

KEYS[®] to Creativity

Prepared For:
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15-May-06

My Respondents (N = 3)

Navigating Complex Challenges

Standard Norm Group



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KEYS Model

The KEYS to Creativity feedback report is designed to provide a clear picture of the climate within a work group or organization. That climate, also known as the work environment, greatly influences employees' ability to be creative. The value of KEYS lies in its capacity to accurately identify the conditions necessary for creativity and innovation to occur. As defined by KEYS, innovation is the successful implementation of creative ideas within a work group or organization.

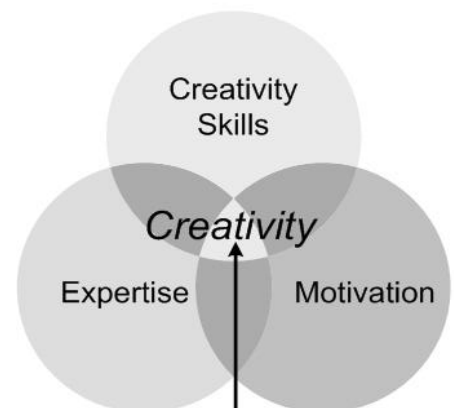
Individual creativity depends upon:

- **Expertise**
Knowledge, talent and skill in the particular area where the individual is doing creative work
- **Creativity Skills**
Having a flexible problem solving approach; persevering on difficult problems; and taking risks with solutions to problems
- **Motivation**
The desire to solve the problem or accomplish a task because it is interesting and personally challenging

The work environment is made up of:

- **Resources**
Everything the organization has available to aid in the area targeted for innovation, including time, funding, information and materials
- **Management Practices**
Allowing freedom and autonomy in the practice of work; providing challenge; specifying clear strategic goals; and forming work teams comprised of individuals with diverse skills and perspectives
- **Organizational Motivation**
The basic orientation of the organization toward innovation; shared vision; providing rewards and recognition; lack of internal politics; and lack of overemphasis on the status quo

Individual Creativity



Work Environment

How to Interpret the Feedback Report

As you review the KEYS to Creativity feedback report, please keep in mind:

- KEYS does not measure individual creativity.
- KEYS assesses the work environment, i.e., the management practices, resources, motivations and interactions of a great many people.
- KEYS scores are standardized and compared to a normative group.
- High Scores are preferred.

KEYS Interpretive Grid

Rank		KEYS Standard Score
Very High	VH	61 or above
High	H	56-60
Mid-Range	M	46-55
Low	L	41-45
Very Low	VL	40 or below

Terms used in the KEYS survey:

- **Work Environment**
The setting within which you currently do most or all of your work
- **Work Group**
The people with whom you currently work closely on a day-to-day basis; the group of people with whom you do your major project(s)
- **Supervisor**
The person who manages your major project(s); the person to whom you report for most of your work
- **Project(s)**
The major work that you do, whatever that may be
- **This Organization**
The organization within which you currently work
- **My Area of This Organization**
The department, branch, division, or group within which you do most of your work

Legend:

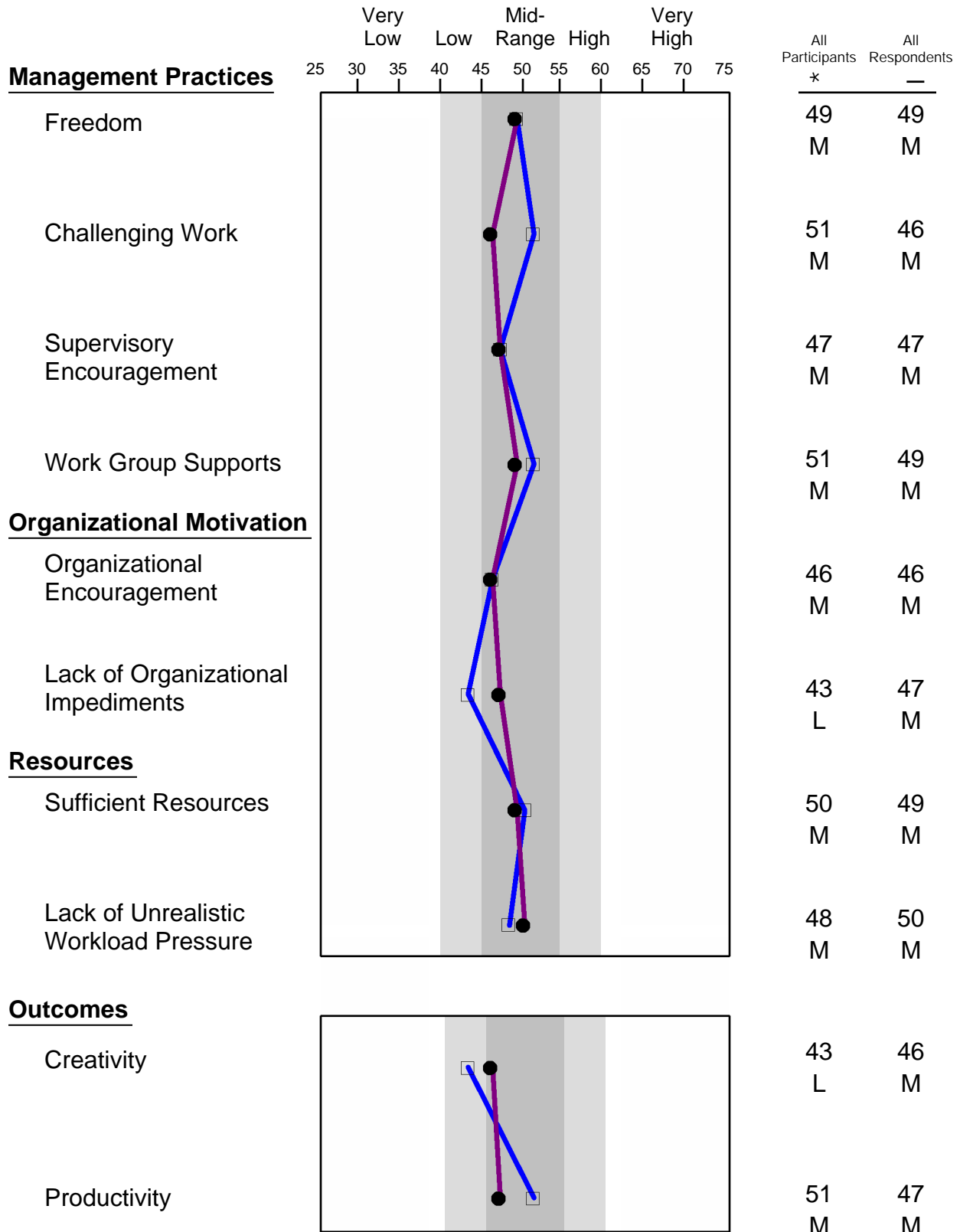
- = All Respondents (N = 131)
- * = All Participants (N = 19)
- ≥ = My Respondents (N = 3)
- ˆ = Myself (N = 1)

Overview of KEYS Dimensions		Compared to KEYS Normative Group	
Work Environment	Management Practices	– Freedom Deciding what work to do or how to do it; a sense of control over one’s work	Mid-Range
		– Challenging Work A sense of having to work hard on challenging tasks and important projects	Mid-Range
		– Supervisory Encouragement A supervisor who serves as a good work model, sets goals appropriately, supports the work group, values individual contributions, and shows confidence in the work group	Mid-Range
		– Work Group Supports A diversely skilled work group in which people communicate well, are open to new ideas, constructively challenge each other's work, trust and help each other, and feel committed to the work they are doing	Mid-Range
	Organizational Motivation	– Organizational Encouragement An organizational culture that encourages creativity through the fair, constructive judgment of ideas; reward and recognition for creative work; mechanisms for developing new ideas; an active flow of ideas; and a shared vision	Mid-Range
		– Lack of Organizational Impediments An organizational culture that does not impede creativity through internal political problems, harsh criticism of new ideas, destructive internal competition, an avoidance of risk, and an overemphasis on the status quo	Low
	Resources	– Sufficient Resources Access to appropriate resources, including funds, materials, facilities, and information	Mid-Range
		– Lack of Unrealistic Workload Pressures Absence of extreme time pressures, unrealistic expectations for productivity, and distractions from creative work	Mid-Range
	Outcomes	– Creativity A creative organization or unit, where a great deal of creativity is called for and where people believe they actually produce creative work	Low
		– Productivity An efficient, effective, and productive organization or unit	Mid-Range

KEYS to Creativity

All Participants / All Respondents

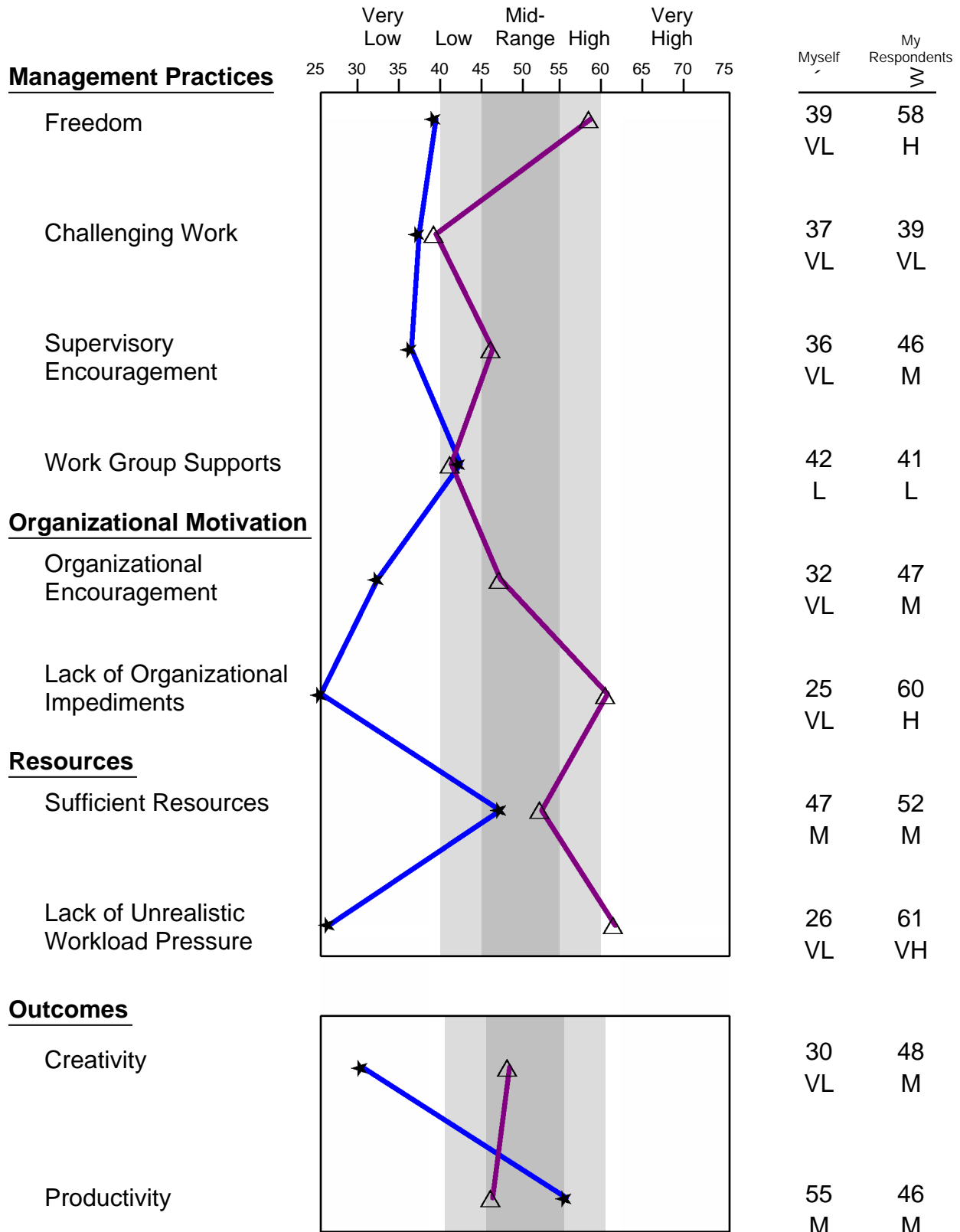
These data represent the average scores of all participants and all respondents in this group.



KEYS to Creativity

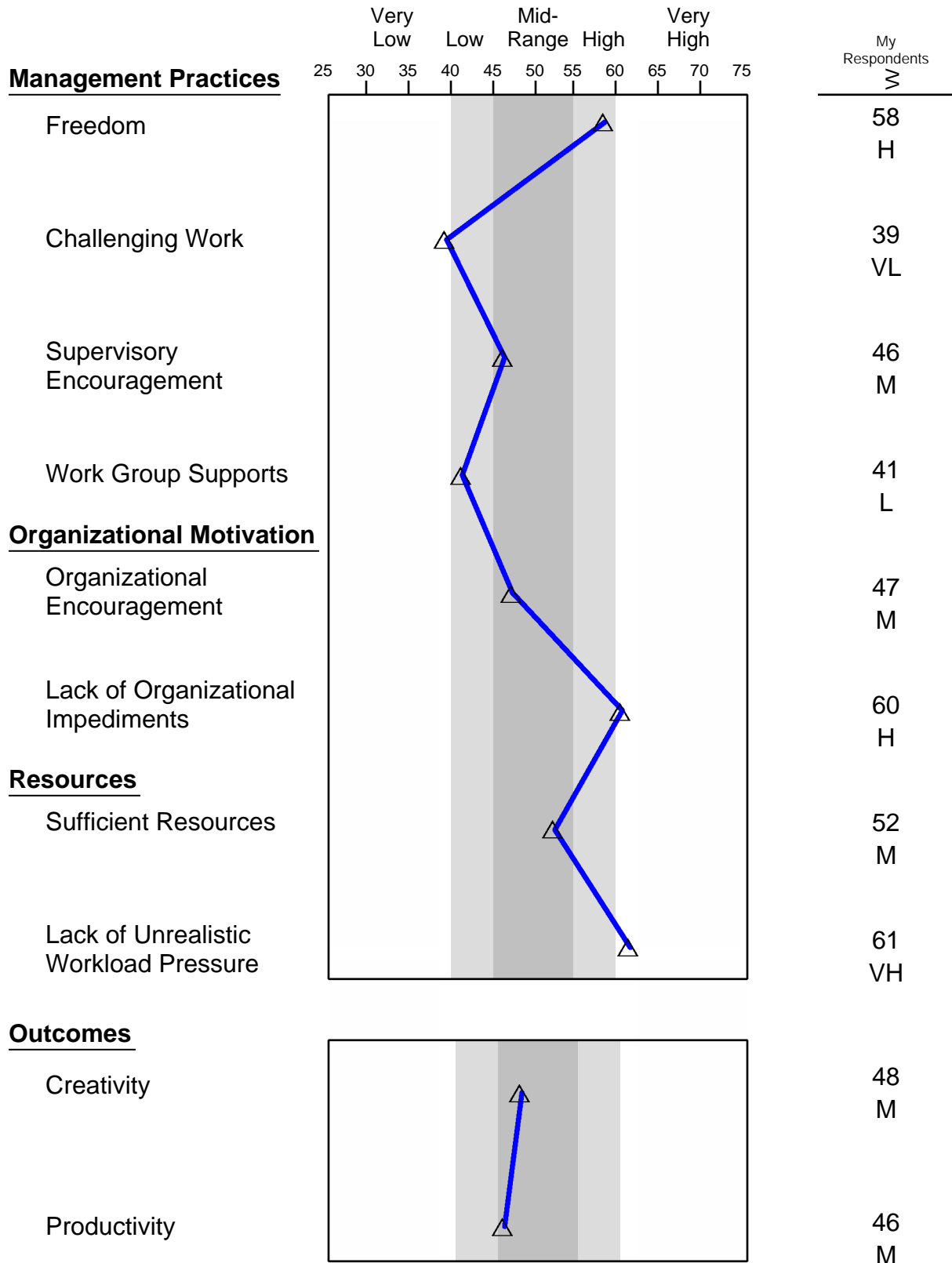
Myself / My Respondents

These data represent your average scores and the average scores of your respondents.



My Respondents

These data represent the average scores of your respondents.



Management Practices

Management practices within the work environment include allowing freedom and autonomy in the practice of work, providing challenge, specifying clear strategic goals, and forming work teams comprised of individuals with diverse skills and perspectives.

Work Environment



Freedom

Deciding what work to do or how to do it; a sense of control over one's work

Challenging Work

A sense of having to work hard on challenging tasks and important projects

Supervisory Encouragement

A supervisor who serves as a good work model, sets goals appropriately, supports the work group, values individual contributions, and shows confidence in the work group

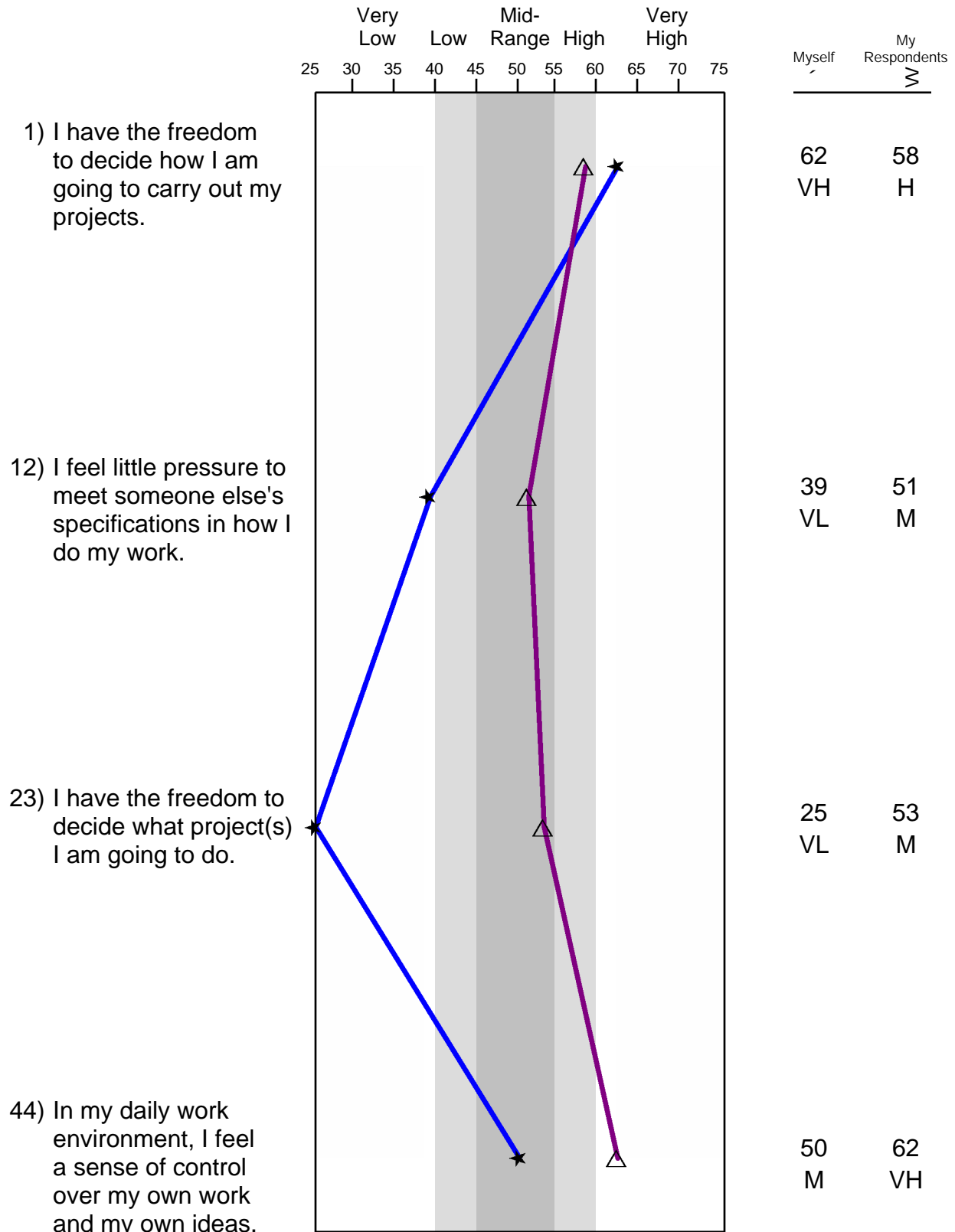
Work Group Supports

A diversely skilled work group in which people communicate well, are open to new ideas, constructively challenge each other's work, trust and help each other, and feel committed to the work they are doing

KEYS to Creativity

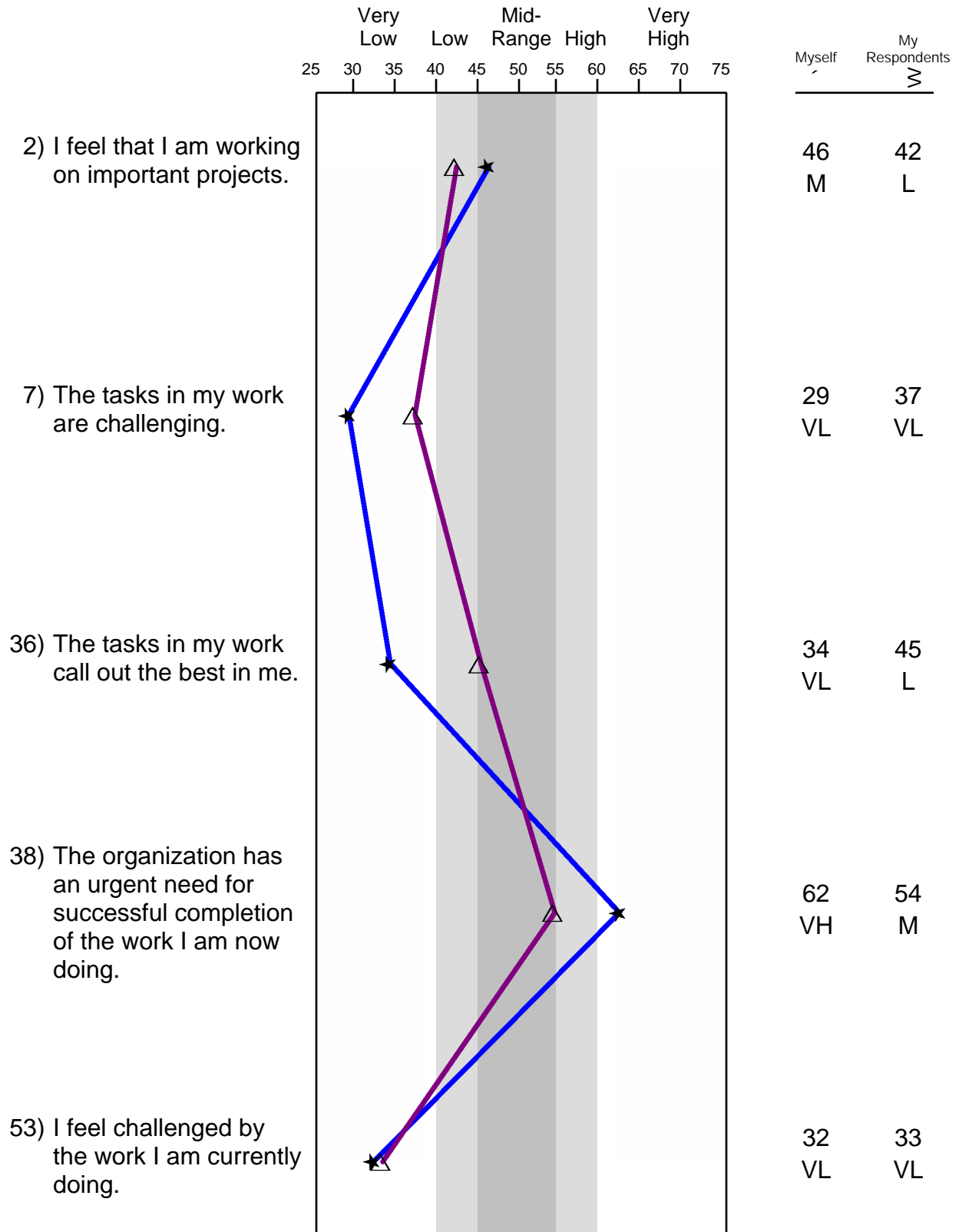
Freedom

Deciding what work to do or how to do it; a sense of control over one's work



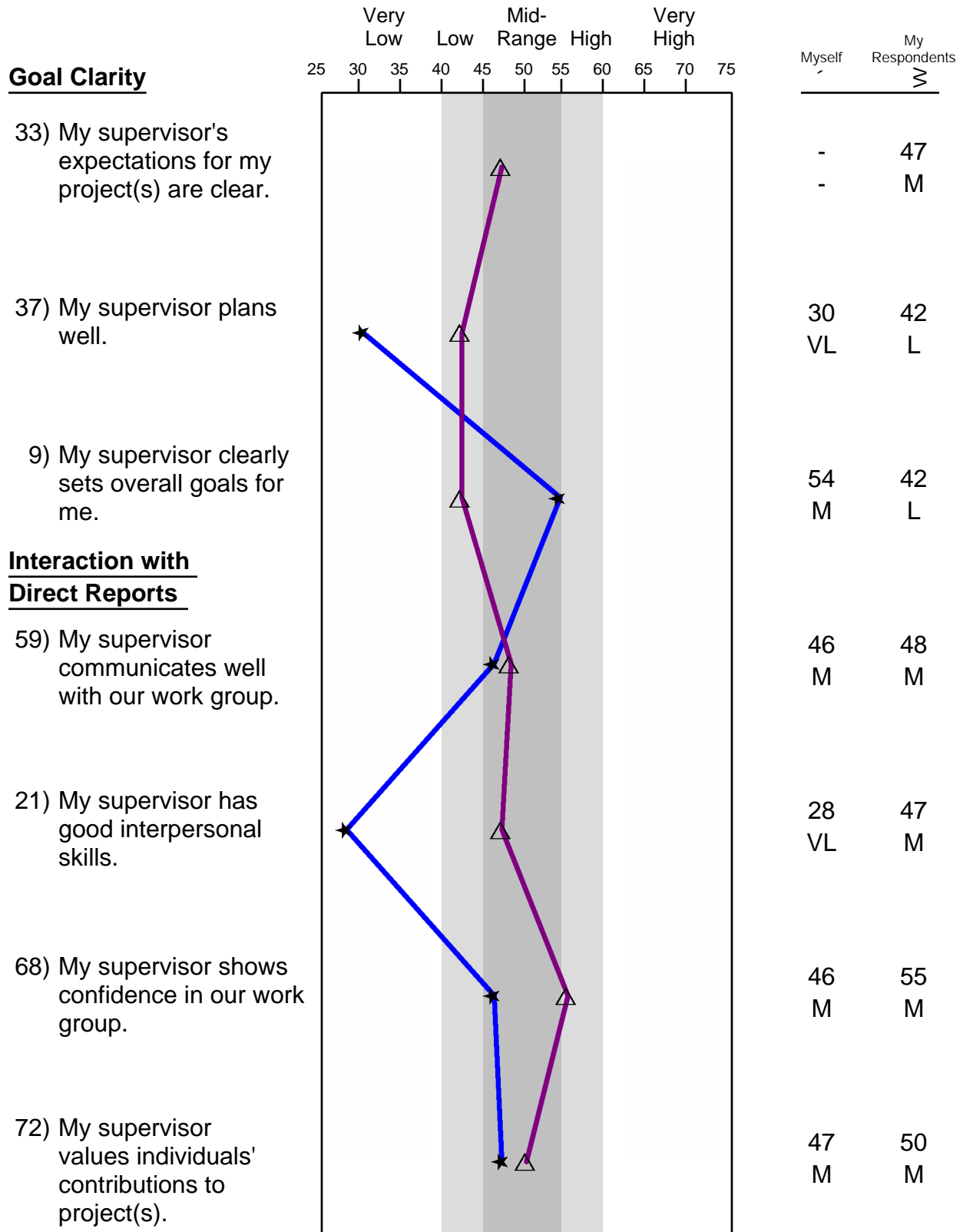
Challenging Work

A sense of having to work hard on challenging tasks and important projects



Supervisory Encouragement

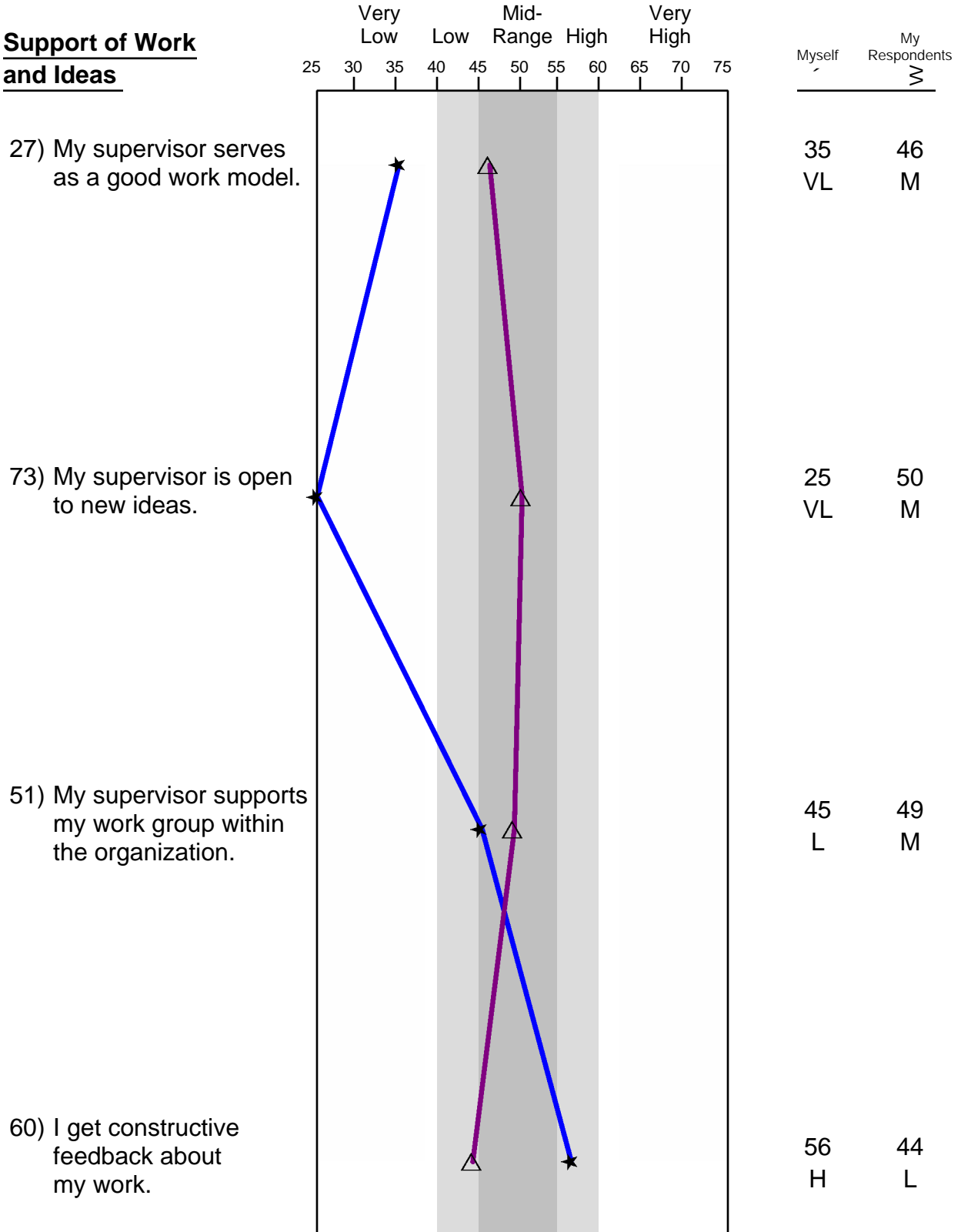
A supervisor who serves as a good work model, sets goals appropriately, supports the work group, values individual contributions, and shows confidence in the work group



Supervisory Encouragement (cont.)

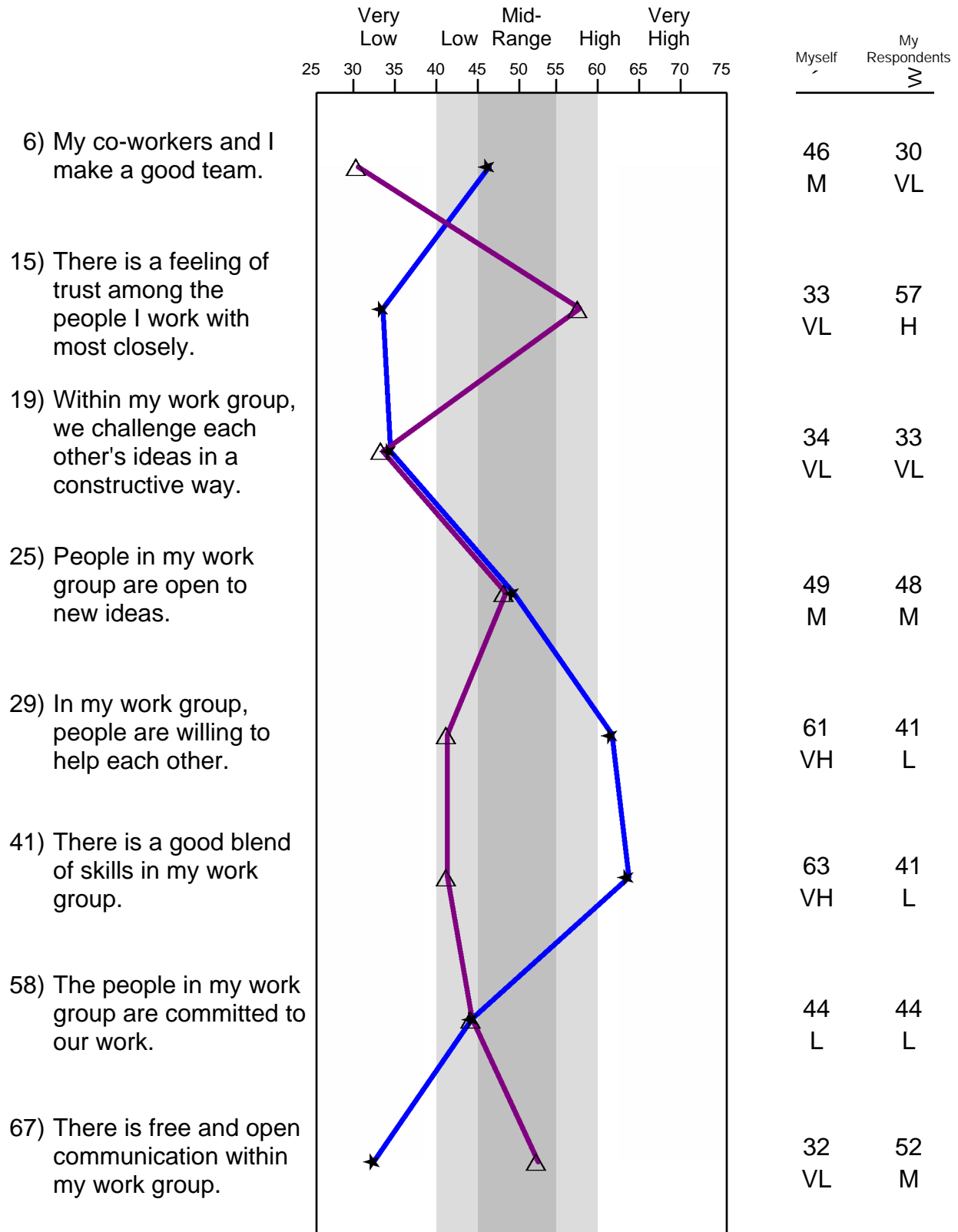
A supervisor who serves as a good work model, sets goals appropriately, supports the work group, values individual contributions, and shows confidence in the work group

Support of Work and Ideas



Work Group Supports

A diversely skilled work group in which people communicate well, are open to new ideas, constructively challenge each other's work, trust and help each other, and feel committed to the work they are doing



Organizational Motivation

Organizational motivation within the work environment looks at the basic orientation of the organization toward innovation, shared vision, providing rewards and recognition, lack of internal politics, and lack of over emphasis on the status quo.

Work Environment



Organizational Encouragement

An organizational culture that encourages creativity through the fair, constructive judgment of ideas; reward and recognition for creative work; mechanisms for developing new ideas; an active flow of ideas; and a shared vision

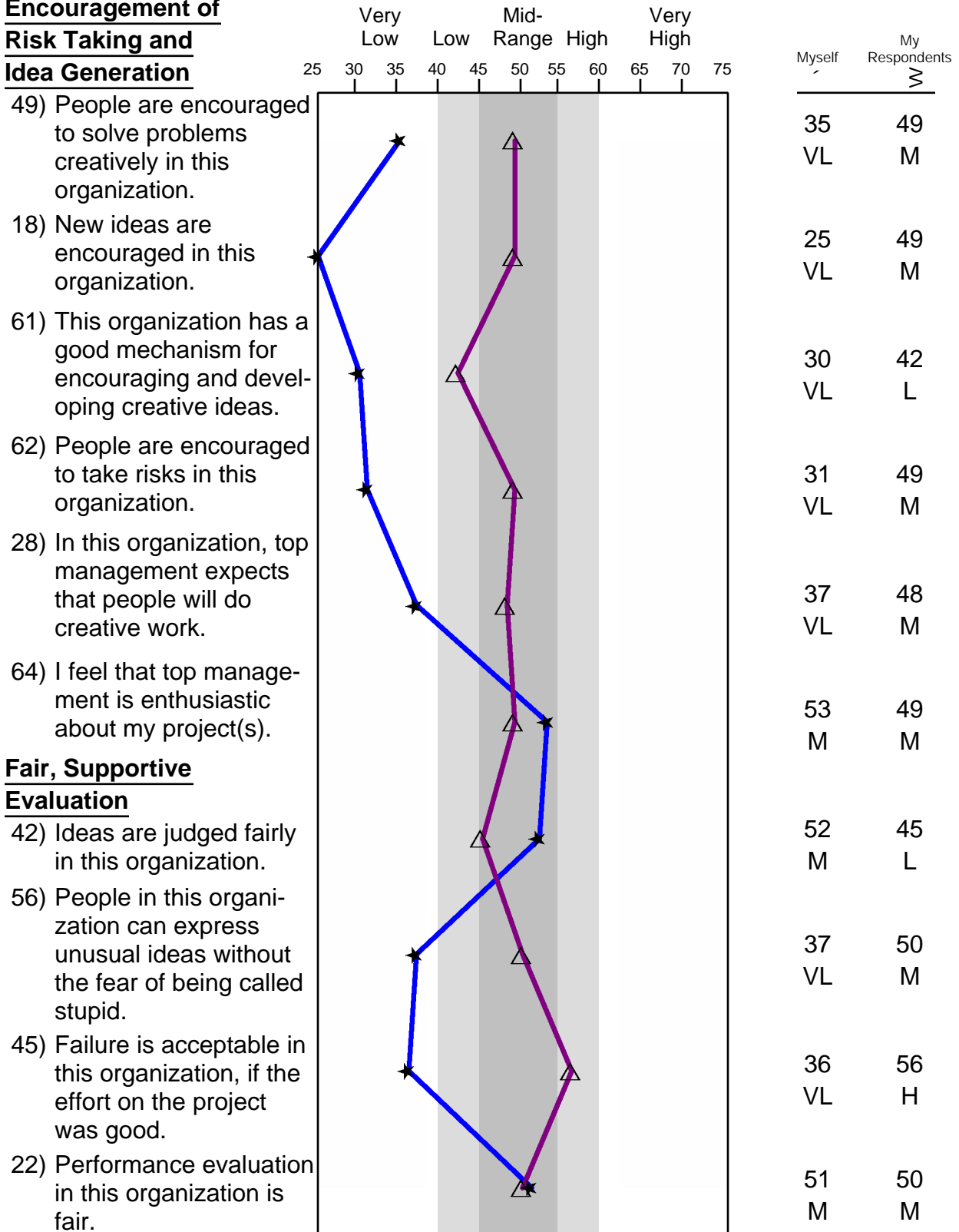
Lack of Organizational Impediments

An organizational culture that does not impede creativity through internal political problems, harsh criticism of new ideas, destructive internal competition, an avoidance of risk, and an overemphasis on the status quo

Organizational Encouragement

An organizational culture that encourages creativity through the fair, constructive judgment of ideas; reward and recognition for creative work; mechanisms for developing new ideas; an active flow of ideas; and a shared vision

Encouragement of Risk Taking and Idea Generation



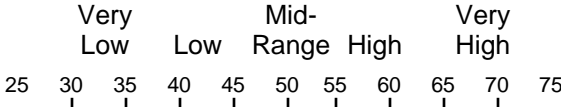
Fair, Supportive Evaluation

Organizational Encouragement (cont.)

An organizational culture that encourages creativity through the fair, constructive judgment of ideas; reward and recognition for creative work; mechanisms for developing new ideas; an active flow of ideas; and a shared vision

Recognition and Reward of Creativity

Recognition and Reward of Creativity



Myself \sim
My Respondents Σ

35) People are recognized for creative work in this organization.

26 VL 49 M

50) People are rewarded for creative work in this organization.

42 L 50 M

Collaborative Idea Flow

40) There is an open atmosphere in this organization.

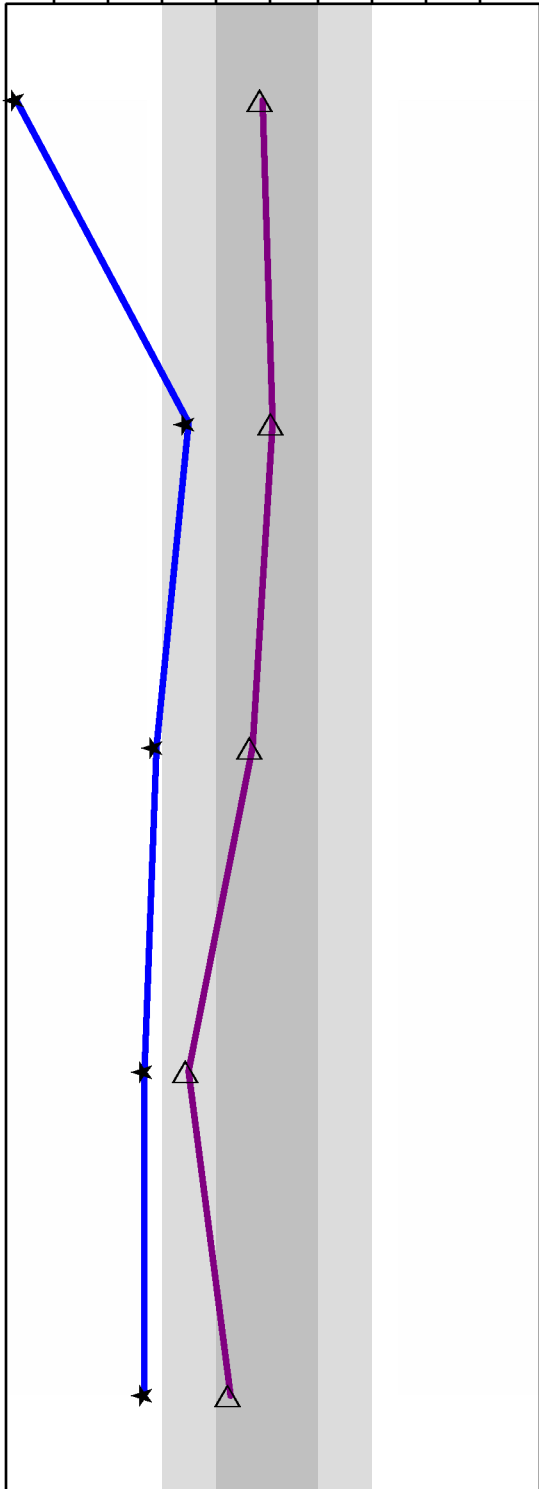
39 VL 48 M

8) In this organization, there is a lively and active flow of ideas.

38 VL 42 L

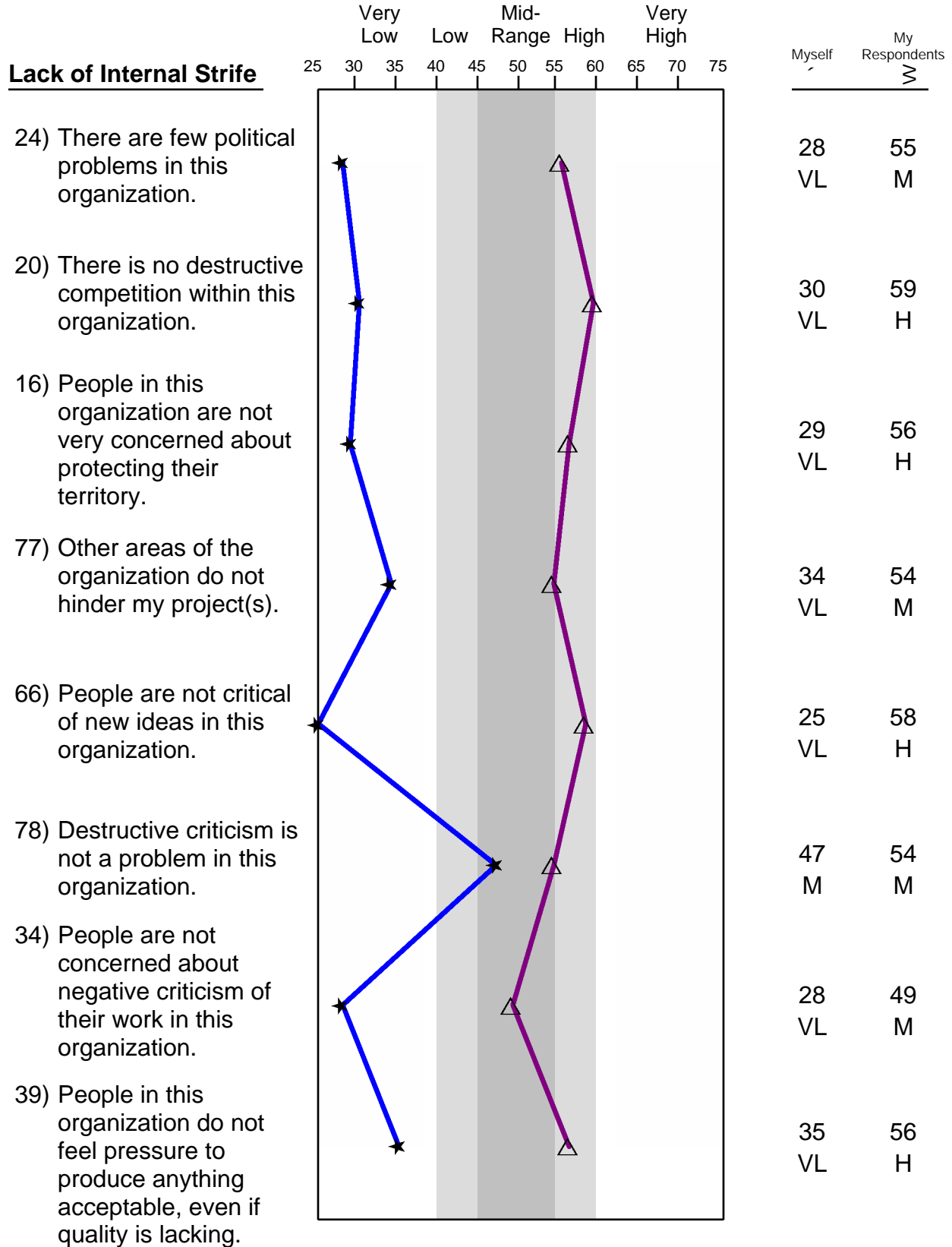
14) Overall, the people in this organization have a shared vision of where we are going and what we are trying to do.

38 VL 46 M



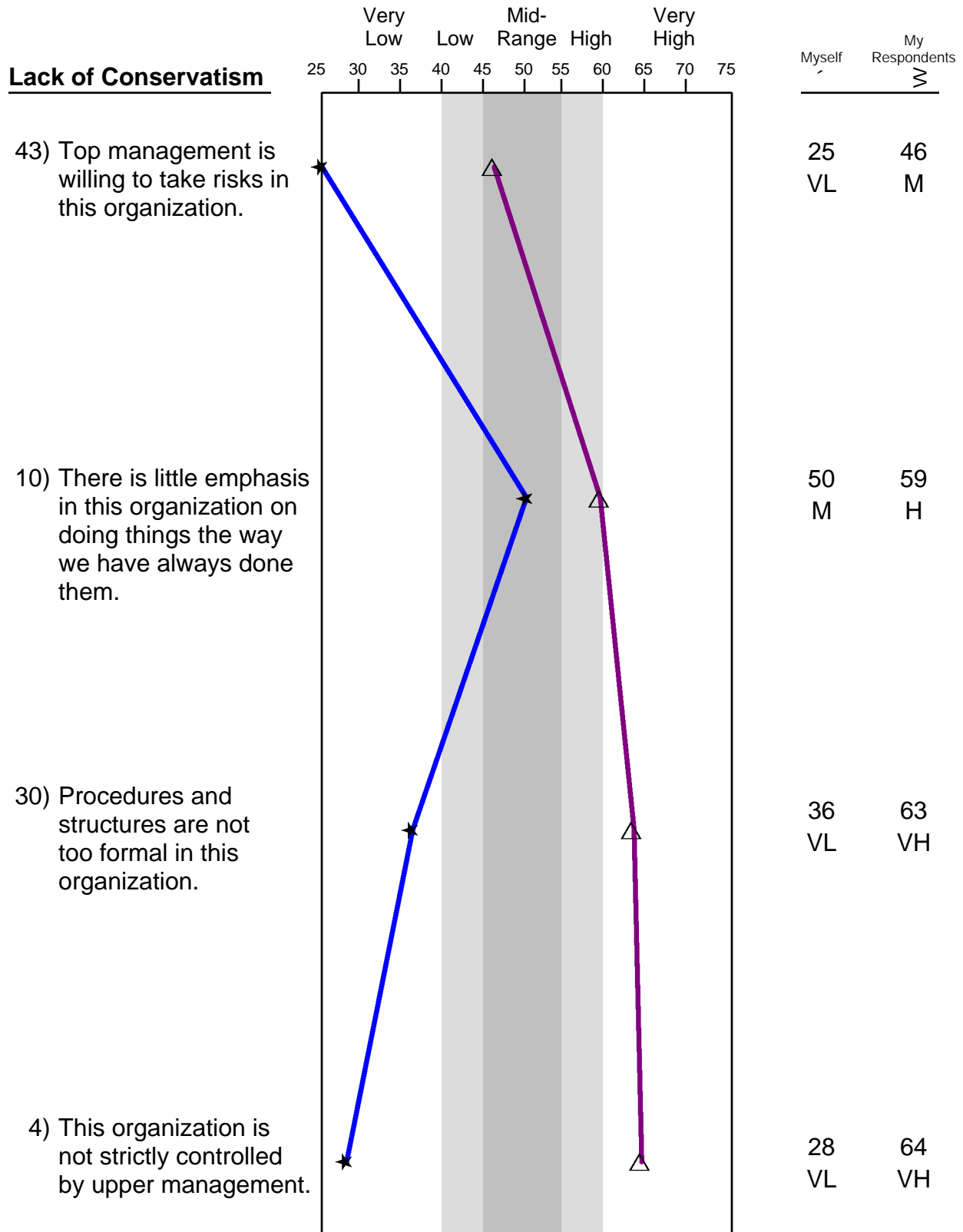
Lack of Organizational Impediments

An organizational culture that does not impede creativity through internal political problems, harsh criticism of new ideas, destructive internal competition, an avoidance of risk, and an overemphasis on the status quo



Lack of Organizational Impediments (cont.)

An organizational culture that does not impede creativity through internal political problems, harsh criticism of new ideas, destructive internal competition, an avoidance of risk, and an overemphasis on the status quo



Resources

Resources within the work environment include everything the organization has available to aid in the area targeted for innovation, including time, funding, information, materials, and the absence of unrealistic expectations.

Work Environment

**Sufficient Resources**

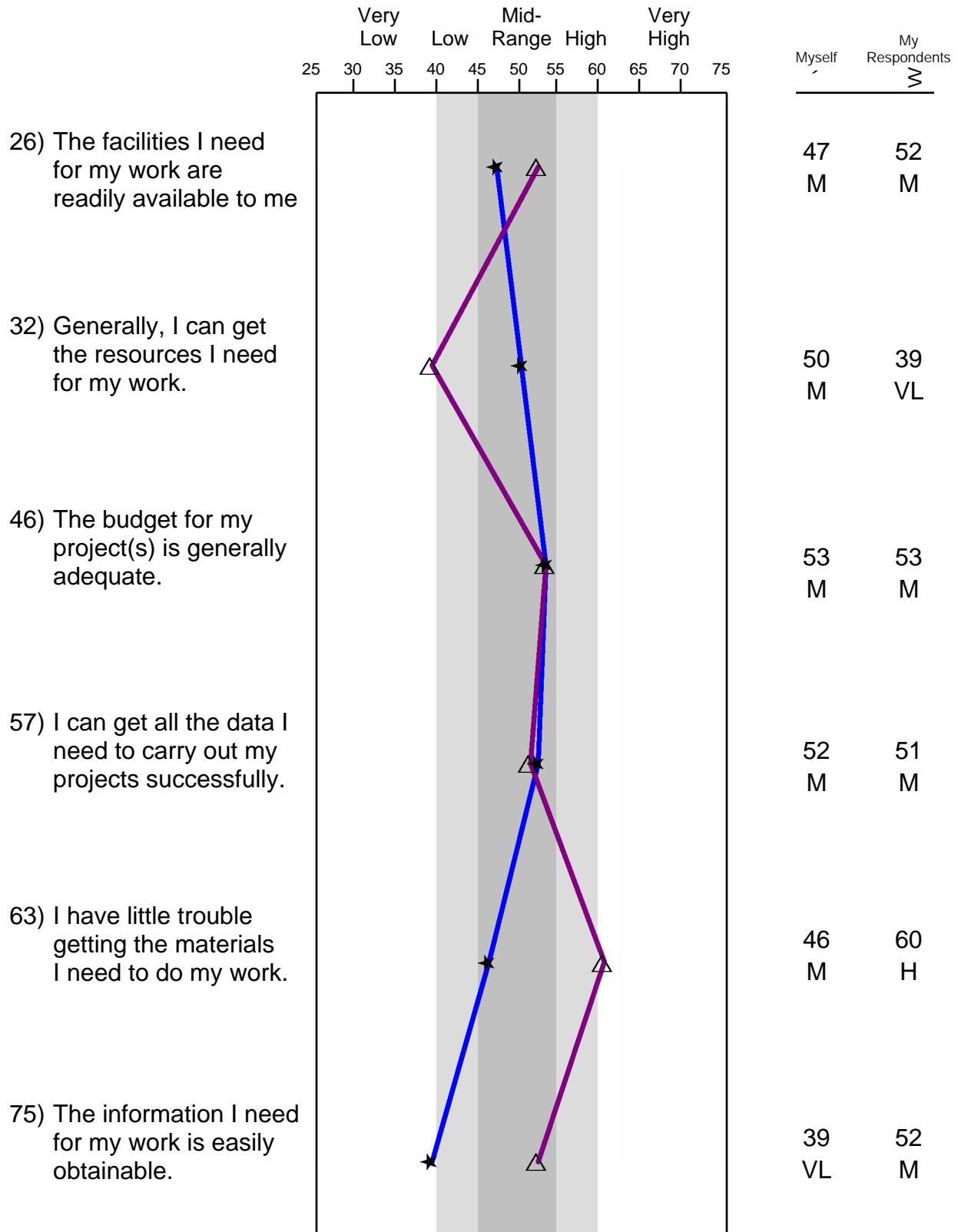
Access to appropriate resources, including funds, materials, facilities, and information

Lack of Unrealistic Workload Pressures

Absence of extreme time pressures, unrealistic expectations for productivity, and distractions from creative work

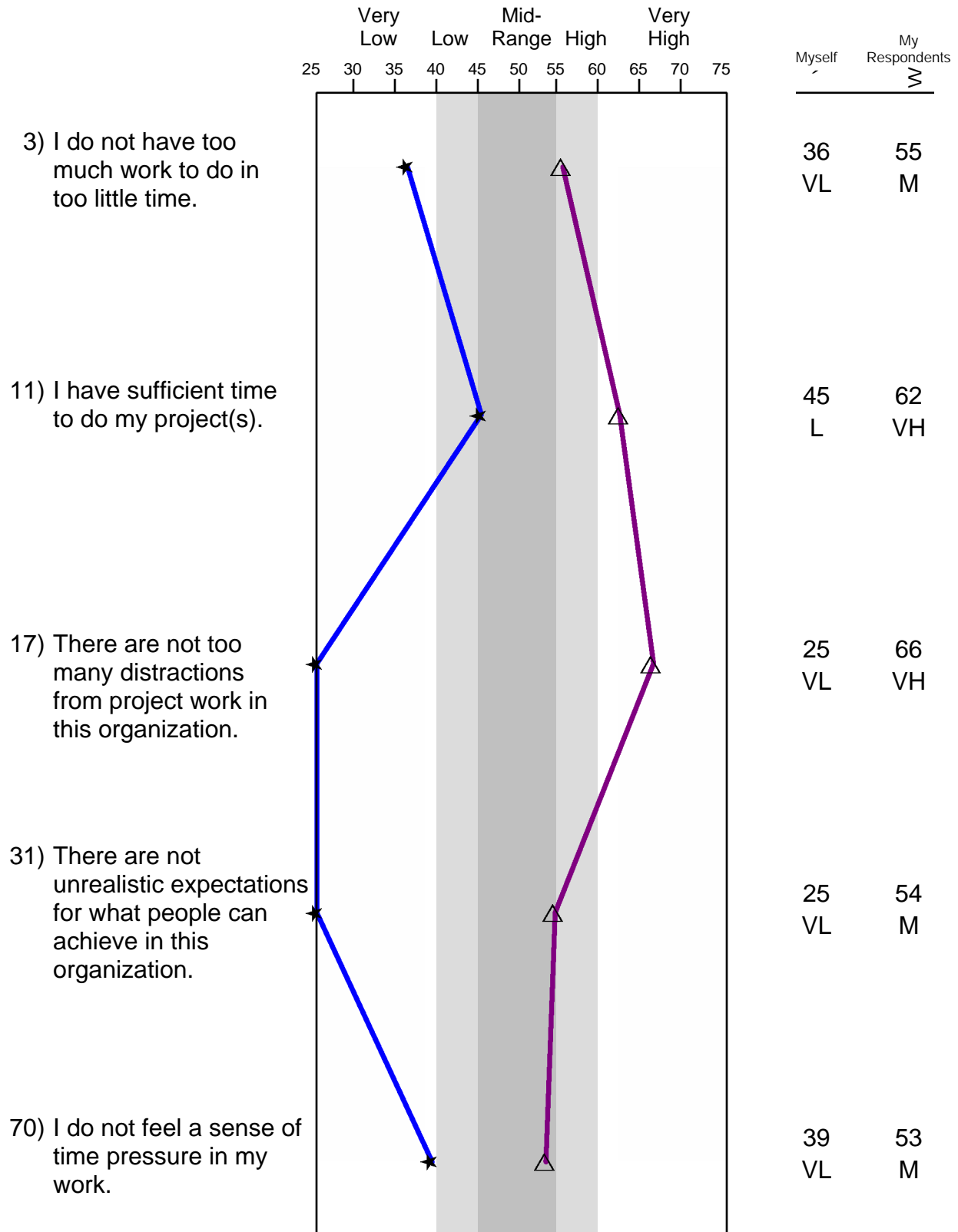
Sufficient Resources

Access to appropriate resources, including funds, materials, facilities, and information



Lack of Unrealistic Workload Pressures

Absence of extreme time pressures, unrealistic expectations for productivity, and distractions from creative work



Outcomes

In addition to the work environment, KEYS assesses two outcome (criterion) measures: Creativity and Productivity. These two outcome measures tend to correlate to the eight dimensions that make up the work environment and provide a perception of how creative and productive the group or organization is.

Work Environment



Creativity

A creative organization or unit, where a great deal of creativity is called for and where people believe they actually produce creative work

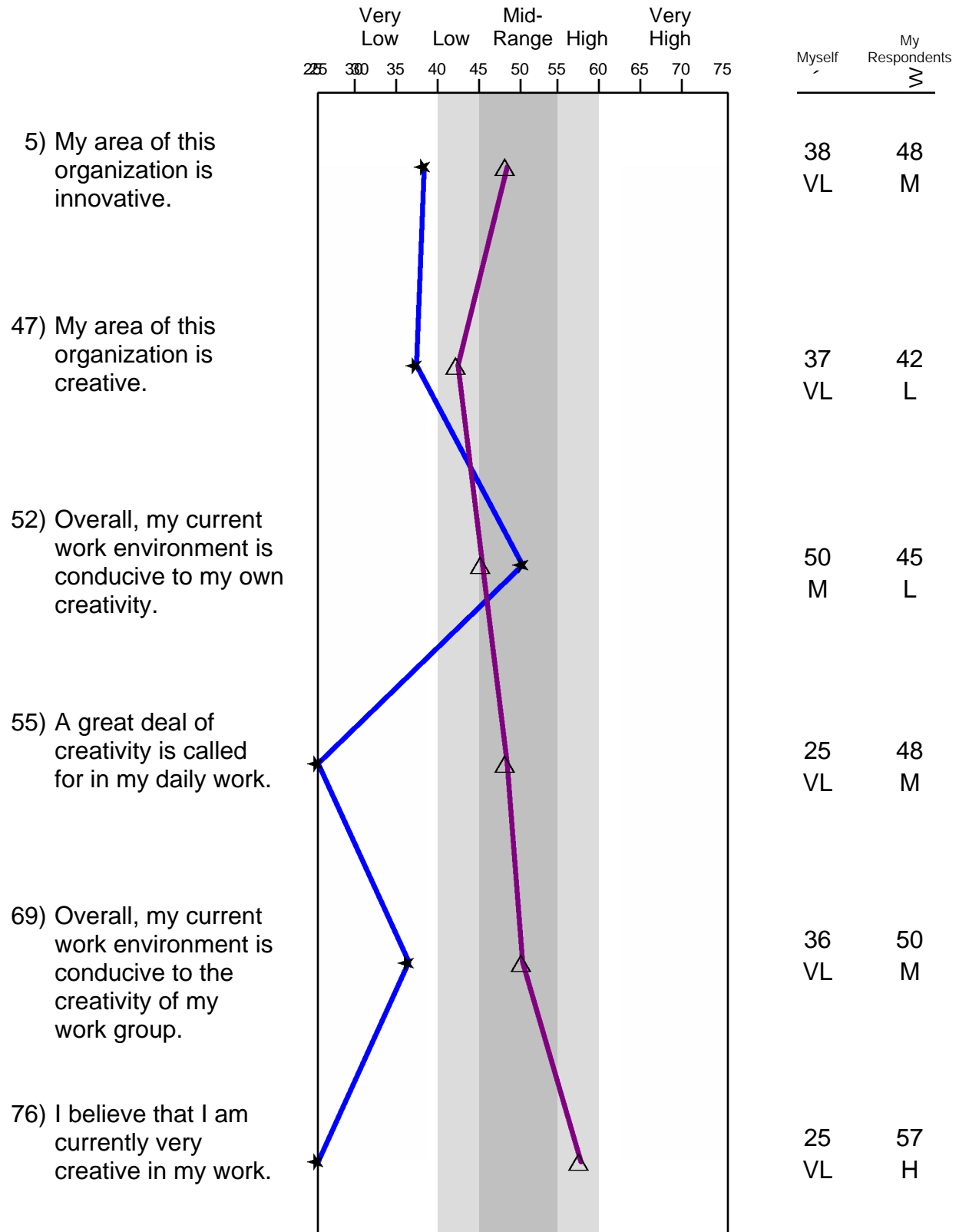
Productivity

An efficient, effective, and productive organization or unit

KEYS to Creativity

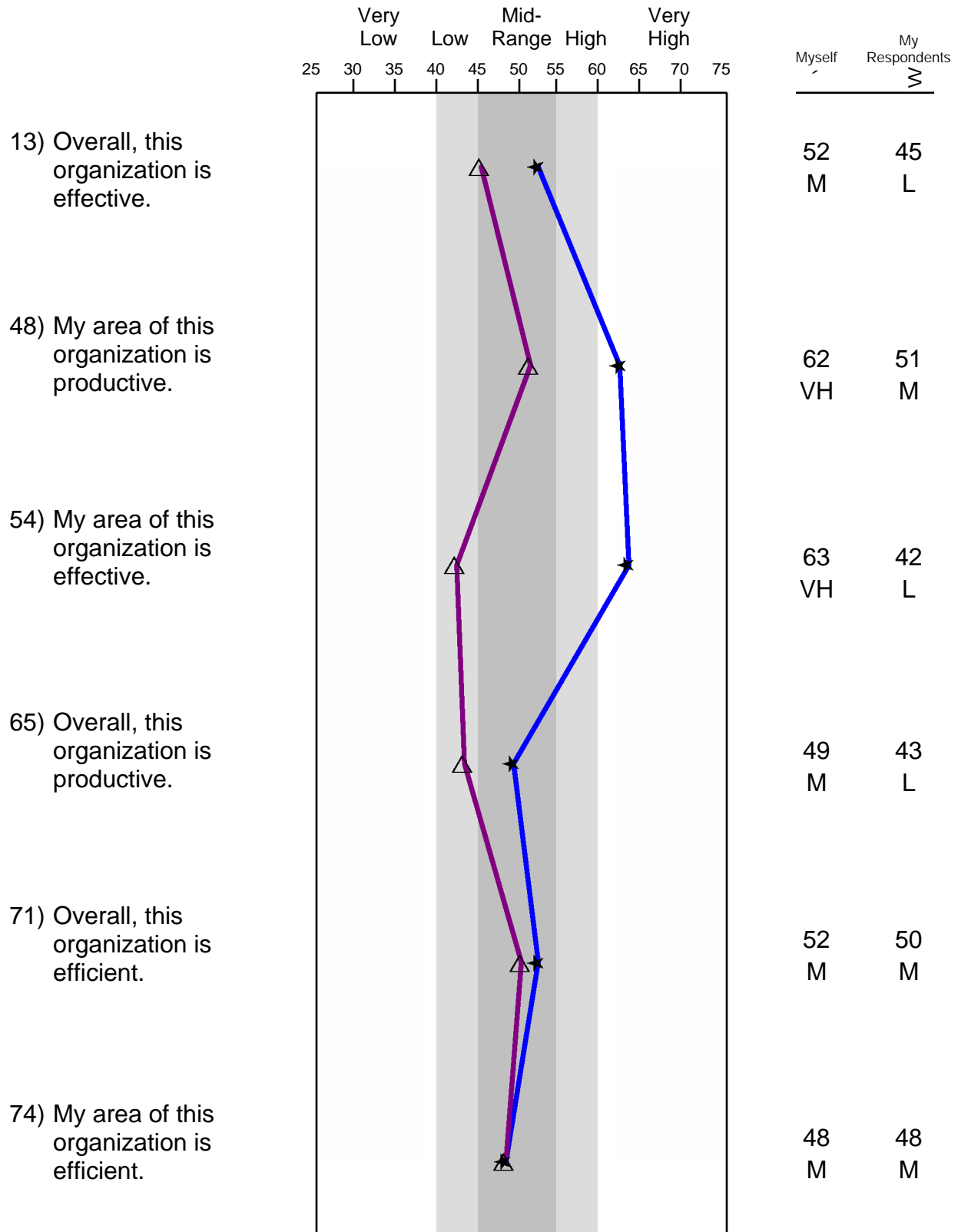
Creativity

A creative organization or unit, where a great deal of creativity is called for and where people believe they actually produce creative work



Productivity

An efficient, effective, and productive organization or unit



Factors That Affect Creativity and Innovation

KEYS provides data on the most important factors that affect the work environment by asking the following questions:

- A.** What are the three most important factors "supporting" creativity and innovation in your current work environment?
- B.** What are the three most important factors "inhibiting" creativity and innovation in your current work environment?
- C.** What are the three most important suggestions that you have for "improving" the climate for creativity and innovation in your daily work environment?

Pages 25 through 27 contain the most frequently mentioned responses to each question, listed in order from the highest to the lowest percentage, along with the work contexts in which they appear.

Pages 28 through 31 provide a summary of the ten highest rated items and the ten lowest rated items and the corresponding KEYS dimension, along with the comparison to the KEYS normative group.

Support

A. The most frequently mentioned factors supporting creativity and innovation in your current work environment, listed in order from highest to lowest:

	Rank/ Percent	Supporting Factor	Work Context
You Chose	1	Good project leader	Management
	2	Personal characteristics or abilities of my team members	Teams or Co-workers
	3	Clear goals set for project(s)	The Work or Project
Your Respondent's Chose	22 %	My personal characteristics	Myself
	11 %	Mechanisms for developing new ideas	Organizational Attitudes, Structures, and Procedures
	11 %	Rewards for creative work	Organizational Attitudes, Structures, and Procedures
	11 %	Good project leader	Management
	11 %	Encouragement/support from upper management	Management
	11 %	Good blend of skills in my team	Teams or Co-workers
	11 %	Autonomy or freedom in carrying out projects	The Work or Project
	11 %	My abilities	Myself

An (*) by the last item indicates ties with additional items.

Inhibit

B. The most frequently mentioned factors inhibiting creativity and innovation in your current work environment, listed in order from highest to lowest:

	Rank/ Percent	Supporting Factor	Work Context
You Chose	1	Avoidance of risk	Organizational Attitudes, Structures, and Procedures
	2	Lack of trust across the organization	Organizational Attitudes, Structures, and Procedures
	3	Desire to maintain the status quo	Organizational Attitudes, Structures, and Procedures
Your Respondent's Chose	11 %	Lack of mechanisms for developing new ideas	Organizational Attitudes, Structures, and Procedures
	11 %	Lack of openness to new ideas	Organizational Attitudes, Structures, and Procedures
	11 %	Lack of trust across the organization	Organizational Attitudes, Structures, and Procedures
	11 %	Outsourcing of development	Organizational Attitudes, Structures, and Procedures
	11 %	Other behaviors of immediate supervisor	Management
	11 %	Personal characteristics or abilities of my team members	Teams or Co-workers
	11 %	Boring work	The Work or Project
	11 %	Lack of autonomy or freedom in choosing projects	The Work or Project
	11 %	Insufficient tools	Resources Available

An (*) by the last item indicates ties with additional items.

Improve

- C. The most frequently mentioned factors for improving the climate for creativity and innovation in your current work environment, listed in order from highest to lowest.

	Rank/ Percent	Supporting Factor	Work Context
You Chose	1	Have advance development groups	Organizational Attitudes, Structures, and Procedures
	2	Other behaviors of upper management	Management
	3	Break out of the status quo	Organizational Attitudes, Structures, and Procedures
Your Respondent's Chose	22 %	Other behaviors of immediate supervisor	Management
	22 %	More interesting work	The Work or Project
	11 %	Better mechanisms for developing new ideas	Organizational Attitudes, Structures, and Procedures
	11 %	More trust across the organization	Organizational Attitudes, Structures, and Procedures
	11 %	Less fear of risk	Organizational Attitudes, Structures, and Procedures
	11 %	More challenging work	The Work or Project
	11 %	Improve my abilities	Myself

An (*) by the last item indicates ties with additional items.

My Ten Highest Rated Items

Listed below are the items with the highest standard scores compared to the KEYS Normative Group.

Item	Standard Score	Compared to KEYS Normative Group	KEYS Dimension
41) There is a good blend of skills in my work group.	63	Very High	Work Group Supports
54) My area of this organization is effective.	63	Very High	Productivity
1) I have the freedom to decide how I am going to carry out my projects.	62	Very High	Freedom
38) The organization has an urgent need for successful completion of the work I am now doing.	62	Very High	Challenging Work
48) My area of this organization is productive.	62	Very High	Productivity
29) In my work group, people are willing to help each other.	61	Very High	Work Group Supports
60) I get constructive feedback about my work.	56	High	Supervisory Encouragement
9) My supervisor clearly sets overall goals for me.	54	Mid-Range	Supervisory Encouragement
46) The budget for my project(s) is generally adequate.	53	Mid-Range	Sufficient Resources
64) I feel that top management is enthusiastic about my project(s).	53	Mid-Range	Organizational Encouragement

An (*) by the last item indicates ties with additional items.

My Respondents' Ten Highest Rated Items

Listed below are the items with the highest standard scores compared to the KEYS Normative Group.

Item	Standard Score	Compared to KEYS Normative Group	KEYS Dimension
17) There are not too many distractions from project work in this organization.	66	Very High	Lack of Unrealistic Workload Pressure
4) This organization is not strictly controlled by upper management.	64	Very High	Lack of Organizational Impediments
30) Procedures and structures are not too formal in this organization.	63	Very High	Lack of Organizational Impediments
11) I have sufficient time to do my project(s).	62	Very High	Lack of Unrealistic Workload Pressure
44) In my daily work environment, I feel a sense of control over my own work and my own ideas.	62	Very High	Freedom
63) I have little trouble getting the materials I need to do my work.	60	High	Sufficient Resources
10) There is little emphasis in this organization on doing things the way we have always done them.	59	High	Lack of Organizational Impediments
20) There is no destructive competition within this organization.	59	High	Lack of Organizational Impediments
1) I have the freedom to decide how I am going to carry out my projects.	58	High	Freedom
66) People are not critical of new ideas in this organization.	58	High	Lack of Organizational Impediments

An (*) by the last item indicates ties with additional items.

My Ten Lowest Rated Items

Listed below are the items with the lowest standard scores compared to the KEYS Normative Group.

Item	Standard Score	Compared to KEYS Normative Group	KEYS Dimension
17) There are not too many distractions from project work in this organization.	25	Very Low	Lack of Unrealistic Workload Pressure
18) New ideas are encouraged in this organization.	25	Very Low	Organizational Encouragement
23) I have the freedom to decide what project(s) I am going to do.	25	Very Low	Freedom
31) There are not unrealistic expectations for what people can achieve in this organization.	25	Very Low	Lack of Unrealistic Workload Pressure
43) Top management is willing to take risks in this organization.	25	Very Low	Lack of Organizational Impediments
55) A great deal of creativity is called for in my daily work.	25	Very Low	Creativity
66) People are not critical of new ideas in this organization.	25	Very Low	Lack of Organizational Impediments
73) My supervisor is open to new ideas.	25	Very Low	Supervisory Encouragement
76) I believe that I am currently very creative in my work.	25	Very Low	Creativity
35) People are recognized for creative work in this organization.	26	Very Low	Organizational Encouragement

An (*) by the last item indicates ties with additional items.

My Respondents' Ten Lowest Rated Items

Listed below are the items with the lowest standard scores compared to the KEYS Normative Group.

Item	Standard Score	Compared to KEYS Normative Group	KEYS Dimension
6) My co-workers and I make a good team.	30	Very Low	Work Group Supports
19) Within my work group, we challenge each other's ideas in a constructive way.	33	Very Low	Work Group Supports
53) I feel challenged by the work I am currently doing.	33	Very Low	Challenging Work
7) The tasks in my work are challenging.	37	Very Low	Challenging Work
32) Generally, I can get the resources I need for my work.	39	Very Low	Sufficient Resources
29) In my work group, people are willing to help each other.	41	Low	Work Group Supports
41) There is a good blend of skills in my work group.	41	Low	Work Group Supports
2) I feel that I am working on important projects.	42	Low	Challenging Work
8) In this organization, there is a lively and active flow of ideas.	42	Low	Organizational Encouragement
9) My supervisor clearly sets overall goals for me. *	42	Low	Supervisory Encouragement

An (*) by the last item indicates ties with additional items.