and tugs separately because not all shoves can be managed by a tug. For example, if employees are pressed for a deadline and tensions are high, you cannot just take the team on vacation to solve the problem, because, in reality, all the employees want to do is to finish the project, hit the deadline and go home to their families (Murphy, 2015). Forming connections and understanding motivators and demotivators are universal skills to form a positive culture in any workplace.

Union Vs. Non-Union

When determining a motivation method towards union and non-union workers, it is important to acknowledge what inspires them. According to Mark Murphy, author of *Hundred Percenters*, the universal motivator for employees is simply an employer that listens to your unique concerns, whether good or bad (2010). Employers need to establish a connection with employees, union or non-union, to push them to aspire for greatness (Murphy, 2010). Although universal motivators are key to a positive work culture, there are different goal setting techniques employers should use towards union versus non-union workers.

With the short-term contracting of non-union workers and their years of autonomy, it is difficult to implement difficult, group-oriented goals to motivate them. Since they are only on-board for a short period of time, it is important to inspire these employees through making connections and providing recognition. It is crucial to acknowledge their personal achievements, but also form a connection to communicate your ‘big picture’ idea (Measom, 2017). By forming clear guidelines within the contract and communicating face-to-face regularly, the job should get done to your standards without having to set challenging goals. However, union employees may need an additional step with goal setting to ensure they are constantly stepping away from the status-quo.

Union employees are generally on-board long-term because of their exceptional wages, benefits and job security, which makes them the perfect candidate for HARD goal setting. With union employees long-term status, it allows Hundred Percenter leaders to challenge these employees and have time to see the progress. Employers cannot just set difficult goals without any notice, which would be near to impossible with contract workers. Therefore, employers need

to take advantage of the union environment and start implementing these difficult, yet rewarding goals to solve the stagnation of creativity. For instance, union employees tend to lack collaboration considering their collective environment which has caused a loss of autonomy (Measom, 2017). HARD goals aim to build on autonomy by learning the individual inspirations of employees through connection and relationship building. HARD goals will also force union employees out of their normal comfort zone. It is the employers job to establish these collective, difficult goals, but they also must help workers understand ‘why’ they are important. By explaining the importance of the HARD goals to workers, it will help build attachment to the goal and allow them to visualize the possibilities, once success is achieved. Therefore, this paper will focus on the importance of HARD goal setting within the union environment to ensure fostering creativity is a collective goal. By communicating HARD goals effectively, it will ensure the long-term benefits are acknowledged and union workers stay motivated.

Communication Plan

A unionized workforce offers the opportunity to see long-term change in a collective environment, so it seems more useful to focus on their communication strategy. The communication plan will be heavily structured off Mark Murphy’s best selling book *Hundred Percenters*. The emphasis is to not only give the employees a reason to care, but to be a part of the Hundred Percenters. In order to achieve a Hundred Percenters culture, HARD goals must be set to foster creativity (Murphy, 2017). An employee requires support and assistance from management in order to succeed, the best for management is a 100% leader (Murphy, 2010). The 100% leader is the one who creates the Hundred Percenters culture as they have the ability to

challenge by unleashing their full potential (Murphy, 2010). We have created a six step communication plan to help employers foster employee creativity.

| Practice | Benefit |
|--------------------------|---|
| 1. Set HARD Goals | <p>Heartfelt - These goals are bigger than the employee and challenge the employee to really think about why they want this. These goals can be intrinsic, personal and/or extrinsic (Murphy, 2017).</p> <p>Animated- These goals are inspirational. They are not S.M.A.R.T as they push the employee to think deeper.</p> <p>Required- These goals are mandatory and is what is expected of the employee, it is upon if they are going to go above and beyond what it is required.</p> <p>Difficult - These goals challenge your employees to work past their limits, arguably the best way to foster creativity as it tests employees ability more than they ever believed possible</p> <p>The HARDer the goals set the more creativity the employee(s) will have.</p> |

| | |
|---|--|
| <p>2. Set a clear vision</p> | <p>If a clear vision of a company is in place, it should be able to create goals for employees (Lavoie, 2017). “Our vision is for a more livable, joyful and sustainable Vancouver where students are deeply engaged inside City Hall ” (CityStudio, 2019). A vision statement paves the way for employees to have a deeper understanding and will enable their creativity.</p> |
| <p>3. Support your team</p> | <p>In order to foster employees’ creativity within any workplace, employees need to feel supported and empowered by their management. It is critical to accept and encourage diversity as one of the greatest strengths a company can have. Employees who are supported are more inclined to work HARDer as they feel respected as they are in a safe place where they are able to bring their creative ideas to the workplace (Fridman, 2016).</p> |
| <p>4. Positive Reinforcement</p> | <p>If employees are rewarded based on their behaviours, it is likely that it will be repeated (Lonczak, 2019). Positive Reinforcement is not to be looked at as praise, it is a psychological teaching tool that says desirable behaviour when it is reinforced it will be repeated (Murphy, 2010). There are four primary components when delivering positive reinforcement;</p> |

| | |
|---------------------------------|---|
| | <ol style="list-style-type: none"> 1. It needs to be meaningful - If you want your employees to continuously challenge themselves when giving praise, it must mean something to them (Murphy, 2010). 2. It needs to be specific - If you want your employees to repeat positive performance, as managers you have to tell them exactly what they did right and/or well (Murphy, 2010). 3. It needs to be timely “catch ‘em in the act” - If you want to provide your employees with the most effective feedback, it should be done within real-time (Murphy, 2010). 4. It needs to be free of criticism. - When providing positive reinforcement the message should not be ‘sandwiched’ with any corrections or constructive criticisms (Murphy, 2010). |
| 5. Constructive Feedback | <p>Employees are likely to get defence from constructive criticisms. However, using IDEALS will keep employees encouraged and motivated after feedback is delivered (Murphy, 2010).</p> <p>I. Invite them to partner - Allow your employees to express their point of view, gives them the ability to speak, you may be able to gather more information that will help them with goals and innovation (Murphy, 2010).</p> <p>D. Disarm yourself - Always make sure your employees feel safe</p> |

so that they are more open to criticism (Murphy, 2010).

E. Eliminate Blame - Do not make your employees feel bad.

Nothing is worse for a company than employees who are discouraged and unhappy.

A. Affirm their control - Check in with employees, it is important that they have some control in the situations (Murphy, 2010).

L. List correct feedback - The **golden rule** when giving employees constructive feedback is as follows;

1. It needs to make sense
2. It needs to hold up to logical scrutiny
3. It needs to be understandable
4. Is needs to be teachable (Murphy, 2010)

There are two techniques that hit every factor of the **golden rule**;

1. Employers must **not skimp on any detail**, no matter how small, if an employee is going to learn they must be held accountable and be given the proper assistance on how to improve (Murphy, 2010).
2. Employers must explain **why**. Leaders often miss this technique as employees who are receiving constructive feedback often are unaware. If employers can't think of it, there may not even be a good reason as to why something should be done a certain way, then the correction doesn't

| | |
|--------------------|---|
| | need to be made (Murphy, 2010). S. Synchronize your understanding - How you and your employee(s) can work together to be more effectively next time around (Murphy, 2010) |
| 6. Evaluate | Please refer to Appendix A for Evaluation Plan. |

Creativity in Action

In today's business world, creative ideas are the emerging competitive advantages for businesses (Jones, 2014). Before creativity became a priority, businesses were purely focused on productivity and overlooked the idea and benefits of innovation. Hundred Percenter leaders need to capitalize on the opportunities of creativity and embed these techniques into their vision of success and management style.

Creativity can be facilitated in various ways such as:

- Building a diverse team
- Promoting experimentation and support failure
- Encouraging employee engagement and remove boundaries
- Creating a risk-free, idea-generating workplace
- Schedule brainstorming sessions

Building a diverse team is a major component of facilitating creativity because it allows employees to communicate their unique views and opinions. Employers can create diversity in a variety of different ways. For instance, employers can create diversity by employing people of different genders, religions and races. Another way employers can create diversity is by employing individuals from different generations. There are five generations currently in the workforce (2019). Generation Z are individuals who are born after 1995 to present. Millennials are individuals born between 1980 to 1995. Generation X are those who were born between 1966 to 1980. Baby boomers are those who were born 1946 to around 1995. Then there's the silent generation, the silent generation are those who were born from 1926 to 1945. In relation to hiring and recruiting, employers look to have individuals from different walks of life and different experiences because they're able to bring things/ideas to the table that others may not. As a result, the diverse work environment could potentially lead to new and innovative ideas.

Another way to facilitate creativity is through promoting experimentation and support failure. Experimentation allows employees to try new and innovative things that could positively impact their work as well as the company. Even if the outcome is failure, employees will be able to learn from their mistakes and improve in the future (Council, 2017). If employees don't have the fear of failure and failure isn't criticized by the employer then the opportunities for creative outcomes are endless.

Furthermore, encouraging employee engagement is highly recommended for success. If employees are engaged within their work environment then they'll strive to do well. Engaged employees tend to be more flexible, immersed in their work, challenge-driven, emotionally connected to their work (Hamill, 2019).

Removing boundaries and having an open mind will encourage employees to do tasks in their own unique way. Everyone is unique, therefore everyone has their own way of doing things. Employers should give tools and techniques at the beginning of a task and then let the employees use their own techniques and creativity to complete it. By removing boundaries, the ability for an individual to be creative is encouraged.

Creating a comfortable environment for employees is a major component in fostering creativity. According to the article by the HR Specialist, holding regular brainstorm sessions increase creative ideas (2009). Many businesses find that facilitating brainstorming sessions regularly increase the probability of idea generation. Having brainstorming sessions can be very tedious. To successfully utilize this technique, there are certain things that need to be done. For instance, employees should be set up around a round table as compared to a square because it eliminates hierarchy (McLean, 2019). The number one rule for successful brainstorming sessions is that at the beginning of every session, each member should understand that it's a judgement-free zone and anyone can present their ideas and opinions. Once the brainstorming session is over, the facilitator should follow up with the members who were present and share the final outcome. In relation to facilitating brainstorming sessions, the outcomes are typically positive. After the brainstorming session is completed, the facilitator is left with numerous ideas and potential business decisions.

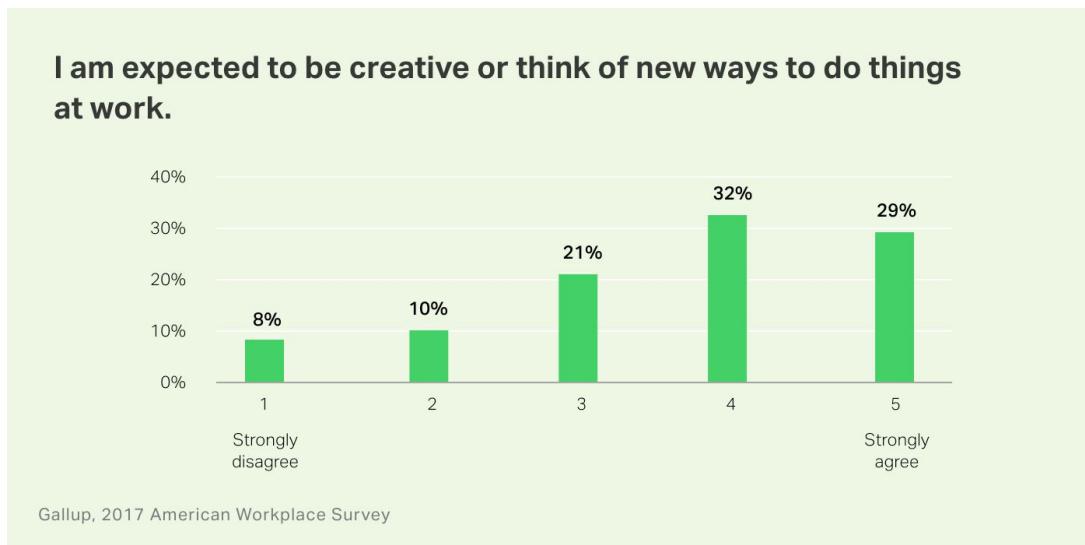
Impact of Facilitating Creativity

The impact of having a multigenerational work environment has its pros and cons.

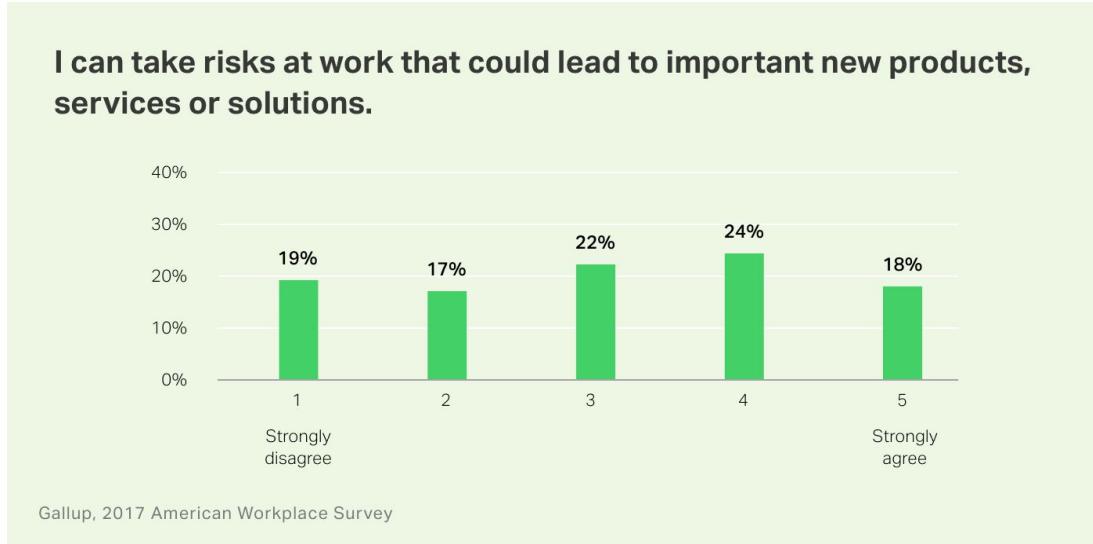
Research has shown that creating a multi-generational workplace increases the chances of establishing a competitive advantage. Hundred Percenters need to be aware of the different generations within their unionized workforce to establish inspiration in different ways. In fact, the most common mistakes that employers make is giving their entire attention toward millennials and overlooking the older generations. In an article by Forbes, it was stated that “ignoring the needs of any group of people in a company will result in a drop in productivity and unhappy employees” (Gay, 2017).

In order to be successful with a multigenerational workforce, everyone must be able to lead. Millennials tend to be more assertive and confident compared to baby boomers, therefore, they tend to be more dominant. Baby boomers are typically more wise and soft-spoken compared to Millennials. It was found that 80% of Millenials identified themselves as leaders (Gay, 2017).

According to an article by Gallup, roughly 29% of employees agree that they’re expected to be creative and generate innovative ideas at work (Wigert, 2019).



Another impact I've found is that having engaged employees can result in increased productivity. According to the chart below, about 18% of employees strongly agree that they're encouraged to take risks at work that could lead to important new products or services (Wigert, 2019). While on the other hand, about 19% of employees strongly disagree that taking risks could lead to new products or services. Therefore, Hundred Percenters need to establish a culture that focuses on the importance of creativity and engagement.



KPIs of Creativity Success

After a proper plan of fostering creativity has been implemented, it is important to monitor the success through key performance indicators. Each phase of HARD goals should be monitored closely to ensure leaders are on the right track and the employees are buying-in. With the goal of enhancing creativity, there should be an extensive focus on employee engagement to ensure innovation performance. According to a study mentioned in *Nurturing Innovation Performance Through Corporate Entrepreneurship: The Moderation of Employee Engagement*, employees that find positivity in management support, time availability, discretion at work, and have resources for entrepreneurial activities are most likely engaged in innovative activites (Umair, Abbas, Asif, Hussain, & Muhammad, 2018). Attention to the details of what fosters engagement will improve overall employee performance and innovation (Umair et al., 2018). Some indicators of engagement include employee dedication, vigor and absorption. Firstly, dedication refers to sincere involvement in work. The level of dedication indicates the magnitude of enthusiasm, inspiration and pride at work (Umair et al., 2018). Secondly, measuring vigor requires maintaining a high level of energy and resilience at work (Umair et al., 2018). An employee with vigor displays eagerness and investment in workplace goals. Lastly, absorption reveals the amount of concentration the employee has at work to complete their goals (Umair et al., 2018). When an employee is fully absorbed in their work, they feel it difficult to detach themselves from work and stop working towards their goals (Umair et al., 2018). Individual and group engagement must be taken into account as everyone has different motivations. It is recommended that employers pay close attention to the varying motivators from the union

employees. To foster creativity successfully, leaders need to create value in the work they are giving out to increase engagement and create an environment for innovation to thrive.

To properly monitor a culture of engagement and creativity, proper measuring techniques should be installed: surveys, rubrics, group meetings, and one-on-one meetings. All of these techniques must address individual and group creativity characteristics (Appendix B). For example, in Appendix C the survey addresses individual, team and leadership factors that may be affecting their level of engagement. By separating the different obstacles of engagement, managers can pinpoint the gaps in their leadership style and adapt to create a better environment to foster creativity. Further, rubrics can be used to measure individual or group levels of creativity (Appendix D). Rubrics can be utilized to evaluate individual and group projects and work on improving projects in the future. Evaluating the creativity of a project helps leaders address weaknesses in specific areas, which can be dealt with individually or through group collaborations. Meetings done one-on-one or as a team regarding engagement and creativity standards should be recorded and filed for future review. Discussion of how engagement and creativity are progressing is important in creating buy-in from the entire organization. If employees feel their voice is being heard, they will be more inspired to focus on increasing their creativity standard. Further, verbal communication should follow the HARD outline of heartfelt, animated, required and difficult. By setting this standard in meetings and recording the conversation, leaders will create an accountability metric as well as challenge their employees to reach beyond their potential to increase creativity. By implementing a variety of evaluations to monitor innovation and participation, union employees' perspectives and abilities will be considered in the process to make creativity a priority.

Conclusion

In summary, it has been shown that there are various strategies in order to foster creativity within a workplace. The novel, *Hundred Percenters: Challenge Your Employees to Give It Their All, and They'll Give You Even More* by Mark Murphy summarizes the utilization of HARD goals to motivate workers to strive. Through our research, we have found that HARD goals will be greatly beneficial primarily for unionized workers. The process of integrating HARD goals in the workplace consists of six steps. When those six steps are met, there's a higher chance of creativity and innovative ideas. Once creativity is fostered, there are various impacts such as increased productivity and increased employee morale. We've also gone through key performance indicators to measure the success of creativity facilitation and found that each step of the HARD goal process should be closely monitored to ensure leaders are on the right path. Overall, HARD goals are being implemented by successful leaders within the workplace to foster creativity.

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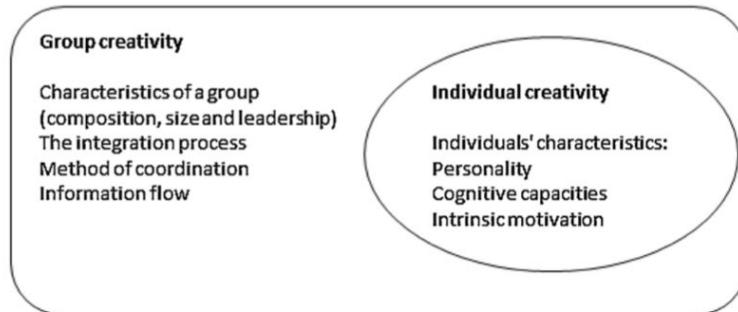
Appendix

Appendix A: Evaluation Plan



(Toronto Arts Foundation, n.d.)

Appendix B: Group & Individual Creativity Characteristics



(Fischer, Oget & Cavallucci, 2016)

Appendix C: Engagement Survey Example

| Employee Engagement Survey Sample Items | | | | | | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| The DecisionWise Employee Engagement Survey contains a subset of research-based anchor questions that are designed to measure overall engagement. The other questions measure the factors that drive engagement and satisfaction in an organization. The survey is completely customizable to the needs of every organization. The following sample only shows a limited number of the 50 total items found in the complete survey. To see the complete version, contact info@decision-wise.com. | | | | | | |
| My Job | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Don't Know |
| 2. I have the tools and resources I need to do my job well. | <input type="radio"/> |
| 8. Most days, I see positive results because of my work. | <input type="radio"/> |
| 11. My work is valued by this organization. | <input type="radio"/> |
| 12. I have received the training I need to do my job well. | <input type="radio"/> |
| 13. The amount of work I am expected to do is reasonable. | <input type="radio"/> |
| My Team | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Don't Know |
| 15. The people I work with take accountability and ownership for results. | <input type="radio"/> |
| 19. The people I work with treat me with respect. | <input type="radio"/> |
| 20. My coworkers and I openly talk about what needs to be done to be more effective. | <input type="radio"/> |
| My Supervisor | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Don't Know |
| 21. My supervisor helps me understand how my work is important to the organization. | <input type="radio"/> |
| 25. My supervisor is approachable and easy to talk to. | <input type="radio"/> |
| 26. My supervisor creates a motivating and energizing workplace. | <input type="radio"/> |
| 32. My supervisor sets high expectations for our team's performance. | <input type="radio"/> |
| My Organization | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree | Don't Know |
| 35. The vision and goals of this organization are important to me personally. | <input type="radio"/> |
| 37. This organization provides attractive opportunities for training and development. | <input type="radio"/> |
| 39. There are opportunities for my own advancement in this organization. | <input type="radio"/> |
| 40. My opinions are sought on issues that affect me and my job. | <input type="radio"/> |
| 41. This organization cares about employees. | <input type="radio"/> |
| 47. I would recommend this organization as a great place to work. | <input type="radio"/> |

(Decision Wise, n.d.)

Appendix D: Creativity Rubric Example

| Evaluating Creativity | | | | |
|-------------------------------|---|--|---|--|
| | Very Creative | Creative | Ordinary/Routine | Imitative |
| Variety of ideas and Contexts | Ideas represent a startling variety of important concepts from different contexts or disciplines. | Ideas represent important concepts from different contexts or disciplines. | Ideas represent important concepts from the same or similar contexts or disciplines. | Ideas do not represent important concepts. |
| Variety of sources | Created product draws on a wide variety of sources, including different texts, media, resource persons, or personal experiences. | Created product draws on a variety of sources, including different texts, media, resource persons, or personal experiences. | Created product draws on a limited set of sources and media. | Created product draws on only one source or on sources that are not trustworthy or appropriate. |
| Combining ideas | Ideas are combined in original and surprising ways to solve a problem, address an issue, or make something new. | Ideas are combined in original ways to solve a problem, address an issue, or make something new. | Ideas are combined in ways that are derived from the thinking of others (for example, of the authors in sources consulted). | Ideas are copied or restated from the sources consulted. |
| Communicating Something New | Created product is interesting, new, or helpful, making an original contribution that includes identifying a previously unknown problem, issue, or purpose. | Created product is interesting, new, or helpful, making an original contribution for its intended purpose (for example, solving a problem or addressing an issue). | Created product serves its intended purpose (for example, solving a problem or addressing an issue). | Created product does not serve its intended purpose (for example, solving a problem or addressing an issue). |

Source: From How to Create and Use Rubrics for Formative Assessment and Grading (p. 54), by Susan M. Brookhart, 2013, Alexandria, VA: ASCD. Copyright 2013 by ASCD

Guiding Questions for Evaluation

1. What path did you take to come up with this idea?
2. What alternatives did you consider earlier on?
3. Why did you choose _____?
4. Compared to the last project you worked on, what was something new you tried this time?
5. What ideas or themes did you use for inspiration?
6. How could you incorporate _____ into this?

There are eight different ways to evaluate creativity:

- **Replication** – A creative work can be an exacting version of the original.
- **Redefinition** – A creative work can be from a different perspective than the original.
- **Incremental** – A creative work can be a variation on an original theme.
- **Accelerated** – A creative work can jump ahead of current idea.
- **Redirection** – A creative work can change direction, such as being more simplified than an ornate original.
- **Reconstruction** – A creative work can revert and restart from the constituent parts of the original (e.g., building bloc
- **Re-initiation** – A creative work can be a new starting point for an original interpretation.
- **Integration** – A creative work can link together diverse ideas into a new representation.

(Durkin, n.d.)