

Utilizing employee creativity: The role of leaders' achievement goals

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Creativity and innovation is of vital importance to organizations and society. Although we already know a great deal about leaders' role in promoting and stimulating subordinate creativity, we know little about how leaders actually react when subordinates voice challenging creative ideas towards them. I will present a series of studies, in which I found that leaders pursuing performance goals (do better than others) tend to be less receptive and more opposing to voiced creative ideas than leaders pursuing mastery goals (do better than they did before). I will also present and discuss findings on the underlying mechanisms that can clarify why performance goal leaders react differently than mastery goal leaders, as well as on the boundary conditions under which performance goal leaders respond similar to mastery goal leaders. I conclude that leaders' achievement goals affect their reactions to voiced creative ideas and discuss the practical implications for leaders and organizations to get the most out of creative input.