

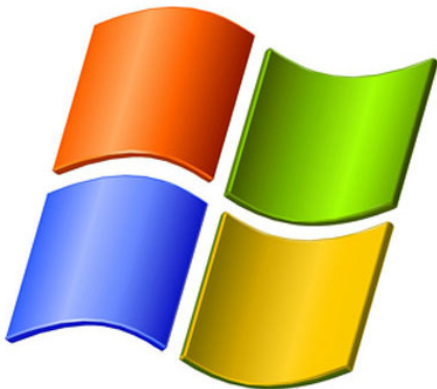


# ENHANCING CREATIVITY IN DIFFERENT CULTURES

Kevyn Yong



*The pioneering spirit*





source: forbes (2014)





Unilever

HQ: Rotterdam + London



Unilever<sup>4</sup> indonesia



Hindustan Unilever<sup>14</sup>  
Limited

source: forbes (2014)





CAN CREATIVITY BE ENHANCED IN EVERY COUNTRY?

HOW CAN CREATIVITY BE ENHANCED IN DIFFERENT COUNTRIES?

SHOULD THE APPROACH TO CREATIVITY ENHANCEMENT DIFFER ACROSS COUNTRIES?





133 STUDIES, 19 COUNTRIES

CREATIVITY IN ORGANIZATIONAL  
SETTINGS





# NOVELTY X USEFULNESS

**task motivation**

**domain-knowledge**

**creativity-skills**

**work environment**

source: amabile (1983, 2013)





# NOVELTY X USEFULNESS

**individualism**

**collectivism**

**low uncertainty  
avoidance**

**high uncertainty  
avoidance**

**low power-distance**

**high power-distance**

**masculinity**

**femininity**

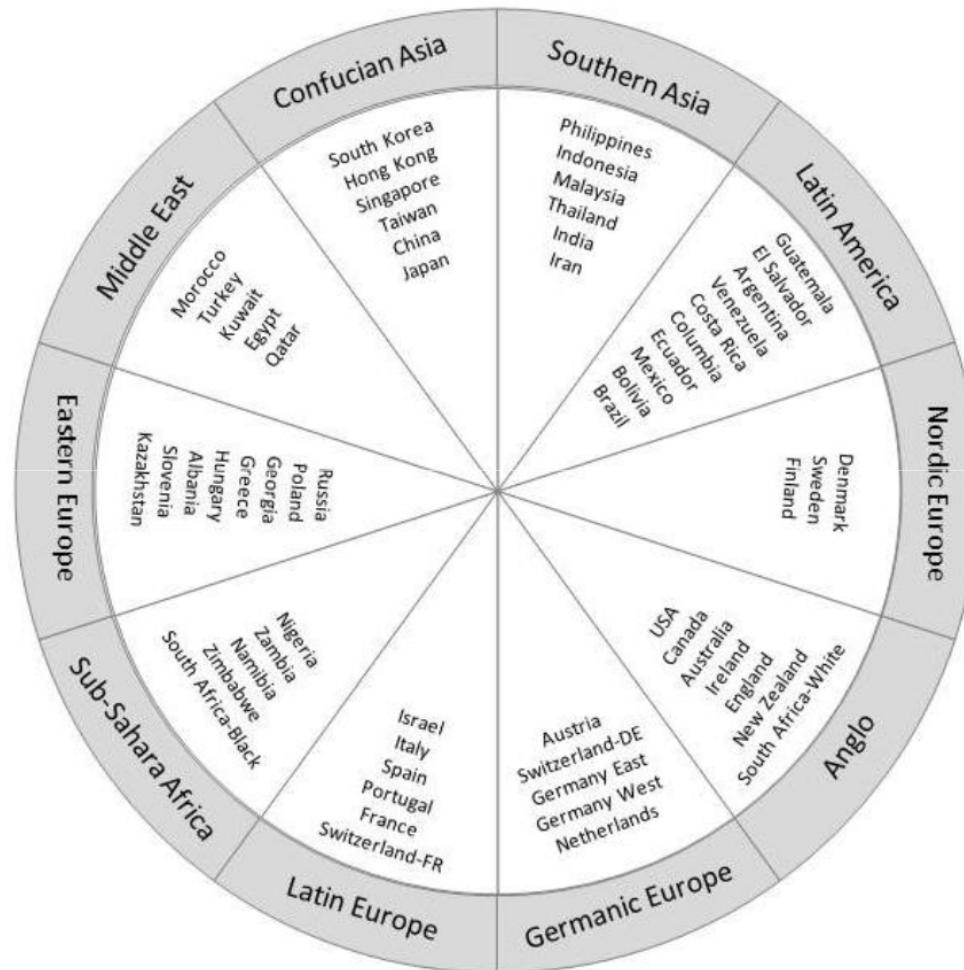
**culturally loose**

**culturally tight**

source: gelfand et al. (2011); hofstede (2001)







source: ronem & shenker (1985)



Cluster	Individualism	Power Distance	Masculinity	Uncertainty Avoidance	Tightness
Anglo	High	Low	High	Low	Low
Germanic	High	Low	High	High	High
Nordic	High	Low	Low	Moderate	Moderate
Latin European	Low	High	Low	High	High
Far Eastern	Low	High	Low	High	High
<i>Independent</i>					
India	Low	High	High	High	High
Israel	Moderate	Low	High	High	Low

source: yong, mannucci, & lander, 2015





cluster	cultural dimension	component
israel	moderate individualism low power-distance high uncertainty-avoidance cultural looseness	domain-skills
anglo + nordic	individualism low power-distance moderate-high uncertainty avoidance moderate-low cultural tightness	work environment
far-eastern	collectivism high power-distance cultural tightness	task motivation
latin european + india	collectivism high power-distance high uncertainty avoidance cultural tightness	creativity-skills

source: yong, mannucci, & lander, 2015





CREATIVITY CAN BE NURTURED IN ANY CULTURE BY TRIGGERING THE *COMPLEMENTARY* COMPONENT.

UNEXPLORED MECHANISMS: NOVELTY MEANING BEING BETTER RATHER THAN BEING DIFFERENT.

USEFULNESS MAY BE MORE IMPORTANT: ACHIEVING USEFULNESS IN NOVEL WAYS RATHER THAN ACHIEVING NOVELTY IN USEFUL WAYS.

source: yong, mannucci, & lander, 2015

