



## Chapter 006, Creative Abilities: Divergent Thinking

*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.

Many things influence organizational creativity. Some are social and literally organizational. The individuals who comprise it bring others to the organization. There is, of course, an interaction, with the social context having an impact on the performances and contributions of the individuals, as well as the organizational productivity and innovation in part being dependent on those same individuals. One important individual factor is ability. To a certain degree, then, organizational creativity depends on the abilities of the individuals within it. Creative ability is a broad label and category, however, and probably for that reason most research is much more focused. The research on divergent thinking is plentiful and says a great deal about the potential for creative accomplishment, both by individuals working alone and those in organizations. Quite a bit of the research reviewed in this chapter involves divergent thinking in social settings and organizations. There is research on the divergent thinking of managers, for example, as well as entrepreneurs and individuals studying business.



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