

Management

Creativity and Innovation in Business and Education

edited by Jolanta Bieńkowska



WYDAWNICTWO
UNIwersytetu
ŁÓDZKIEGO

*Kalina Stadnik**

CREATIVE LEADERSHIP

ABSTRACT

The main aim of this article was to present the characteristics of creative leadership and an indication of its impact on subordinates. It was done through theoretical considerations about the nature of leadership and creativity, which led to the conclusion that a creative leader is a person who by non-standard and creative activities can change the behaviour of his subordinates. He is characterized, among other things, by: self-awareness, attention to diversity, safety and ability to motivate employees. His ways of making an influence on people are ingenious, original and imaginative, so the creative leader becomes a kindred spirit of an employee. The article presents the results of the secondary research, their object was Carly Fiorina, the former manager of HP, who was notable for her creative approach to accomplish tasks and influence on subordinates, stimulating them to actively seek new solutions.

Keywords: creativity, leadership, leader.

1. INTRODUCTION

Today's organizational environment puts a great emphasis on creativity and appropriate management of people. Modern business is forcing the organization to put up on the unique resources and the efficient and effective management of personnel. Therefore, companies appreciate the importance of creative leadership (Williams 2009: 24). A creative leader helps in creating a strategy, culture and structure, while drawing attention of the organization and employees to important issues. He has the right personality traits and uses different ways to set new boundaries, expand competencies, increase motivation and provide the necessary support for staff. The decisions, which he/she takes, not only affect the functioning of corporations, but also those who work in it (Simerson 2010: 26).

The purpose of this article is to show the characteristics of creative leadership and an indication of its impact on subordinates. It has been implemented through a description of the case – silhouette of Carly Fiorina – former female manager in Hewlett-Packard Company.

* Bachelor, Faculty of Management, University of Lodz, stadnik.ka@gmail.com.

2. THE ESSENCE OF LEADERSHIP

Defining leadership is not a simple task; there are as many definitions as many people are trying to define it (Avery 2009: 26). For the first time a definition of leadership probably appeared in Egyptian hieroglyphics, which originated more than 5,000 years. So, since the time of the pharaohs the concept began to evolve and has been evolving until the present day (Karaszewski 2008: 17).

Today, the term leadership is considered to be the highest form of targeting. The concept is a particular way of exerting the influence on workers, and mobilizing them to undertake an effective action. Please note that the influence is not related to any of the techniques of psychological manipulation, but involves building a development vision and stimulating motivation among the people (Piotrkowski, Świątkowski 2000: 59).

Leadership is a process and also the capability. Leadership as a process is to use the effect, of course, without recourse to means of coercion, with the intention to create a group or business purposes and to motivate behaviours that are aimed at achieving these objectives, and support in identifying the group or company culture (Griffin 2014: 553). In a similar manner, J. Penc (2000: 233) in the book: „creative management” defines the term leadership. He argues that it is mainly associated with something creative, with the ability to start a particular course of events, the transformation of the market and the use of hidden opportunities in existing conditions. Leadership can interact with people and focus them on one another, which will result in the achievement of specific goals and leading people in a specific direction by the leader (Bańka 2001: 134).

On the basis of the above definitions it can be stated that leadership is related to the management, especially with a creative and modern achievement of the objectives of the organization and the use of market opportunities. However, these assumptions must be applied in terms of personal outlook, which is associated with persuading others to the joy of achieving the goals (Kraczla 2013: 68).

Leadership as a capability accentuates the aspects of personality of the leader. According to this assumption, leadership is based on the strength of arguments and a community of interests, but also on strike in a „sting”. The leader knows, even subconsciously, that people are not only rational beings. Emotional bond that connects the leader and the man who is under his „wings”, and the positive feelings that employees have for a leader – a recognition, respect and trust, are of particular importance (Oleksyn 2008: 24). The leader is a man, who can have a significant impact on both the thoughts and feelings of his supporters. In contrast, he comes to power not by force but by choice. Thus, the idea of leadership is the involvement of employees in work processes, resulting from their desire, rather than having to subordinate somebody. Good management is not about domination, arousing fear in subordinates and obtaining an advantage by fighting, but on inspiring, attracting

kindness of employees and gaining support by the action that will make the person support the plan (Kraczla 2013: 71).

For well-ordered knowledge of leadership, different theories and results of surveys were connected, and four paradigms of leadership were created. It should be understood as the basis for the present problem. They take account of the fact that, in practice, leadership is multi-faceted, holistic issue, linking different levels and zones of the company and involving many variables, which are internal and external factors towards the company (Avery 2009: 37). The first of paradigms is classical leadership. In it, the leader is on the central position, and his aim is to subordinate employees in the organization by control, respect showed to him, or fear which is felt in front of him. This person does not take into account the views of employees and does not turn them in processes in which decisions are taken. Another paradigm is transactional leadership which is related to influencing employees. The leader can interact, using rewards and punishments, from a formal point of view. However, in practice urging the staff to achieve short-term goals and other desirable outcomes is related to a process of communication. In contrast, visionary leadership is based on the vision of the leader. He creates an inspiring vision and announces it to the employees, motivating them to work, and meets their needs. His actions should result in encouraging employees to the involvement in much greater achievements. The last paradigm of leadership is organic. It states that leadership does not have to be related to the unit. The leader is no longer the central person; the employees become the most important. They come together to form a vision, values, processes and make the division of tasks. In contrast, the task of leaders is to promote and support a common vision, basic values, communication processes, reconciliation and attempt to understand the constantly changing conditions. Leadership of this type is based on the processes common to interpret the environment (Kraczla 2013: 69–70).

Referring to the above four types of leadership, you will find that many businesses today go towards organic paradigm. The future is not expected to need to use the classic or transactional leadership. Also, visionary leadership ceases to be of importance due to the central position of leadership. The main disadvantage is the risk of too much attachment to only one vision that is created by the leader, which may block the willingness to change, and the potential of employees (Kraczla 2013: 70). Organizations should focus on flexibility and innovation if they want to survive and thrive in a dynamic environment. In order to exist, therefore, they are forced to move in the direction of the organic leadership. And, they must put aside the concept of heroic leadership and be able to take over the leadership of different people, depending on the needs of the situation and the necessary competences (Avery 2009: 182).

In summary leader is a person, who, thanks to his personal qualities and behaviour, will be able to replace authoritarian management for participation in encouraging cooperation and team cooperation to achieve organizational

objectives. So, an effective leader is one, who motivates to action, encourages creativity, involves employees in the processes of defining and achieving goals, overcomes their resistance and creates their development. And just such a set of leadership impacts will mean the art of leading the others (Avery 2009: 71).

3. CREATIVE LEADERSHIP

Creative leadership is quite a difficult issue to define, but it certainly applies to the leader's approach to his work and the work of the team that is managed by him. It manifests itself in creative leaders and subordinates who stimulate the development of this competence. Creative management is the abandonment of rigid styles of leadership, making it possible to open up new, original solutions and to change conditions. This style of leadership reinforces the commitment of associates, creates and strengthens team spirit and communication, which is intertwined with models of interpersonal relations (Brzeziński 2009: 95).

Creative leadership is not possible without specific internal conditions. It is based, among others, on skills acquisition for developed of self-awareness. Self-awareness is the ability to get to know oneself, to build the knowledge about oneself. It shows the maturity of an individual, a deep understanding of their own strengths, weaknesses, emotions, needs and motives. People with high self-awareness are not unduly pessimistic. They are honest to themselves as well as to others. They know how their own feelings impact on themselves and on others and on the results they achieve at work. Those who have highly developed self-consciousness talk freely about their strengths and limitations and are not afraid of the bad comments or failure (Brzeziński 2009: 96). So, they can build a healthy atmosphere in the environment in which they live and work.

The art of creative leadership is based largely on identifying the strengths and weaknesses of employees and on finding creative ways to usefully exploit their strengths. As a result, a team is formed with an optimum mix of competencies, talents and personality that level its weaknesses. Then, subordinates have a positive attitude, motivation, and identify themselves with the team, building a harmonious group (Brzeziński 2009: 96). Creativity comes alive, when the confrontation takes place, and this is not possible, when everyone in the team is alike. That is why the leaders, when forming a group, should take into account the diversity of gender, age, education and even the origin and culture (Deschamps 2011: 80–81).

Creative leader should ensure that his subordinates will not fall into the routine, which could cause a decline in the pace of development of the worker and his motivation for further work. His task is to ensure diversity of entrusted responsibilities, and to allow independent search of ways to fulfill them. This will help the subordinate see new, more efficient solutions that contribute to the success

of the entire organization (Drozdowski et al. 2010: 78). Creative leadership should cause that employees will feel empowered and even encouraged to implement their own ideas. This is possible only if the climate is conducive to individual entrepreneurship and promotes constructive attitude. Leaders must put a lot of effort to be able to create and maintain the spirit of adventure, do not shake the courage to face challenges and self-fulfillment, stimulate creative initiatives. All of these values are dependent on the formation of atmosphere of the entire organization or individual employee teams (Deschamps 2011: 93).

Accordingly, in a creative leadership, it is important for the employee to feel safe. It is not just about financial security, but also about emotional security. The subordinate should not experience fear at the time of creating the idea and at the time of its implementation, that it will be unduly criticized or ridiculed. Fear and insecurity do not go hand in hand with creativity (Drozdowski et al. 2010: 78). Creative leadership should include building an organizational culture that fosters creativity, which is a combination of emotions, universal values, partnership, shared responsibility and trust (Brzeziński 2009: 103). Organizational culture also includes a system of values that gives a sense of freedom to create, and rewards innovative solutions. A leader should create an open organizational culture which appreciates the ability to take risks in order to seek market advantage and respect toward individualism, if it does not harm the company (Drozdowski et al. 2010: 80). It is also important that if the leader of the so-called culture makes a mistake, the idea is to learn from their mistakes or failures. Mistakes insist on behaviour that accepts the existence of problems and develops skills to rectify the negative consequences of their occurrence, as well as to draw meaningful conclusions for the future. The positive effect of applying the culture of error is to stimulate employees to continuously improve and develop new skills (Bieńkowska 2013: 5–6).

Another manifestation of creative control is the creation of ambitious targets that result in the development of the company. The strategic goals of the organization and targets aimed at creative progress should be agreed jointly, or between management and subordinates. Subordinates must know the reason why they perform specific tasks. As a result, they will not be lost in their own activities, which will benefit their creativity (Drozdowski et al. 2010: 77). In organizations that are run by creative leaders, employees have a common vision of who they are. It combines their proper interaction between managers and co-workers, which requires a conscious leadership. Then, everyone in the organization feels that he/she is matched and is confident in understanding of selves and others (Brzeziński 2009: 103). The formulation of the objectives of employees is just as important as setting direction and priorities. In these two cases, it is required to create a clear vision of leadership and innovation strategy. When employees have a sense of direction and awareness of priorities, they provide higher efficiency of creativity to organizations, which direct the flow in the right direction and limits

accidental innovation that is of low usefulness (Deschamps 2011: 102). Therefore, employees should be involved in the development of directions of the organization, products, offers or sales channels and listen to their ideas. Then, subordinates will feel that their ideas are important and they will identify themselves with the organization (Drozdowski et al. 2010: 77).

Creative leadership must not lack an effective incentive system. You can highlight the financial, non-financial or beyond financial aspect (for example, tours, tickets, company cars). The key to properly motivate employees to work is, however, individualization of the incentive system. In some cases, you can use the hobby of the subordinate. You can give a ticket for the exhibition of his favorite painter for a lover of art. The thing here is that the incentive system will be effective if it betrays ingenuity of a rewarding person, but also awareness of the needs of a rewarded person (Ibidem: 80).

Creative leadership will not exist if you do not shape the self-consciousness. Leadership is not just about the analysis of other people, but also requires the leader to know himself – his strengths and weaknesses. If you are not familiar with the interior of your own, you do not know that of another. A creative leader should also ensure diversity in the team. The same approach to different aspects of life and the exercise over and over again of the same actions in no way stimulate human creativity. We cannot allow the so-called stagnation. If the employee falls into a rut, there will be the end of the proverbial creative life. The employee should feel safe in the workplace, to be free from fear. Fear and distrust blocks a man, so structure and organizational culture must be open. It is also important that employees should know where they are going. Therefore, a creative leader should set goals and formulate clear vision and strategy of the organization. His duty is also to engage employees in different opinions and to create appropriate way to motivate them to act, not to feel alone, make them feel not as a „turbine” that drives the organization but that the future of the company depends on them.

3. CREATIVE LEADERSHIP ON THE EXAMPLE OF CARLY FIORINA

3.1. METHODOLOGY

Today's organizations need specific and outstanding leaders. These are people who can in a creative and non-standard way lead their employees. This style of leadership is very interesting because it allows employees to become effective, yet satisfied with the work, which has a beneficial effect on the entire organization. Therefore, the aim of this paper is to present an example – silhouette of creative

leadership and its impact on subordinates. On the other hand, the problem, which will be examined, is how creative leader influences the behaviour of employees.

A precondition for reliable and accurate test, next to correctly formulated problems and purpose, is the right choice of methods, techniques and research tools. Methods and tools are determined by the specific research problem. The study, which was conducted as part of this work is a method of secondary research. Secondary research, also called indirect, cabinet or behind the desk, is created on the basis of information that already exist, has been by someone much earlier collected, processed, prepared, and there is the possibility of its use (Garbarski 2011: 77). Sources that can be used are available documentation and literature that is later selected to find relevant and appropriate information for the study. Such sources include, for example, magazines, books, articles, industry statistics, radio, television, and all kinds of information found on the Internet (Bajdak 2003: 20).

As part of this work, there has been the study, which was used secondarily because the object of the study is one of the known individuals – Carly Fiorina, a former manager of Hewlett-Packard. The availability of a wealth of information on the Internet and American literature describing Fiorina and her action allows for the creation of personal research. Furthermore, the required materials can be quickly and easily obtained, what determined the selection of this research method. Another important influence on the selection of the secondary research was that the data obtained from different sources is independent of each other and can be easily compared. With this information, you are sure that the result of the test will be reliable.

3.2. BIOGRAPHY OF CARLY FIORINA



Figure 1. Carl Fiorina

Source: <http://www.chicagonow.com>.

Carly Fiorina is a person who led one of the twenty largest US companies. In the management environment she is known as the leader in the use of unconventional employee directing methods. Under her leadership, the companies have strengthened and subordinates have believed in themselves.

When Carly Fiorina told her dad, professor of law, that she no longer wanted to learn in law school, he shook his head and said that he did not think that she would achieve a lot in life. Two decades later, Fortune magazine placed Fiorina at the top of the list of „fifty most powerful women in business”; her position has not changed for five

years. In contrast, the Wall Street journal described her as an intriguing, controversial, new species of CEOs, who combines great visions of the charismatic, egocentric and demanding leadership styles (*Leadership Challenges...* 2011: 2).

Carly Fiorina was born as Cara Carleton Sneed on September 6, 1954 in the town of Austin, Texas (USA). She was the daughter of Madelon Montross, an abstract painter, and Joseph Tyree Sneed III, a law professor, dean and federal judge. She was their second child. Due to the fact that the whole family frequently moved around, Carly went to 5 different high schools. In 1976 she graduated with a bachelor's degree in philosophy and medieval history at Stanford University. Then, she decided on the UCLA law school but left it after a year. During her studies, she worked as a secretary, receptionist, and even at one point she went to Italy to teach English. In 1980, she received a master's degree in marketing from the University of Maryland, and nine years later, also in the field of management (http://en.wikipedia.org/wiki/Carly_Fiorina).

At the age of 25 she began her first serious job as a sales representative at AT &T, the company dealing with telecommunications network. Fifteen years later, she was appointed as the main reseller in North America and she joined her former employer at another newly formed company, Lucent Technologies (<https://up-project.org/leadership.php>). She decided to announce it publicly and launched a flashy marketing campaign to show the way of a company from the manufacturer of phone mobiles to the web corporation. As a result of the actions taken by her, the organization earned several billion dollars (Nadler 2007: 21). In the summer of 1999, the management of the Hewlett-Packard Company heard about the amazing abilities of Carly Fiorina and decided to hire her on the spot as managing director. She was the first woman and the first person for sixty years, from outside the corporation, who won the position of chief director of HP. Carly Fiorina has done a lot for this corporation. Her actions resulted in the increased revenues and the growth rate of innovation within the organization (<http://www.biography.com/people/carly-fiorina-9542210>). After almost six years as the chief director in the HP, Carly Fiorina was dismissed by the company management. They were not glad of stock prices, which were closely related to the operational performance of the organization. Leaving the company she was both well-known and perhaps the most powerful woman in the business world (Hitt et al. 2007: 373).

After leaving HP, Carly Fiorina became a government and politics activist. She has worked on a number of advisory and decision-making positions for national governments and the state. She is currently chairman of the American Conservative Union Foundation and Good360, the world's largest philanthropy organization dedicated to the product, and the president of Opportunity International, a company that helps millions of the poor through microfinance (<https://up-project.org/leadership.php>). Fiorina also chaired Unlocking Potential project, whose aim, among others, is to help people in terms of setting goals, self-direction and seeing their own possibilities (<https://up-project.org/mission.php>).

When it comes to her private life, C. Fiorina is in a second marriage with Frank, with whom she raised two daughters – Lori and Tracy. It would seem that the person who is so successful does not have any worries. But life is life, and in 2009 she was diagnosed with breast cancer, with which she won, but during the treatment there was a tragic accident that killed the daughter – Lori. During this difficult time she received a lot of support. Today, it is said that her greatest blessing is her husband, daughter Tracy and her two granddaughters. They inspire her to ensure that each new day is positive (<https://up-project.org/leadership.php>).

Carly Fiorina has come a long way. Before she achieved success, she began a career in business as a receptionist, quickly moving up to the position needing management and leadership. Fiorina has developed skills in management, including planning, delegation, decision-making, coordination and communication with others. With hard work she has become one of the best leaders in the business world. After years of experience she believes that the most important vocation of a leader is to unlock the potential of others (Forsyth 2006: 372).

3.3. CARLY FIORINA AS A CREATIVE LEADER

Case study of Carly Fiorina as creative leader covers a period of her life, when she worked in the HP Corporation. Then, she showed an amazing ability to lead and think creatively, which contributed to her success, and the environment came to know one of the most creative leaders.

Carly Fiorina believes that a good leader is defined by three elements: character, capacity and ability to cooperate. In her opinion, a leader must be courageous, honest and aware of his/her own strength. She compensates weaknesses by utilizing the skills of others. She must learn and adapt to new surroundings. She must know when she needs help and where they can find it. She must be able to notice when other people need help, and assist them. The leaders may be all sorts of people at every level in the company. They appear in every time and place. They are human beings with constant and consistent behaviour. The leaders respect, support and encourage other people (Rastawicki 2007: 159).

Carly Fiorina, in order to be a suitable leader, wanted to know, from the very beginning, her employees. Therefore, just when she started working in a HP corporation, she began to observe subordinates. Firstly, she noticed that all employees „grew up” in certain departments of the organization. They knew them well, but they did not lean out beyond their borders. Therefore, Fiorina wanted them to know their company as a whole. To achieve it, she organized a meeting where together with all employees she examined the entire portfolio of HP products, plans and investments of the corporation. The next step was the announcement that soon no one will perform their function. She did not tell them

what they would do, they had to set it together, but she ensured that their area of responsibility would be changed. It was necessary that employees become aware of the upcoming changes. C. Fiorina decided to completely change the environment in which the subordinates had operated for years (Rastawicki 2007: 159). She wanted to change the perspective, from which they perceived the organization. She thought that if they continue to defend their borders, then nothing would change in the corporation. Employees need to look more broadly and shed the baggage of departmental problems. The leader, who helps subordinates know the whole organization, changing their existing functions and boundaries, encourages them by such an action to collect a variety of experiences, which increases creativity in them. Moreover, he poses new challenges before them, increases their morale and motivation (Amabile, Khair 2011: 117).

Secondly, Fiorina noted that the employees of HP organization are confident professionals, although they do not cooperate with one another (Rastawicki 2007: 159). So, she decided on a detailed discussion of their ambitions and what roles individual managers would play. She made it clear that the fate of the entire organization depends on the workers. Along with the employees she made decisions about the strategy and culture of the organization (Ibidem: 162). Fiorina as a leader defined the objectives of collaborating with others. She discussed with the staff how they can measure success. It could be financial goals, the percentage of market share and so on. At the same time, Carly Fiorina generally did not inform people how to achieve the goal. She devoted most of the time to what can be achieved, not how. Another method of Fiorina to make employees begin to work together was the establishment of such a working group in which each person requested a different experience and point of view. Each of them had their own prejudices and ambitions. But when workers began to engage in work, the results were much better than before (Manz, Sims 2001: 91).

A good leader must also listen to his subordinates. Therefore, C. Fiorina decided to spend a few hours a month listening to people, who came to her with brilliant ideas. This caused the employees to feel a valuable part of the corporation, but also they felt respect for the leader (Ibidem: 91). The common decision-making and listening to one another binds people together, they feel that they form one big „family”, and yet when it comes to the exchange of ideas between employees, where they represent different disciplines, environment and areas of knowledge, creativity greatly increases. Sometimes the size of complications of the problem requires almost diversity (Amabile, Khair 2011: 119).

Carly Fiorina has a clear view, which she calls „an open way of thinking”. It is here mainly for the courage to take risks and instigating others to do it. According to her, this is one of the most important elements of leadership, because leaders need people who can deal with the uncertainties and risks. All of this is related to committing errors that may occur in case of fairly risky decisions. The way in which the leader reacts to mistakes of employees is an important aspect of

supporting previews of taking risks. Fiorina allowed her employees to make mistakes, because subordinates are only humans (Manz, Sims 2001: 91–92). At one meeting she said that everyone will make mistakes, but they will also learn from them so not to make them again. They will bounce back after the fall; they will work out lessons and go forward. That is what champions do (Rastawicki 2007: 171). Fiorina did not focus on criticism or punishment, but on talk, because conversation is the key to success. However, it should be noted that it would not be tolerated if the same mistakes constantly popped out. Then, the conversation with the staff looked completely different (Manz, Sims 2001: 91–92). In her opinion, leaders should reduce the fear of failure and that the aim of the company must be constantly experimenting, sometimes incurring defeats at the early levels of work, while drawing as many conclusions as possible from that (Amabile, Khaire 2011: 125). This behaviour of leaders is a key to stimulating creativity among employees.

Each leader must reward for good performance. Fiorina, together with the board decided that it will begin to appreciate large and small achievements. She called to employees to thank them. For a person, who had never spoken with the vice president, the gesture had a meaning. Balloons were appearing on the worker's desks. Carly also send funny postcards. Every week, she organized a videoconference for the corporation, in which each director of the department presented the achievements of their employees. The company organized contests and gave prizes. There is such a time in the organization, in which, despite good results, it does not reach a specific goal. That is why directors want staff to work harder. Carly Fiorina, therefore, decided to take advantage of the competitive spirit in an orderly manner. She did horse racing. She made a film to open the race. She went to stud, stood by the horse and said to start racing. The layout of the racetrack was prepared and attached to the wall. A specific group of employees was represented by a given plastic figure of a horse, which was set on the layout at a location corresponding to the percentage score of the team. They bought a big bowl, which was to be presented to the winning group (Rastawicki 2007: 104–105). Everyone needs to be appreciated, even by small trinkets or public praise. When he receives it, its motivation to work increases and creativity flourishes.

Weekly compulsory meetings of all heads of the departments do not associate too positively. To change this, HP decided to bring to these meetings some entertainment. It was decided that on all meetings skits and contests will be played. Videos showing the „old” and „new” organization were made. It also happened that people participating in the meetings chose songs that were later to be sung about the company. Fiorina knew that they were innocent fun that allowed people to get to know better (Ibidem: 188). The use of such unconventional, creative methods will also stimulate the potential of employees. This will contribute to the revival of creative thinking and outputs of subordinates beyond organizational charts.

Carly Fiorina while working in the HP Corporation noticed that employees are less and less connected with the company. She wanted employees to be proud of the work they do. Therefore, she decided to write the so-called Rules of the Garage. The name was from where the founders built the first invention. The rule said, among others, to share tools and ideas, and not to close the boxes with tools and give one's best every day. It was also decided to buy the original garage and the first home of one of the first owners. Carly Fiorina wanted to renovate for new generations of workers the space in which the founders of the company worked and where the first inventions were made (Rastawicki 2007: 175).

Creative leader has a high self-awareness that Carly Fiorina has. It affects people in a way that she does what she really loves with passion and professionalism. She still sets herself new goals, thinks of new possibilities and constantly learns from others. Despite the criticism and setbacks she has experienced on her path she is still seeking to end, without worrying about them. When she had problems with subordinates or people on an identical position as she, she can fight for her, through specific arguments and the right attitude. Sometimes she prospered, and sometimes she did not, but it has not changed her ways of thinking. If she believes in something, she fights to the last „drop of blood” (Hargrove 2001: 37). An example may be the first years of the HP Corporation. As the executive chief, she decided to completely and dramatically change the entire organizational culture that did not change in the company for several decades. It brought about a wave of criticism, from inside and outside the corporation. However, she did not surrender. She knew that her decisions were right, so she fought (Hodgetts, Hegar 2008: 43). To convince to her ideas, at some point, she appealed to the pride and sense. She showed a video with talks with customers the corporation, who were not satisfied with its services, and then turned on the video from the previous manager two years before – it was about exactly the same things. This action meant that workers have understood that for years nothing in their company had changed. Carly Fiorina, by her actions, convinced the others to her ideas (Rastawicki 2007: 170). Creative leader must believe in his/her abilities, and at the same time, must show the strength and willingness to fight. Guiding people is not simple and will never be, but if one loves his job – everything becomes easier.

In conclusion, Carly Fiorina regards a good leader as someone, who has certain characteristics (Figure 2), which are: courage, honesty, consistency, support and willingness to adapt and help. A leader should also possess self-awareness, which is associated with passion, strength, faith, struggle and setting of new goals. Carly Fiorina as the leader of HP has taken many creative activities that have a positive response. She contributed to the fact that the employees of the corporation went beyond the grace of their own departments while getting to know the whole structure and products. Along with the employees she took various decisions, including by whom and what functions will be performed, defined the

goals with them – with an emphasis on „what” and not the „how” and she created a new strategy and organizational culture with her subordinates. Carly Fiorina put great emphasis on the diversity of the team, played the role of listener and accepted mistakes of employees. To increase the motivation and the bond between subordinates and a corporation she organized competitions, „happy” meetings and small surprises for employees. Nor can we forget that she praised them through various sources, for example, via video conferencing or telephones, and she created special regulations, and bought the garage, which was connected with the history of the HP Corporation. Carly Fiorina, as the leader, applied creative ways to guide, unknown to the organizations, which have strongly influenced the workers.

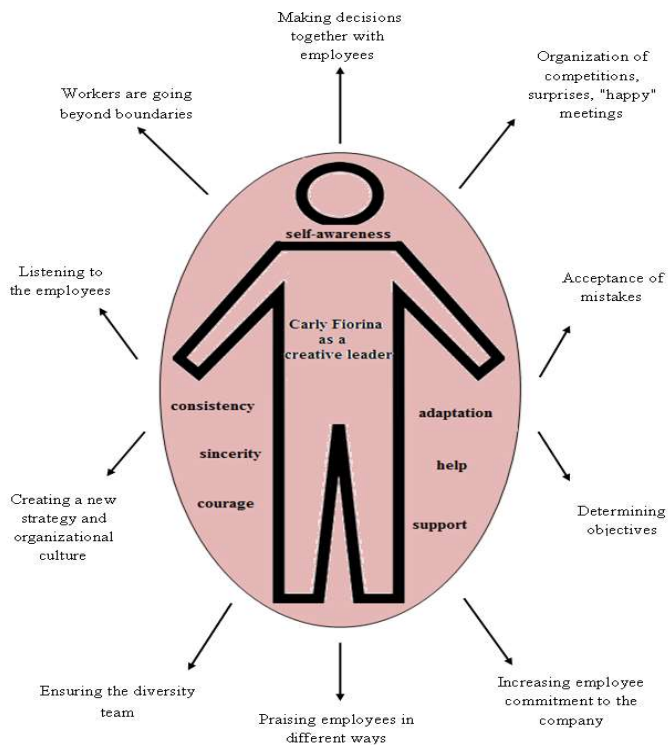


Figure 2. Carl Fiorina as a creative leader

Source: own source.

3.4. THE IMPACT OF CREATIVE LEADERSHIP ON EMPLOYEES

Each activity involves some effect. It can be positive or negative. A creative leader must be aware of that. If these activities are tailored to the organization and the people working within it, the influence will be surprisingly positive. Carly Fiorina, working in corporations, had more or less original ideas on how to encourage subordinates to work efficiently (Figure 3).

Action taken by Carly Fiorina meant that all employees, both of lower and higher level, learnt a lot from each other, and above all, more and more deeply were acquainted with the organization. Moving people to different departments and setting joint goals meant that people began to have contact with other departments. The engineers claimed that people from marketing are suitable for something. Sellers understood that the product does not always have to have features required by them. Designers began to finally take into account the production department. All employees started working together over the good of the corporation. They saw the real, tangible benefits of cooperation across borders of the departments (Rastawicki 2007: 186). Recognizing equal sections and other colleagues, the horizon in their thinking was expanded. It was not stiff and standard; employees began to think about each other, which led them to creative, different thinking.

By organizing various competitions, workers showed a remarkable obstinacy and perseverance to achieve this objective. It would appear that the competitions are quite silly, but each of the participants wanted to win them. The more interested to try, the harder it was to keep the roles of the other fans. They saw that their position in the competition weakens and contests leaders go head to head. They did not hold out and they started the race for the first place. The result of these games was to increase motivation among employees and to show that hard work would be drudgery without company of fun (Ibidem: 105–106).

Carly Fiorina made her subordinates feel the pride that they work in such prestigious corporation. They knew that they could count on the advice and support from the leaders. They were not afraid of making mistakes. They no longer were in constant fear that the consequences will be drawn. They tied up the organization so that their job was much better compared to previous years. In contrast, renovating buildings associated with the corporation, more video conferences with the participation of all employees, and from time to time offering various surprises caused that with each day the energy and enthusiasm of subordinates was getting bigger (Ibidem: 189).

By changing the entire strategic and cultural concepts of the organization, Carly Fiorina met at the beginning with a fairly large resistance. Most workers did not want change; they were accustomed to an existing situation for several years.

It could be said that they were afraid of change. However, over time the change became a reality, subordinates became convinced that it is not so bad. They admitted that finally they tore from the clutches of mediocrity and stagnation. Finally they had the desire and strength to set goals and achieve them. They performed the work with joy, and not out of necessity. Overcoming resistance to change is one of the key to the development of creativity.

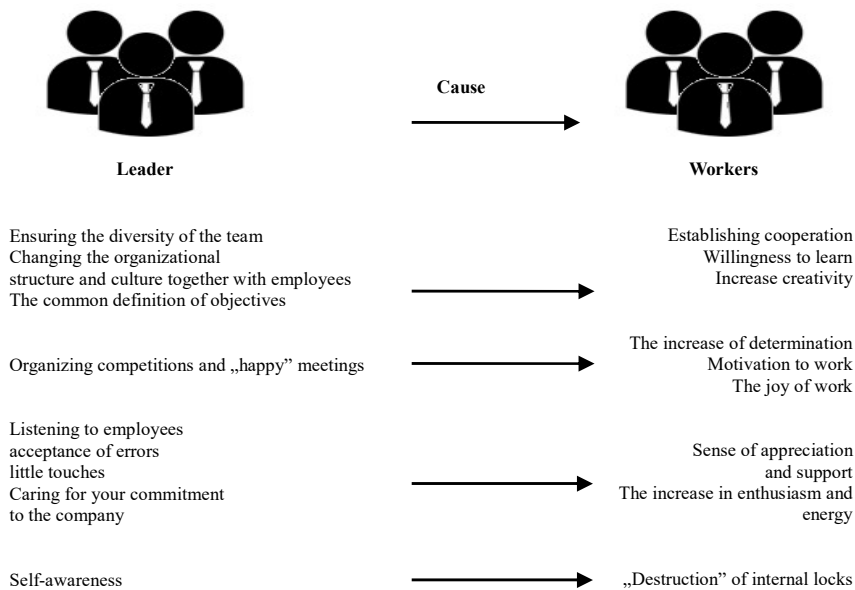


Figure 3. The influence of decisions on leaders of staff

Source: own source.

3.5. THE CONCLUSIONS OF THE STUDY

Comparing the theoretical assumptions in the characteristics of creative leadership with the figure of Carly Fiorina, you will notice that the definition of this method of conduction describes her person. The actions, she has taken during guiding people, were certainly flexible and adjusted to changing conditions in the corporation. The style, which she represented, significantly strengthened commitment to subordinates, built and perpetuated the soul of the teams, and communication between employees became better and better.

Carly Fiorina was characterized by high self-awareness. She understood her advantages and disadvantages. She was not afraid of criticism or failure, and most importantly she spoke openly about them. She understood her ways of doing it and interacted with others. As a creative leader she determined, with subordinates, common goal and she ensured the diversity, in terms of characters and attitudes in her team. She contributed to the overall changes in the organizational structure. Each employee had to expand his grace efforts to not only know each other, but also to destroy stagnation, into which they lapsed. She changed the organizational culture so that employees are not afraid to make mistakes and take risks. What influenced the sense of security among the subordinates? To stimulate the motivation of all employees and improve the atmosphere in the corporation she applied the creative ways that have yielded the desired result. Employees feel that they are not only „turbine” in a big business machine, but that „life” of the entire organization depends on them.

In this paper, there was also mentioned that the leaders stimulate creativity of others. Results of this study did not provide arguments supporting such an assumption. However, this management style influenced the behavior of other people working in the organization. It meant that the level of motivation, desire, and energy to work was increased. They felt proud of the company where they work. Their enthusiasm to take up new challenges was almost palpable.

In the summary, one can definitely say that Carly Fiorina was the creative leader. Her ways of affecting the employees were extremely sued, and at the same time creative. She did not put on stiff and stamped organizational culture. She changed it completely, which meant that employees felt valued, and thanks to that their actions became extremely beneficial to corporations. One could risk saying that today's leaders should draw inspiration from creative methods of Carly Fiorina.

4. SUMMARY

Regardless of the creative branch of the company, creative leadership is a very desirable style in the modern world. Such a leader should possess appropriate character, for example, ambition, courage, perseverance and empathy, so that employees will feel sympathy and respect for him. This makes it possible to create an atmosphere that metaphorically speaking will be a wind in the sails of employees, which will allow them to flow into the blue ocean. The leader using appropriate techniques can cause the increase of efficiency and creativity among employees. Measures, such as setting common objectives, creating a new organizational culture and the prevention of routine, to which attention was drawn in the above article, cause that motivation, dedication, commitment to work increase, and at the same time stimulate the creation of original ideas.

Description of an example of Carly Fiorina showed that the original project undertaken by the creative leader brings many benefits for both employees and the entire organization. Therefore, companies should replace the rigid and size-fits leaders with the creative and innovative ones.

REFERENCES

- Amabile T. M., Khair M. (2011), *Kreatywność a rola lidera*, „Harvard Business Review Polska”, February.
- Avery G. C. (2009), *Przywództwo w organizacji. Paradygmaty i studia przypadków*, Polskie Wydawnictwo Ekonomiczne, Warszawa.
- Bańka W. (2001), *Zarządzanie personelem w przedsiębiorstwie*, Wydawnictwo Adam Marszałek, Toruń.
- Bieńkowska J. (2013), *Kultura proinnowacyjna – wyzwanie współczesności*, „Acta Universitatis Lodziensis. Folia Oeconomica”, no. 283.
- Bieńkowska J. (2012), *Problematyka kultury innowacyjności*, [in:] *Człowiek w organizacji. Teoria i praktyka*, Wachowiak P. (ed.), Oficyna Wydawnicza Szkoła Główna Handlowa w Warszawie, Warszawa.
- Brzeziński M. (2009), *Organizacja kreatywna*, Wydawnictwo Naukowe PWN, Warszawa.
- Deschamps J. P. (2011), *Liderzy innowacyjności*, Wydawnictwo Oficyna, Warszawa.
- Drozdowski R., Zakrzewska A., Puchalska K., Morchat M., Mroczkowska D. (2010), *Wspieranie postaw proinnowacyjnych przez wzmocnienie kreatywności jednostki*, Wydawnictwo PARP, Warszawa.
- Forsyth D. R. (2006), *Group Dynamics*, Wydawnictwo Thomson Wadsworth, Belmont.
- Griffin W. R. (2014), *Podstawy zarządzania organizacjami*, Wydawnictwo PWN, Warszawa.
- Hargrove R. (2001), *E-Leader reinventing leadership In a consented economy*, Perseus Book Group, New York.
- Hodgetts R. M., Hegar K. W. (2008), *Modern Human Relations at Work*, Thomson South-Western, Mason.
- http://en.wikipedia.org/wiki/Carly_Fiorina, 29.03.2015.
- <http://www.biography.com/people/carly-fiorina-9542210>, 29.03.2015.
- <https://up-project.org/leadership.php>, 29.03.2015.
- <https://up-project.org/mission.php>, 29.03.2015.
- Internet w marketingu* (2003), Bajdak A. (ed.), Polskie Wydawnictwo Ekonomiczne, Warszawa.
- Karaszewski R. (2008), *Przywództwo w środowisku globalnego biznesu*, Wydawnictwo Dom Organizatora, Toruń.
- Kraczla M. (2013), *Osobowościowe uwarunkowania przywództwa: menedżerowie a specjaliści*, Wydawnictwo Wyższa Szkoła Biznesu w Dąbrowie Górniczej, Dąbrowa Górnicza.
- Leadership Challenges at Hewlett-Packard: Through the Looking Glass* (2011), Wydawnictwo Stanford Graduate School of Business.
- Manz Ch. C., Sims H. P. (2001), *The New Superleader: Leading Others to Lead Themselves*, Brett-Kochler Publishers, San Francisco.
- Marketing. Kluczowe pojęcia i praktyczne zastosowania* (2011), Garbarski L. (ed.), Polskie Wydawnictwo Ekonomiczne, Warszawa.
- Nadler R. S. (2007), *Leader's playbook: How to apply emotional intelligence: Keys to great leadership*, Wydawnictwo Psyccess Press, Santa Barbara.

- Oleksyn T. (2008), *Zarządzanie zasobami ludzkimi w organizacji*, Wydawnictwo Oficyna, Kraków.
- Penc J. (2000), *Kreatywne kierowanie. Organizacja i kierownik jutra, rozwiązywanie problemów kadrowych Zachowania w organizacji. Trudne sytuacje w kierowaniu*, Agencja Wydawnicza Placet, Warszawa.
- Piotrkowski K., Świątkowski M. (2000), *Kierowanie zespołem ludzi*, Wydawnictwo Bellona, Warszawa.
- Rastawicki K. (2007), *Carly Fiorina. Nie żałuję niczego. Wspomnienia*, Wydawnictwo Difin, Warszawa.
- Simerson B. K., Venn M. L. (2010), *Menedżer jako lider*, Wydawnictwo Oficyna, Warszawa.
- Williams M. (2009), *Mistrzowskie przywództwo*, Wydawnictwo Oficyna, Kraków.

AUTHOR NOTE

Kalina Stadnik graduated Bachelor degree of Economics of the Public Sector at the Faculty of Economics and Sociology, University of Lodz in 2014 and a year later a Bachelor degree of Human Resource Management at the Faculty of Management, University of Lodz. Today, she is studying Masters of International Business at the Cracow University of Economics.

She interested in human resources, especially in leadership. I am fascinated by the different ways of leadership, how do these actions affect the people and what are psychological aspects of leaders. In the future, she would like to work with people and be a person who encourages, motivates and inspires other people.

Creativity is now an exposed trait. This is due to the high need for innovation, original and useful solutions that serve the development of the organization, their effective market entry and long-term survival. This publication is a collection of papers prepared under The First National Conference „CREATIVE VIBES. Kreatywnością napędzamy gospodarkę”, whose aim was to stir issues concerning the significance of creativity from the point of view of the development of innovative economy, as well as to draw attention to the role of creativity in the education process of students and its impact on the development of professional competence.



WYDAWNICTWO
UNIwersytetu
ŁÓDZKIEGO

www.wydawnictwo.uni.lodz.pl
e-mail: ksiegarnia@uni.lodz.pl
tel. (42) 665 58 63, faks (42) 665 58 62

ISBN 978-83-8088-073-3



9 788380 880733