



Chapter 023, Careers of the Creatives: Creating and Managing the Canvas

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.

As organizations struggle with designing human resource systems to best attract, retain, and motivate employees, career management plays a critical role for human resource professionals. Career management of an increasingly critical group of employees, creative individuals, is a relatively understudied area of knowledge and practice. Research in the areas of individual career anchors and organizational career ladders is noticeably lacking a focus on creative workers. Yet, as creative workers continue to become more valuable to all organizations, human resource systems will need to adopt career-related interventions unique to this employee population. In order to ensure these employees are maximally effective and creative at work, HR professionals will need to consider career-related variables and the way which careers are defined, designed, and managed for these high-demand employees. At any point in time, a creative individual will hold a job that makes up part of their career, and that individual may find a tension between the demands of that job and his or her own career goals. Human resource interventions designed to specifically manage this tension will help creative individuals be more effective in those jobs.



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