



# innCREA

Standards for  
implementing programs  
aimed at discovering and  
developing  
creativity, pioneering in  
pursuit of innovation

# InnCREA. Creativity Audit Tool

**The innCREA Audit Tool assesses the level of creativity in the areas:**

- 1) individual,
- 2) team,
- 3) organisational,
- 4) leadership.

Current research shows that finding a job is, for many professions or industries, a difficult, often frustrating endeavour. At the root of this phenomenon is a mismatch between the expectations of employers and employees. The problem is particularly acute for people just starting out in the labour market. Most often, they cannot demonstrate adequate work experience, which in the eyes of employers is a kind of confirmation of the acquisition of the ability to combine theoretical knowledge with the realities of professional practice. High marks on a university diploma are not a guarantee of employment. Under these circumstances, both parties to the employment relationship have to focus on other attributes of the potential candidate, especially his/her traits and predispositions, which were formed during early periods of socialisation and education and which cannot be acquired or modelled in a short period through, for example, classical training.

Creativity and pioneering innovation are key to the success of a business and are a prerequisite for innovation development.

HEIs must lead initiatives that have a relevant focus on creativity and innovation in order to foster the effective transition of their students to the labour market.

HEI programs can innovate by integrating new concepts and tools to help develop soft skills or improve student's creativity into existing activities.

The creativity audit has an analytic role and it constitutes one of the first steps an organisation (business, educational or other) has to follow before launching a policy supporting creativity. The uniqueness and peculiarity of each organisation requires customising the knowledge audit to address all the particular characteristics each organisation has.

The innCREA Creativity and Pioneering Audit Tool is an interactive resource, available online on the project website, which should be followed to better conduct a creativity audit.

The creativity audit has an analytic role and it constitutes one of the first steps an organisation has to follow before launching a policy supporting creativity.

Target groups are:

- HE Students from universities' departments/courses with lower levels of employability;
- HE Teachers and other academic staff;
- HE Stakeholders: companies, associations.

The innCREA Creativity and Pioneering **Innovation** Audit Tool may be useful for implementation at HEIs as additional programmes to teach soft skills desired in the labour market. Based on the experience gained from business, it can be used at universities, companies and other institutions that require creative work from their employees.

The innCREA Creativity and Pioneering **Innovation** Audit Tool brings the following benefits:

#### Students:

- gain knowledge about skills demanded in the labour market and identify areas where they should improve;
- gain insights about real labour environments;
- raise awareness of the importance of developing their soft skills for personal success and growth in the current and future dynamic labour market;
- have the opportunity to apply the knowledge and technical competences they learn in their university courses.

#### Universities

- gain valuable feedback from both students and employers as to which skills should be developed to generate competitive attributes.
- strengthen institutional capacity for developing soft skills useful to the young workforce;
- strengthen the link with business for a better preparation of students to meet labour market needs;

- provide a basis for partner universities to improve career exploration activities and act as a best practice for other HEIs on national and EU levels.

#### Organisations

- gain fresh ideas and creative solutions to real business issues;
- establish connections with HEIs and gain partners for venture initiatives.

The innCREA Creativity and Pioneering Innovation Audit Tool structure includes:

- audit of the individual sphere,
- audit of the team sphere,
- audit of the organisational sphere,
- audit of the leadership sphere.

Each of these is important in determining an organization's creativity and cannot be ignored because each is part of the creativity of the whole organization. The survey covers factors that influence creativity positively and those elements that create barriers to the development of creativity in an organization. The tool considers that creativity is a feature of individuals, teams, leadership and organizations, and if it occurs at these levels, it creates a critical soft competence resource for the organization, influencing its level of creativity as a whole.

**Such an element of an employee's competence is their creativity** (Agata Pietroń-Pyszczek,

Development of self-creativity of people entering the labour market - results of empirical research, Management and Finance, 4/2, 2013, pp. 309-319).

Research shows that the issue of training creative thinking skills does not rank high in the hierarchy of different forms of student activity (Agata Pietroń-Pyszczek, Development of personal creativity of people entering the labour market - results of empirical research, Management and Finance, 4/2, 2013, pp. 309-319).

Creativity is derived from the Latin term *creare*, and its equivalents are the English words creator and creative. It is the ability to create new solutions. At the same time, it is a mental process that results in new concepts, ideas or new associations. Creativity refers to the activation of new perspectives and the creation of new possibilities. **It is the process of developing and presenting novel ideas to meet needs or solve problems.**

Features of creativity include:

- 1) requires the use of imagination (originality and efficiency),
- 2) a creative act is a purposeful act directed towards achieving a result,
- 3) the result of creative activity is an original work,
- 4) the effect should be of value in the concept of the stated objectives (J. Fazlagić 2015, p. 19).

**Each individual has three components of creativity: (1) knowledge, (2) creative thinking skills and (3) motivation.**



Figure 1: The three components of creativity

**Knowledge** represents technical expertise, intellectual qualifications and knowledge of procedures.

**The ability to think creatively** is defined by how problems are approached, i.e. it explains how flexibly and imaginatively individuals (people, company, environment) approach problems.

**Motivation** is divided into two types extrinsic and intrinsic. Means of extrinsic motivation are usually monetary in the form of bonuses and promotions. In contrast, intrinsic motivation is driven by individual passion and interest, which has a greater impact on creativity than extrinsic motivation (Harvard Business Essentials 2005, pp. 124-125). (Source:

<https://mfiles.pl/pl/index.php/Kreatywno%C5%9B%C4%87>)

Among the many methods and techniques supporting innovation management used in recent years, the innovation audit deserves attention. It is a service allowing to determine the maturity level of the innovation management system in an enterprise and, based on identified deficiencies and

shortcomings, to formulate recommendations for improving the innovation management process (Slawomir Olko AUDIT OF INNOVATIVE OF AN ENTERPRISE - MERITORIAL SCOPE OF SELECTED PRACTICAL APPROACHES, Review of Organisations, No. 7 (930), 2017, pp. 38-44).

According to Woodman, Sawyer and Griffin, individual creativity is a function of conditions arising from the past (previous experiences), cognitive style and abilities, personality (e.g. self-esteem), relevant knowledge, intrinsic motivation, social influences (e.g. socialisation), as well as contextual conditions (e.g. technological environment, type of task, time constraint). Group creativity, on the other hand, is a function of the creative behaviour of its participants, interactions between them, group characteristics (e.g. size, degree of group cohesion or norms), group processes (e.g. problem-solving approaches) and various contextual conditions (e.g. group task characteristics). Organisational creativity, on the other hand, is a function of the creative behaviour of the groups comprising the organisation and the contextual conditions (e.g. organisational culture, motivation system, resource availability). The result of organisational creativity is a new product, service or process, created as a result of a complex combination and linking of individual, group and organisational characteristics under the situational influence (Agnieszka Sopińska, Creativity and organisational innovation. Open innovation as a manifestation of co-creativity, Szkoła Główna Handlowa w Warszawie Oficyna Wydawnicza SGH ZESZYTY NAUKOWY 161 kolegia.sgh.waw.pl, 161/2018, pp. 11-27).

### **What is creativity?**

Creativity was defined by the InnCREA project team as the ability to ask how something could be done differently, better combined with the ability to design for change in a broad sense. It is the ability to think creatively, and adaptive flexibility resulting in the ability to find creative, original solutions outside the accepted patterns.

### **What are creative techniques?**

Creativity techniques are activities that support the effectiveness of creative thinking, encourage development and support undertaking creative activities. Creativity techniques include different types of activities (e.g. word games, written exercises and different types of improvisation or problem-solving algorithms and others).

The InnCREA creativity survey tool is designed to audit, and assess creativity in 4 areas: individual, team, organisational, and leadership.

Each of these levels is important in determining an organisation's creativity and cannot be ignored because it is an element of the creativity of the whole organisation. The survey covers factors which influence creativity positively, as well as those elements which create barriers to the development of creativity in an organisation. The tool takes into account the fact that creativity is a characteristic of individuals, and teams and, when present at these levels, forms an important soft competence resource for the organisation, influencing its level of creativity as a whole.

### **Evaluation of audit results and how to interpret them**

The following scale was adopted to assess the results obtained:

- 1) low level of creativity score of up to 25%
- 2) medium level of creativity score of more than 25% to 50%,
- 3) high level of creativity score of more than 50% to 75%,
- 4) a very high level of creativity achieved from 75% to 100%.

Within the above scale, the audit results in the individual areas are assessed once in relation to the aggregate score (total score of all assessment areas).

As a result of the creativity level assessment, deficit areas for improvement will be identified. The tools for improvement will be courses in creativity techniques, which will be assigned to the individual creativity levels and assessment areas. The audit tool will, based on the results obtained, indicate the courses recommended for eliminating the deficits identified. In the event of a score of:

- 1) the low tool will indicate 5 courses
- 2) average of 4 courses
- 3) high 3 courses
- 4) very high 2 courses.

The assessment of the level of creativity follows a scheme:

**Step 1 Selection of the area for which the level of creativity is to be assessed**

The first step involves deciding whether to carry out a self-assessment of the level of creativity for an individual or the organisation as a whole. The tool makes it possible to assess individual creativity as well as organisational creativity. In the case of assessing individual creativity, the questions in the Individual Audit Module need to be answered. In the case of assessing the creativity of the entire organisation, the Team Audit, Leadership Audit and Organisational Audit modules need to be completed.

**Step 2 Collect data by filling in**

An employee or manager can carry out a self-assessment by answering questions in the Individual Audit module. In contrast, when assessing the level of creativity of the organisation as a whole, a representative of the organisation who knows it well and the employees answers the questions in all modules.

**Step 3 Getting the result.**

After answering the questions in each area, we receive feedback on the number of points obtained, indicating in which score range we fall, and descriptive information on whether the number of points obtained indicates a satisfactory level of creativity or not. On this basis, the system suggests how many and what exercises should be carried out to raise the level of creativity.

**InnCREA Audit**



## **I. Introduction**

Check Your Creativity!

If you are curious about your own creativity, you can measure it with the innCREA audit tool. You can choose between four spheres of creativity; Individual, Leadership, Organizational, and Team. It is good to start with auditing individual creativity first.

When you finish the survey, you will be given a score reflecting the level of your creativity. The more points you get, the higher your creativity is.

Then, you will be given recommendations for crash courses and exercises that can boost your creativity.

Please fill in the survey to assess your own level of creativity:

- (1) Audit Individual Creativity
- (2) Audit Team Creativity
- (3) Audit Organizational Creativity
- (4) Audit Leadership Creativity

We wish you a creative journey!

InnCrea Team

# **Individual Creativity Audit**

Please mark the answers that resonate with you the most. The entire audit on the individual sphere of creativity will take up to 10 minutes. Then you will be asked to do some exercises that might boost your creativity skills. The more points you get, the higher your creativity is.

## **1. Rate your level of openness and tolerance.**

Very high 5

High 4

Medium 3

Low 2

Very low 1

**2. Rate your level of ability to accept criticism.**

Very high 5

High 4

Medium 3

Low 2

Very low 1

**3. Rate your level of tolerance to the emergence of unexpected problems in situations that have been running smoothly.**

Very high 5

High 4

Medium 3

Low 2

Very low 1

**4. Rate your level of ability to take risks.**

Very high 5

High 4

Medium 3

Low 2

Very low 1

**5. Rate your level of readiness to take action.**

Very high 5

High 4

Medium 3

Low 2

Very low 1

**6. Rate your level of flexibility in taking action.**

Very high 5

High 4

Medium 3  
Low 2  
Very low 1

**7. Rate your level of originality in taking action.**

Very high 5  
High 4  
Medium 3  
Low 2  
Very low 1

**8. Rate your level of courage to submit and share original ideas.**

Very high 5  
High 4  
Medium 3  
Low 2  
Very low 1

**9. Rate your level of curiosity and initiative in taking actions.**

Very high 5  
High 4  
Medium 3  
Low 2  
Very low 1

**10. Rate your level of willingness and openness to cooperate with other people.**

Very high 5  
High 4  
Medium 3  
Low 2  
Very low 1

**11. Which of the characteristics describes you (you can mark as many answers as you wish):**

- You produce ideas in any situation easily. 1
- You produce a lot of ideas at once. 1
- You are always ready to change the direction of thinking. 1
- You have the ability to react in unusual and unique ways. 1
- You are persistent and tenacious enough to develop your own ideas through to completion. 1

**12. How often do you recognize the need to develop creativity skills?**

- Once a day 1
- Once a week 2
- Once a month 3
- Once in a couple of months 4
- Once a year or less often 5

**13. Do your obligatory activities (like your job or studies) cause stress?**

- Very often 1
- Often 2
- Somewhat often 3
- Rarely 4
- Almost never 5

**14. Do your obligations (like your job or studies) make you act under pressure?**

- Very often 1
- Often 2
- Somewhat often 3
- Rarely 4
- Almost never 5

Thank you for auditing your individual creativity!

**1. If you scored less than 20 points...**

If you scored less than 20 points, it is OK. It means that your creativity needs more practice. You can boost your creativity by doing the following five exercises in the following order:

1. Moodboard

2. Six Questions
3. Morphological Analysis
4. Scamper
5. Biomimicry

After completing the exercises you can audit your individual creativity again or audit your creativity in the team, organizational, or leadership sphere.

## **2. If you scored between 21 and 35 points...**

If you scored between 21 and 35 points, it is OK. It means that you are on the creative path. You can still boost your creativity by doing the following four exercises:

1. Six Questions
2. Morphological Analysis
3. Scamper
4. Biomimicry

After completing the exercises you can audit your individual creativity again or audit your creativity in the team, organizational, or leadership sphere.

## **3. If you scored between 36 and 45 points...**

If you scored between 36 and 45 points it means that you are halfway there on your creative path. You can still boost your creativity by doing these three exercises:

1. Morphological Analysis
2. Scamper
3. Biomimicry

After completing the exercises you can audit your individual creativity again or audit your creativity in the team, organizational, or leadership sphere.

## **4. If you scored between 46 and 55 points...**

If you scored between 46 and 55 points it means that you are nearly there on your creative path. You can still boost your creativity by doing these two exercises:

1. Scamper
2. Biomimicry

After completing the exercises you can audit your individual creativity again or audit your creativity in the team, organizational, or leadership sphere.

#### **5. If you got more than 55 points...**

If you scored more than 55 points it means that your creativity is high. You can still work to improve your already high creativity with this exercise:

1. Biomimicry

After completing the exercise you can audit your individual creativity again or audit your creativity in the team, organizational, or leadership sphere.

## **2. Team Audit**

# **Team Creativity Audit**

This questionnaire is dedicated to team leaders or managers who are working with a team. It will also resonate with informal leaders or any person who is supervising a team. Please mark the answers that resonate with you the most. The whole audit on the team sphere of creativity will take up to 10 minutes. Then you will be asked to undertake some exercises that might boost your creativity skills. The more points you get, the higher team creativity is.

**1. How often are teams formed in your organization to increase creativity?**

1. Always 5
2. Very often 4
3. Often 3
4. Occasionally 2
5. Rarely 1
6. Not at all 0

**2. Rate your employees' willingness to participate in the work of teams responsible for generating new ideas and solutions:**

1. Very high 5
2. High 4
3. Low 3
4. Very low 2
5. No such teams are formed in our organization 1

**3. What tasks are set for teams responsible for creating new ideas and solutions? You can mark as many as you wish:**

1. Improving the quality of education or training 1
2. Developing education programs 1
3. Creating new fields of study 1
4. Developing competencies and skills not related to the field of study 1
5. Developing new services and products or significantly improving these products 1
6. Generating and implementing marketing innovations 1
7. Generating and implementing processing innovation 1
8. Generating and implementing organizational innovations 1
9. No such teams are formed in our organization 1

**4. Are there any conflicts between co-workers in your organization within a team?**

1. Once a day 0
2. Once a week 1
3. Once a month 2
4. Once in a couple of months 3
5. Once a year or less often 4
6. Never 5

**5. Evaluate the quality of cooperation in the team of which you are a member:**

1. Very high 5
2. High 4
3. Medium 3
4. Low 2
5. Very low 1

**6. Evaluate the level of motivation to cooperate with colleagues:**

1. Very high 5
2. High 4
3. Medium 3
4. Low 2
5. Very low 1

**7. Evaluate the level of independence of team members in achieving organizational goals:**

1. Very high 5
2. High 4
3. Medium 3
4. Low 2
5. Very low 1

**8. Evaluate the level of the team's autonomy in organizational decision-making:**

1. Very high 5
2. High 4
3. Medium 3
4. Low 2
5. Very low 1

**9. Evaluate the willingness of individual team members to take responsibility for the work of the team:**

1. Very high 5
2. High 4
3. Medium 3
4. Low 2
5. Very low 1

**10. Evaluate the willingness to share knowledge among team members.**

1. Very high 5
2. High 4
3. Medium 3
4. Low 2
5. Very low 1

Thank you for auditing your team's creativity!

**1. If you scored less than 14 points...**

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If you scored less than 14 points, it is OK. It means that your team's creativity needs more practice. You can still boost creativity by doing the following five exercises in the following order:

1. Do Nothing
2. Loesje
3. Lotus Blossom
4. Swot Analysis
5. False Rule

After completing the exercises you can audit your team creativity again or audit your creativity in the individual, organizational, or leadership sphere.

## **2. If you scored between 15 and 24 points...**

If you scored between 21 and 35 points, it is OK. It means that you are on the creative path. You can still boost your creativity by doing the following four exercises:

1. Loesje
2. Lotus Blossom
3. Swot Analysis
4. False Rule

After completing the exercises you can audit your team creativity again or audit your creativity in the individual, organizational, or leadership sphere.

## **3. If you scored between 25 and 34 points...**

If you scored between 25 and 34 points, it means that you are halfway there on your creative path. You can still boost your creativity by doing these three exercises:

1. Lotus Blossom
2. Swot Analysis
3. False Rule

After completing the exercises you can audit your team creativity again or audit your creativity in the individual, organizational, or leadership sphere.

#### **4. If you scored between 34 and 45 points...**

If you scored between 34 and 45 points, it means that you are nearly there on your creative path. You can still boost your creativity by doing these two exercises:

1. Swot Analysis
2. False Rule

After completing the exercises you can audit your team creativity again or audit your creativity in the individual, organizational, or leadership sphere.

#### **5. If you scored more than 45 points...**

If you scored more than 45 points, it means that your team's creativity is high. You can still work to improve your already high creativity with this exercise:

1. False Rule

After completing the exercise you can audit your team creativity again or audit your creativity in the individual, organizational, or leadership sphere.

### 3. Leadership Audit

## Leadership Creativity Audit

Please mark the answers that resonate with you the most. The whole audit on the leadership sphere of creativity will take up to 10 minutes. Then you will be asked to do some exercises that might boost your creativity skills. The more points you get, the higher your creativity is.

#### 4.1. For what purpose is creativity used in your organization?

1. Increasing the quality and effectiveness of mentorship
2. Increasing the range of products or services; replacing obsolete products or processes
3. Entering new markets; increasing market share
4. Improving the quality of products or services
5. Cost reduction per product unit
6. Increasing the competitiveness of students and graduates in the labor market (*for academic institutions only*)
7. Increasing the transition from education to employment (*for academic institutions only*)
8. Creativity is not used

#### 4.2. Creativity at your organization is related to:

1. Generating your own ideas
2. Using existing knowledge to develop and implement new solutions
3. Using the newly acquired knowledge to develop and implement new solutions
4. Lack of use of creativity

#### 4.3. Creativity is enhanced in your organization by:

1. Understanding the need for creativity
2. Creating channels to facilitate the flow and use of creativity
3. Using financial incentives at the executive level
4. Using financial incentives at employees' level
5. Creating conditions for free expression
6. Allowing for the expression of critical opinions
7. We do not enhance creativity

#### 4.4. How are pro-innovation leadership styles developed in the organization?

1. By conducting training, workshops or coaching for management staff
2. By including creativity as part of evaluation and business planning
3. By including individual creativity in an incentive system
4. By recruiting staff with innovative mindsets
5. They are not developed

#### 4.5. Are there any changes in your organization that make strategic planning difficult?

1. Very often

2. Often
3. Sometimes
4. Rarely
5. Not at all

**4.6. Are organizational rules rewritten from scratch because of changes at management levels in your organization?**

1. Very often
2. Often
3. Sometimes
4. Rarely
5. Not at all

**4.7. Do the leaders perceive creativity as an important resource that builds the competitiveness of your organization?**

1. Always
2. Often
3. Sometimes
4. Rarely
5. No

**4.8. Are the leaders in your organization open to criticism?**

1. Always
2. Often
3. Sometimes
4. Rarely
5. No

**4.9. Do leaders use criticism to enhance creative potential?**

1. Always
2. Often
3. Sometimes
4. Rarely
5. No

Thank you for auditing your leadership creativity!

**6. If you scored less than 20 points**

If you scored less than 20 points, it is OK. It means that your creativity needs more practice. You can still boost your creativity by doing the following five exercises in the following order:

1. Moodboards
2. Six Questions
3. Morphological Analysis
4. Scamper
5. Biomimicry

After completing the exercises you can audit your leadership creativity again or audit your creativity in the team, organizational, or individual sphere.

#### **6. If you scored less than 21 - 35 points**

If you scored between 21 and 25 points, it is OK. It means that you are on the creative path. You can still boost your creativity by doing the following four exercises:

1. Six Questions
2. Morphological Analysis
3. Scamper
4. Biomimicry

After completing the exercises you can audit your leadership creativity again or audit your creativity in the team, organizational, or individual sphere.

#### **5. If you scored less than 36 - 45 points**

If you scored between 36 and 45 points it means that you are halfway there on your creative path. You can still boost your creativity by doing these three exercises:

1. Morphological Analysis
2. Scamper
3. Biomimicry

After completing the exercises you can audit your leadership creativity again or audit your creativity in the team, organizational, or individual sphere.

#### **4. If you scored less than 46 - 55 points**

If you scored between 46 and 55 points it means that you are nearly there on your creative path. You can still boost your creativity by doing these two exercises:

1. Scamper
2. Biomimicry

After completing the exercises you can audit your leadership creativity again or audit your creativity in the team, organizational, or individual sphere.

#### **3. If you scored more than 55 points**

If you scored more than 55 points it means that your creativity is high. You can still work to improve your already high creativity with this exercise:

4. Biomimicry

After completing the exercises you can audit your leadership creativity again or audit your creativity in the team, organizational, or individual sphere.

## **4. Organizational Creativity Audit**

Please mark the answers that resonate with you the most. The whole audit on the organizational sphere of creativity will take up to 10 minutes. Then you will be asked to do some exercises that might boost your creativity skills. The more points you get, the higher your creativity is.

**1.1. Rate the level of openness and tolerance of your organization's employees**

1. Very high
2. High
3. Medium
4. Low
5. Very low

**1.2. Rate the level of your organization's employees' ability to take criticism from supervisors**

1. Very high
2. High
3. Medium
4. Low
5. Very low

**1.3. Rate the level of your organization's employees' tolerance when things do not go according to plan**

1. Very high
2. High
3. Medium
4. Low
5. Very low

**1.4. Rate the level of ability to take risks of your organization's employees**

1. Very high
2. High
3. Medium
4. Low
5. Very low

**1.5. Rate your organization's employees' level of readiness to take action**

1. Very high
2. High
3. Medium
4. Low
5. Very low

**1.6.A Rate your organization's employees' level of flexibility in taking action**

1. Very high
2. High
3. Medium
4. Low
5. Very low

**1.6.B Rate your organization's employees level of originality in taking action**

1. Very high
2. High
3. Medium
4. Low
5. Very low

**1.7 Rate your organization's employees' level of courage to submit and share original ideas**

1. Very high
2. High
3. Medium
4. Low
5. Very Low

**1.8. Rate your organization's employees' level of curiosity and initiative in taking actions**

1. Very high
2. high
3. Medium



4. Low
5. Very low

**1.9. Rate your organization's employees' level of willingness and openness to cooperate with their colleagues.**

1. Very high
2. High
3. Medium
4. Low
5. Very low

**1.10. How often are there any conflicts between co-workers in your organization?**

1. Once a day
2. Once a week
3. Once a month
4. Once in a couple of months
5. Once a year or less often

**1.11. Which qualities characterize your employees?**

1. They produce ideas in any situation easily.
2. They produce a lot of ideas at once.
3. They are always ready to change the direction of thinking.
4. They have the ability to react in unusual and unique ways.
5. They are persistent and tenacious enough to develop their own ideas through to completion.

**1.12. How often do employees report the need to develop their creativity skills?**

1. Very often
2. Often
3. Somewhat often
4. Rarely
5. Almost never

**1.13. Does working in your organization cause stress to employees?**

1. Very often
2. Often
3. Somewhat often
4. Rarely
5. Almost never

**1.14. Do your employees' daily tasks at work cause stress?**

1. Very often
2. Often
3. Somewhat often
4. Rarely
5. Almost never

**3.1 Do strategic or programmatic documents of your organization include the importance of developing creativity?**

1. It is a high priority to develop creativity
2. It is important to develop creativity
3. It is a medium priority to develop creativity
4. It is somewhat important to develop creativity
5. It is not important to develop creativity
6. It does not concern our organization

**3.2 How important is creativity in your institution in everyday actions on a practical level?**

1. It is a high priority to act creativity
2. It is important to act creativity
3. It is a medium priority to act creativity
4. It is somewhat important to act creativity
5. It is not important to act creativity
6. It does not concern our organization

**3.3 Have you ever undertaken a creativity audit in your organization?**

1. Yes it is conducted regularly
2. Yes, it was conducted last year
3. Yes, it was conducted few years ago
4. No, never

### **3.4 What was the result of the conducted audit**

1. A creativity policy for the organization was established
2. Creativity was included as an issue in the strategic documents of the organization
3. A program to develop creativity of employees was established
4. A special organizational unit on the creativity of employees was established
5. Training to develop the creativity of employees was conducted
6. No audit was carried out

### **3.5 Does your organization support its employees in developing their creative thinking and creativity**

1. Yes, through internal training
2. Yes, through external training
3. Yes, through specialized workshops
4. Yes, through financial incentives
5. Yes, through non-financial incentives
6. No, the organization does not support

### **3.6 Does your organization identify potential sources of development for its innovative ideas?**

1. Yes, by exploring factors that enhance or limit an individual's creativity
2. Yes, by creating relationships within the greater environment with other entities that allow for the flow of ideas, experiences, and good practices
3. Yes, by creating policies to identify and support talent
4. Yes, by rewarding employees' creativity
5. Yes, through staffing and recruitment policies
6. No

### **3.7 Is there any mechanism in your organization which makes it possible to use the creative potential of members at each level?**

1. Yes, new ideas from staff can be shared directly with team leader
2. Yes, there is an organizational unit responsible for the process of creativity development
3. Yes, it is possible to submit ideas during ongoing official meetings (deliberations, periodic evaluations, summaries, etc.).
4. Yes, through the use of informal communication channels
5. Yes, direct supervisors stimulate the creativity of team members
6. No

### **3.9 Is your organizational culture focused on the development of creativity?**

1. Yes, through flexible procedures.
2. Yes, through the willingness to accept risks associated with creativity and innovation
3. Yes, through different styles of cooperation and management
4. Yes, by reducing stress and creating safe conditions for employees
5. Yes, by endorsing creativity
6. Yes, by including creativity in organizational plans
7. Yes, by allowing for new and alternative ideas to solve current problems
8. No

### **3.10 Which of the following creativity techniques are used in practice in your organization?**

1. Planning future actions
2. Role-playing
3. Exercising fluency, flexibility, and originality of thought
4. Use of associations
5. Pattern recognition
6. Analyzing a situation or problem from different points of view (e.g., role play, de Bono's six hats technique) or imagining different variants of future events.
7. Brainstorming
8. Synectics
9. Blue ocean strategy
10. Morphological analysis
11. Lateral marketing
12. Lists of attributes
13. Co-creation
14. Analogy method
15. Method of analyzing known technical systems
16. Natural systems analysis method
17. Bionics
18. Brain-storming

19. Nonverbal brainstorming – Brainwriting
20. Delphi method
21. Gallery method
22. Construction catalogs
23. Lateral thinking
24. Lotus flower
25. Method 635
26. Mindmapping
27. Morphological box method
28. Search methods
29. TRIZ Method
30. None

### **3.11 How motivated are employees to be creative?**

1. Very highly motivated
2. Motivated
3. Somewhat motivated
4. Not very motivated
5. Not motivated

### **3.12 Is employee creativity appreciated by your organization?**

1. Highly appreciated
2. Appreciated
3. Moderately appreciated
4. Underappreciated
5. Not appreciated

After completing the exercises you can audit your leadership creativity again or audit your creativity in the team, organizational, or individual sphere.

## **6. If you scored less than 21 - 35 points**

If you scored between 21 and 25 points, it is OK. It means that you are on the creative path. You can still boost your creativity by doing the following four exercises:

1. Six Questions
2. Morphological Analysis

3. Scamper
4. Biomimicry

After completing the exercises you can audit your leadership creativity again or audit your creativity in the team, organizational, or individual sphere.

#### **5. If you scored less than 36 - 45 points**

If you scored between 36 and 45 points it means that you are halfway there on your creative path. You can still boost your creativity by doing these three exercises:

1. Morphological Analysis
2. Scamper
3. Biomimicry

After completing the exercises you can audit your leadership creativity again or audit your creativity in the team, organizational, or individual sphere.

#### **4. If you scored less than 46 - 55 points**

If you scored between 46 and 55 points it means that you are nearly there on your creative path. You can still boost your creativity by doing these two exercises:

1. Scamper
2. Biomimicry

After completing the exercises you can audit your leadership creativity again or audit your creativity in the team, organizational, or individual sphere.

### **3. If you scored more than 55 points**

If you scored more than 55 points it means that your creativity is high. You can still work to improve your already high creativity with this exercise:

#### **1. Biomimicry**

After completing the exercises you can audit your leadership creativity again or audit your creativity in the team, organizational, or individual sphere.