



Chapter 021, Organizational Learning, Knowledge Management and Creativity

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.

Individual characteristics such as personality, cognitive abilities, and intelligence have all been linked to creativity. Creativity at the individual level has been related to constructs as varied as: team cohesiveness, diversity, tenure and degree of cooperation among group members, job design, supervisory style, and the provision of performance feedback. Theories of creativity typically emphasize the role of individuals or small groups, with little or no recognition that creative tasks might well be embedded in larger organizational efforts entailing task interdependencies between units or across complex organizational systems. There are several opportunities for additional theoretical development related to knowledge management, creativity, and organizational learning. A deeper understanding of the organizational and psychological barriers to organizational learning would certainly comprise a worthy extension to existing research related to creativity.

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