



Chapter 014, Collaborative Creativity—Group Creativity and Team Innovation

Michael D. Mumford

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NOTE: This is a single chapter excerpted from the book *Handbook of Organizational Creativity*, made available for individual purchase. Additional chapters, as well as the entire book, may be purchased separately.

It is apparent that a broad range of factors can increase innovation in teams. It appears that with the right people, the right supporting, motivational and task contexts, and effective social and cognitive processes, teams can be highly innovative. This outcome is probably not surprising and to some extent states the obvious. Such excellence may not be inevitable in teams, since this configuration adds a level of complexity. Team members have to coordinate effectively, efficiently and adequately share and combine their relevant knowledge, select the best ideas, and effectively implement them. It may take considerable training and experience for teams to excel at team creativity. There is a need for studies that provide objective measures of processes and outcomes in real world settings with appropriate comparison groups. Laboratory studies of creativity in short-term groups suggest that groups will often under perform and will exceed non-interactive baselines only under conditions that are optimal for group idea exchange. However, the fact that laboratory studies have been able to find synergy with ad-hoc groups in short-term settings suggests that teams which involve members suited for teamwork, who have worked together for some time and have the diverse perspectives needed for a problem, should also be able to achieve synergistic outcomes under the right conditions.

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