



University  
of Economics  
in Katowice

# Creative strategy and strategic change

Some insights from the Polish study

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# Objectives of the presentation

- To conceptualize and operationalize the construct of creative strategy
- To present some insights about creative strategy and strategic change in PL
- To find relations between dimensions of creative strategy and performance
- To measure the level of reconciling creative strategy paradoxes



# Creativity and strategy

- two contradicting concepts
- Strategic management focuses on planning, creativity cannot be planned
- Strategy avoids mistakes, creativity requires non-standard acting and thinking with room for making mistakes
- Strategic management is about classifying, typologizing, categorizing; creativity promotes paradoxes reconciliation, moving through domains and disciplines, crossing borders, thinking 'out of the box'
- Creativity requires holistic thinking (linking art and innovation), strategic management makes functional choices and is impemented by one-type organization
- Strategic management requires systematical work, consistency and effectiveness, creativity requires both hard work and relaxed time (illumination)





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# The concept of creative strategy

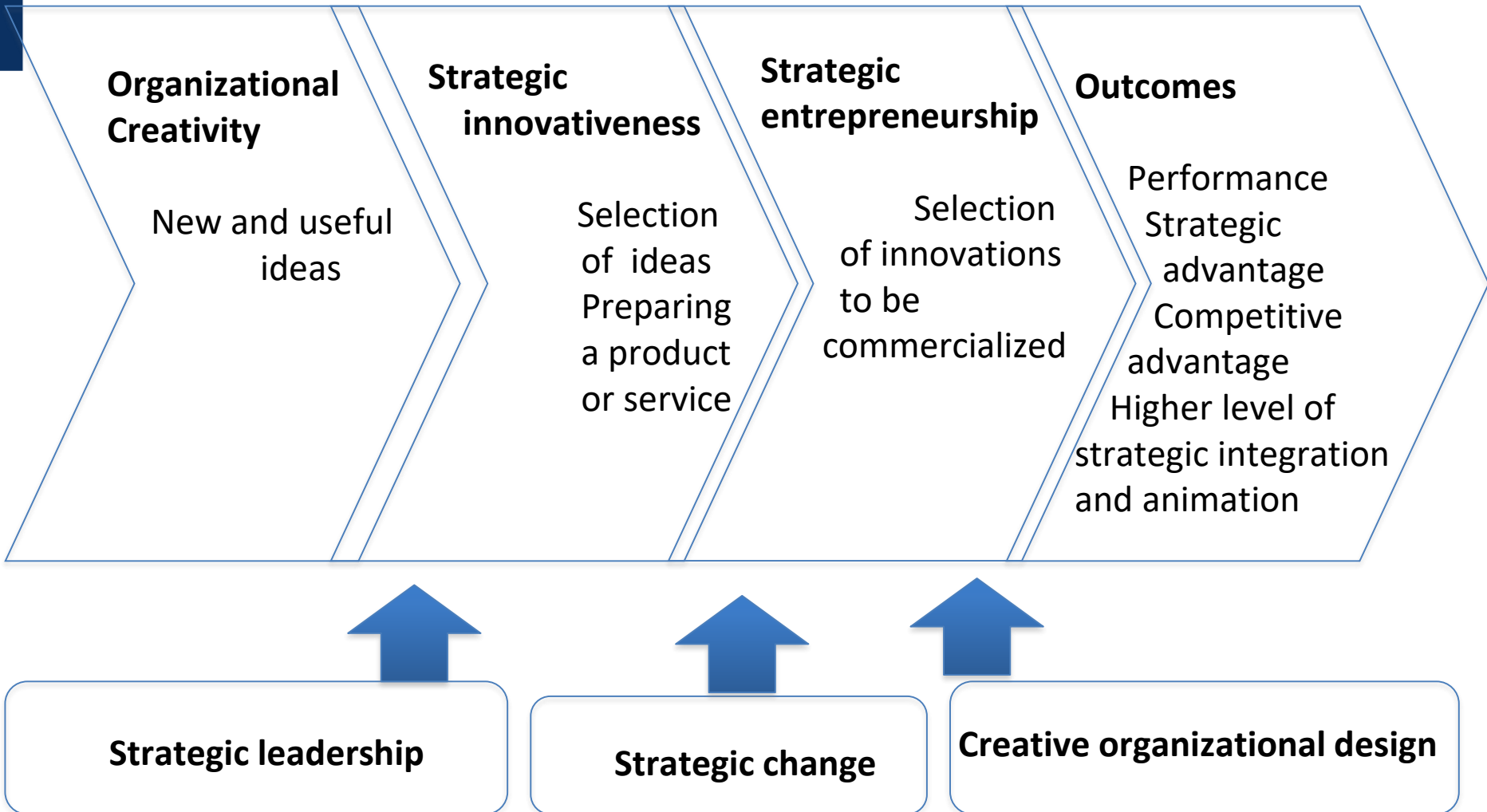
- **Individual level** – linking art and abstract thinking with technological innovation (*Boden 2004*)
- **Dyadic and group level**– creating workplace conditions for stimulating group creativity (*Tucker 2008*)
- **Organizational level**
  - Creative strategy = advertising concept of a product
  - Creative strategies (*Kuhn 1989*)
  - Linking individual and organizational creativity (*Leigh 2012*)
  - Creative paths for reaching top-down goals (*McCrae 2013*)

# The concept of creative strategy

- The sequence from idea to the commercial product supported by proper leadership, strategic change and organizational design
- Reconciling paradoxes in four dimensions  
(*Bilton, Cummings 2010*):
  - **Strategic Innovativeness**  
(discovering existing products vs. creating new products)
  - **Strategic Entrepreneurship**  
(dilettantness vs. disciplined start-up/venture preparation)
  - **Strategic leadership**  
(creating strong vision vs. building networks outside organization)
  - **Creative organization's design**  
(centralization and top-down control vs. freedom of manoeuvre and bottom-up experimenting)
  - **Strategic change**  
(evolution vs. revolution)



# The concept of creative strategy





# Empirical research

**H1:** Creative strategy is a six-dimension construct

**H2:** The researched organizations are able to reconcile paradoxes of creative strategy

**H3:** There is a positive relation between creative strategy dimensions and performance

- 606 organizations, random
- Survey – questionnaire using operationalized items of creative strategy; the paradoxes matrix
- Respondents – top and middle-level strategic managers
- Seven-point Likert scale



# Research results 1

## elements of creative strategy

- The elements of creative strategy are in line with theoretical dimensions
- Close linkage between innovativeness and entrepreneurship in effective creative strategies
- Strategic change very close to organizational design
- Leadership assessed highest, entrepreneurship lowest
- The level of creative strategy dimensions does not depend on control variables (only stronger leadership in larger organizations)



# Research results 2

## – strategic change

- A new factor identified in strategic change: building climate of trust and teamwork
- Communicating strategy by images when introducing change
- Organizational climate stimulating creativity, disciplined venture planning, creating possibilities of commercialization
- Creativity associated with spontaneity, improvisation brainstorming and chaos matters in the first phase; then disciplined planning processes enter
- Organization members do not like introducing change just for the sake of change itself
- Strategic Change should be introduced in doses that are acceptable for organization members

# Research results 3

## – creative strategy and performance

- No significant correlations between creative strategy dimensions and performance measured with financial measures
- Strategic leadership and performance – negative relation (-0.13)
- Strategic change and performance – positive relation only between moderate level of change and performance (+0.22)
- Relatively high correlations between dimensions of creative strategy and performance measured with non-financial measures

# Research results 4

## – creative strategy paradoxes reconciliation

- Generating vs. discovering ideas – most organizations discover, re-use, imitate
- Diligence vs. Diletantness – diligence prevails, no time for improvising, trying new things
- ‘Desk’ strategy building vs. social networks – quite a good reconciliation
- Informal vs. formal structures, strong vs. adaptative culture – formal over informal
- Revolutionary and evolutionary change – organizations prefer evolution and incremental change. Revolution, or radical and concentrated change is not preferred

# Limitations and future research

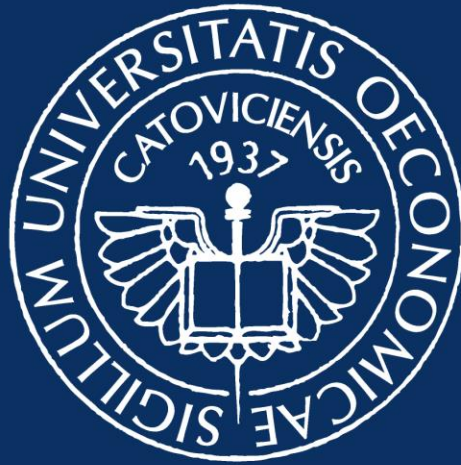
- Sample, method and measures limitation
- One-off vs. longitudinal research
- Survey vs. financial data
- Cultural issues concerning entrepreneurship, change

# Thank you

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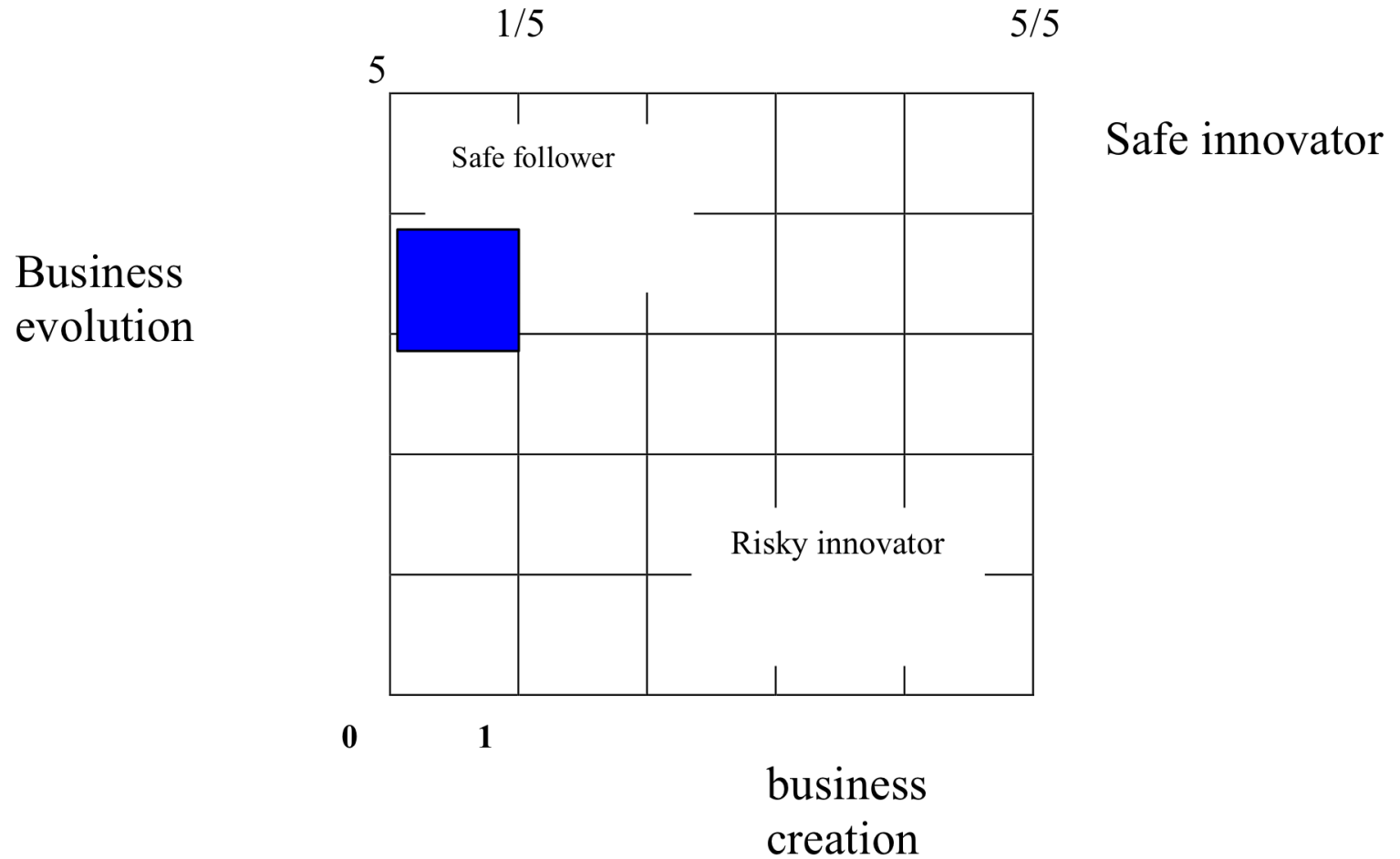
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# Appendix

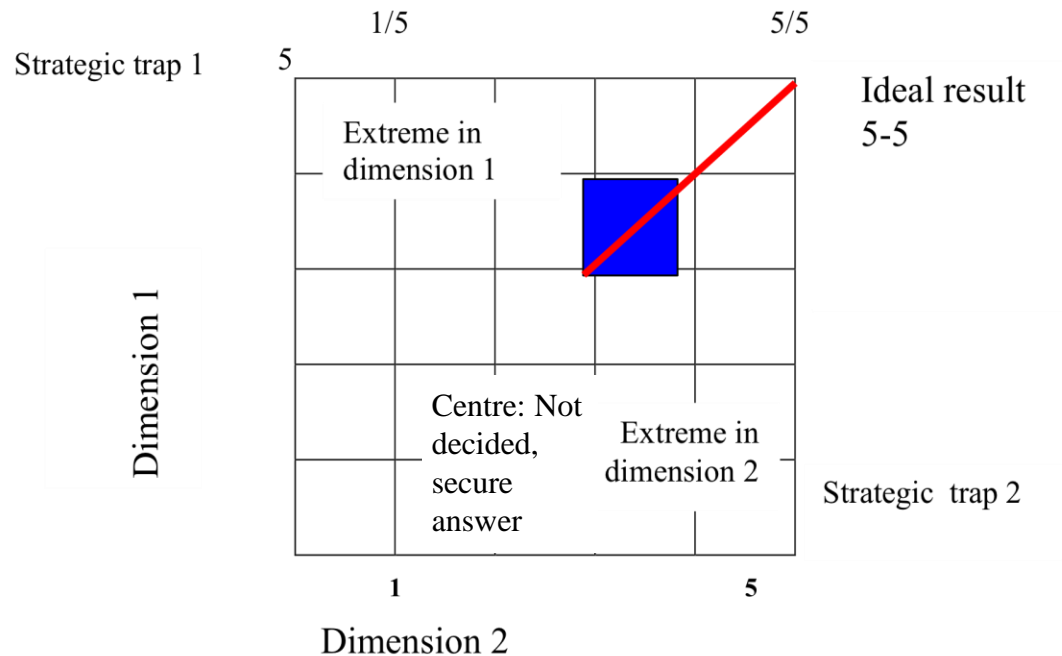


# Can you conquer the market by using opportunities in business changes?



# How to calculate the profile?

## Question



$$P = \sqrt{(5 - 1)^2 + (5 - 3)^2}$$

The best result = 0

The worst result = 5, 65

# Strategic risk profile

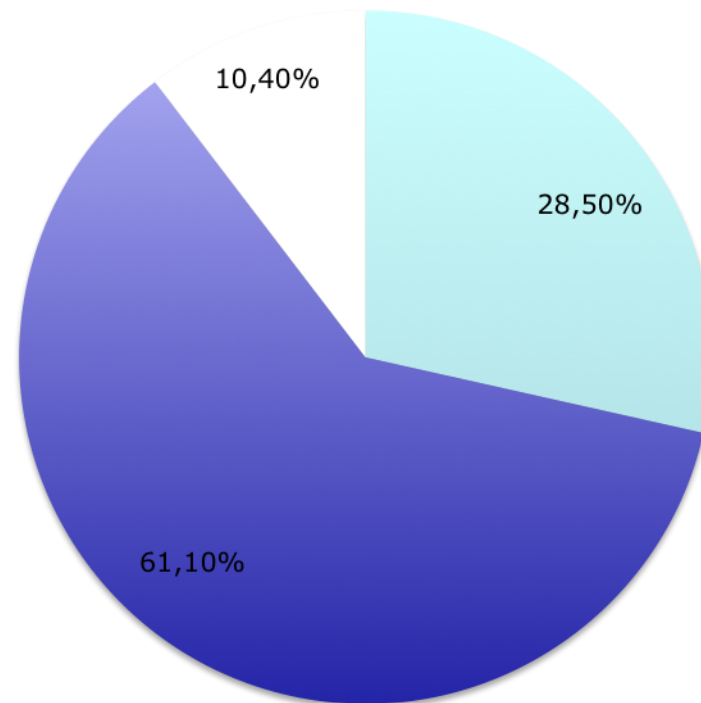
**0 – 2, 53      The company is able to reconcile strategic contradictions**

**2, 54 – 3,66      Organization is in the strategic alert situation**

**3,67- 5,65      Organization is in the situation of strategic threat**

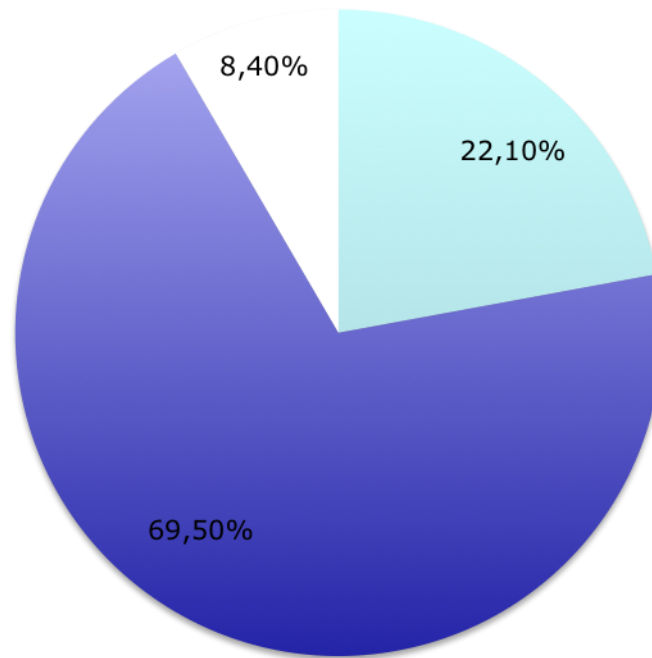
# Contradictions of creative strategy

- Generating vs. discovering



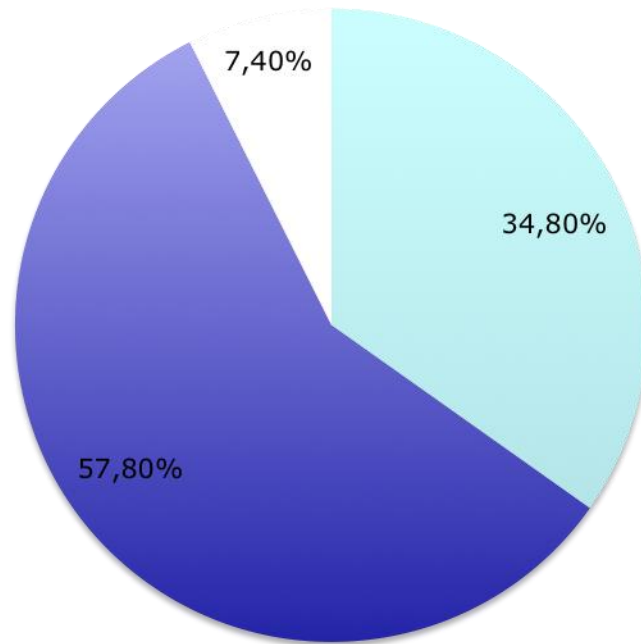
# Contradictions of creative strategy

- Diligence vs. diletanttness



# Contradictions of creative strategy

- Strong vision vs. network building





# Contradictions of creative strategy

- Evolutionary vs. Revolutionary change

