

Creative Leadership

Contexts and Prospects

Edited by
Charalampos Mainemelis,
Olga Epitropaki, and Ronit Kark

Routledge

Taylor & Francis Group

LONDON AND NEW YORK

Contents

<i>Preface</i>	x
<i>List of Figures</i>	xii
<i>List of Tables</i>	xiii
<i>List of Contributors</i>	xiv
<i>Acknowledgments</i>	xvii

PART I

Foundations of Creative Leadership	1
1 Introduction: Connecting Creative Leadership’s Strands of Research	3
CHARALAMPOS MAINEMELIS, OLGA EPITROPAKI, AND RONIT KARK	
2 On the Relationship Between Creative Leadership and Contextual Variability	23
CHARALAMPOS MAINEMELIS	
3 Unpacking the Socio-cognitive Foundations of Creative Leadership: Bridging Implicit Leadership and Implicit Creativity Theories	39
OLGA EPITROPAKI, JENNIFER S. MUELLER, AND ROBERT G. LORD	

PART II

Creative Leadership in Facilitative Contexts	57
4 Leading Creative Efforts: Common Functions and Common Skills	59
MICHAEL D. MUMFORD, COLLEEN DURBAN, YASH GUJAR, JULIA BUCK, AND E. MICHELLE TODD	

viii *Contents*

5 Leader Behaviors and Employee Creativity: Taking Stock of the Current State of Research

CHRISTINA E. SHALLEY AND G. JAMES LEMOINE

6 Empowering Leadership and Team Creativity: The Roles of Team Learning Behavior, Team Creative Efficacy, and Team Task Complexity

XIAOMENG ZHANG AND HO KWONG KWAN

7 Fostering the Creativity of Work Teams: Creative Leadership in the Midst of Diversity

MARIA KAKARIKA

PART III

Creative Leadership in Directive Contexts

8 Creativity Is Not Enough: The WICS Model of Leadership

ROBERT J. STERNBERG

9 The Creative Leadership Practices of Haute Cuisine Chefs

ISABELLE BOUTY, MARIE-LÉANDRE GOMEZ, AND MARC STIERAND

10 “It Must Give Birth to a World”: Temporality and Creative Leadership for Artistic Innovation

SILVIYA SVEJENOVA

PART IV

Creative Leadership in Integrative Contexts

11 Leading for Creative Synthesis: A Process-Based Model for Creative Leadership

SARAH HARVEY, CHIA-YU KOU, AND WENXIN XIE

12 Brokerage and Creative Leadership: Process, Practice, and Possibilities

ELIZABETH LONG LINGO

13 A Curatorial Metaphor for Creative Leadership

ROBERT C. LITCHFIELD AND LUCY L. GILSON

14 Exploring Integrative Creative Leadership in the Filmmaking Industry	244
NICOLE FLOCCO, FILOMENA CANTERINO, STEFANO CIRELLA, JEAN-FRANCOIS COGET, AND ABRAHAM B. (RAMI) SHANI	
<i>Index</i>	259