

INNOVATE. INTEGRATE. TRANSFORM.

RUN

teamwork for a brighter future together

Enabling Your Business to Go Further!

Business Creativity and Innovation through 4-V Ethical Leadership
research based insight on creating an innovation culture



Innovate

New insights and new
business models

Integrate


Connecting People, Process,
and Technology

Transform

Establishing the “new” while
preserving what works

Run

Continuous business
transformation



It takes more than just a positive social atmosphere to spark creativity and innovation.

Business Creativity & Innovation

"Creativity is intelligence having fun," one physicist audaciously claimed almost a generation ago, having crafted his Special and General Theories of Relativity, the beginnings of quantum mechanical theory, and the atomic bomb. Of course, this physicist was Albert Einstein. Surprisingly, this mathematical genius did not separate intelligence, creativity, or innovation in his work—destroying the misconception that the intelligent cannot be innovative. After all, more studies are presenting the idea that creativity is a social process, not a personality trait (Smith-Perry and Mannucci).

For creativity to blossom in an intelligent and connected world, group cooperation and collaboration are required. The social environments that businesses foster must be positive, as they greatly influence a worker's focus. Although many prefer the generation of ideas to be instantaneous and reliable, thoughts within the brain tend to be spontaneous and difficult to control, as shown in 2008 studies by psychologist Adam Galinsky. It takes more than just a positive social atmosphere to spark creativity and innovation. Further within his study, Galinsky notes, "Feelings of control are so important to people that lack of control is inherently threatening" (Galinsky). Because thoughts within the brain, and therefore an individual's creativity, tend to be random, the marketplace must allow workers to retain some freedom within their jobs (the "What"). Workers also need structure within this freedom. This is where ethical leadership takes a significant step in preserving this independence, creating a positive social atmosphere, providing structure, and thus encouraging creativity and innovation.

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The Basics of Ethical Leadership

Worker creativity requires clear expectations because they establish a vital sense of direction. Although innovation can be challenging to achieve at the best of times, ethical leadership encourages clarity, and therefore coordinated creativity. Centered around common values that are accepted by all individuals within a business, ethical leadership creates this clarity by establishing the expectations and purposes. If workers understand the expectations of the company that they support, they will naturally feel more comfortable in sharing their ideas. To assist you on your unique journey, there is a general solution used in ethical leadership to encourage clarity—the 4-V model, which emphasizes values, vision, voice, and virtue. This is the key to unlocking innovation in your business.

4-V Ethical Leadership—Values, Vision, Voice, & Virtue

Values

Values are the simplest and most straightforward principle to implement in this model. They are determined by executive leadership and promoted, and then adopted, corporately (the “What”). Too often these values are abandoned with new initiatives, perhaps because they appear to interfere with the flexibility and productivity necessary for success. On the other hand, when initiatives are attempted without values, it becomes almost impossible to produce the structure



and content for innovative solutions. In fact, without values there isn't a common structure or content for creativity at all. Without a common structure, the energy of the business is wasted because every time it takes on a new initiative, it must also organize a new starting point. Conversely, if workers understand what their company is passionate about, they can

more easily present successful ideas aligned to the core of their business. Not only do values provide structure; they also inspire workers to be passionately creative in whatever they attempt for the company. They unite a business as a whole, and when more than one person cares about a particular purpose, the possibilities for combined creativity grow. Without values, intelligence struggles to be innovative.

Vision

In contrast, vision, which naturally furthers the depth of innovation, is another essential component of the 4-V ethical leadership model (the “What”). What is vision, exactly? While many consider vision to be a sudden, impassioned burst of action to achieve a distant goal, the Oxford Dictionary defines vision simply as, “the ability to think about or plan the future with imagination or wisdom” (“Vision”).

Similar to values, vision creates the structure for creativity, but instead of being the foundational principles, vision is the plan that guides the principles.

With discipline and some wisdom, the vision of a business becomes reality. In other words, if a business has already firmly established its values, it is ready to



craft its vision. This is a strategy that takes logical and reliable steps towards the company’s ultimate objective. Along the way, smaller goals are also needed to build confidence within the workforce. However, the most difficult part of crafting vision is looking to the future, which is constantly changing. Thus, the history of the business, and even the history of other businesses, becomes crucial in determining how to instill vision in its workers. Its history—what it has developed in the past, how it has developed its sense of standards and purpose over the years, and also the current desires of its workforce—affects its ability to creatively present and implement its products or services. In conclusion, the values of a company encourage creativity and innovation, leaving vision to execute the job.

Voice

Voice allows workers to confidently and clearly express their creativity (the “What”). While values and vision deal with structure for creative innovation, voice gives workers the freedom to express their innovative ideas. This free expression is what often comes to mind when one hears the word creativity, and rightly so. This is what transforms promising ideas into a plausible reality. For executive leadership, it is crucial to voice—expectations regarding innovation, but only after supporting the workers’ individual voices. After all, if they are not allowed to express their ideas without fear of rejection, how can they become bold, innovative, creators of new products, services, or methods? How many solid yet innovative ideas will never be expressed because workers are concerned that they are unrealistic? Understandably, allowing workers to have a confident voice may result in far-fetched ideas in the beginning, but the end results are worthwhile. Because it takes time to cultivate innovative genius and many workers have not experimented with such freedom, they naturally introduce a few illogical ideas in the beginning.



The implementation of two simple concepts helps the workforce understand what a business expects of their creativity and innovation. First, it is essential to discuss their ideas with them immediately. The feedback helps to clarify workable and unworkable portions of the ideas. Just because a few ideas may be illogical does not mean that the entire idea is unusable. Second, whether an idea succeeds or fails, it is crucial to encourage participation. Creativity is subjective,

and each person's creative style is unique. Encouragement helps foster creativity. On the other hand, discouragement prevents future participation. In the end, some ideas flip the marketplace; others flop before they ever reach it. However, without a strong, vocal workforce, there are few business transformation ideas to consider.

Virtue

Finally, virtue, which is the strength to advocate values, develops both vision and voice within the marketplace (completing the "What"). To live by virtue, one must pursue discipline and character. Because vision requires discipline, voice requires courage, and values require character, virtue in workers is crucial to the success of this model, and therefore to the success of fostering innovation. If values are the noun, then virtue acts as the verb. Therefore, there could be a strong set of values within a business that collapse, all because nothing was there to support them. In other words, if values are the set of rules, then virtue is the strength to live by them. Workers need to properly present their business's values, vision, and also voice. This encompasses five major areas: Perseverance, Intuition, Trustworthiness, Courage, and Honesty.—Worker perseverance, or refusing to surrender, provides strong support to advocate for values. Worker intuition forms another support for marketplace advocacy. These two traits often combine to form trustworthiness, where one completes a job within the bounds already set—bounds regarding time and values. Courage enables workers to proudly defend their values with their voices. However, towering above all these critical attributes is honesty, because it prompts one to admit mistakes or shortcomings.



That honesty to admit mistakes incorporates a measure of humility. Perseverance, Intuition, Trustworthiness, Courage, and Honesty, which can also be referred to as PITCH, are all capable of affecting the overall productivity of a business. For example, if the pitch of a musical instrument is slightly sharp or flat, the entire piece of music suffers. In the same way, if the PITCH of a business is not developed, the entire organization suffers. However, when the PITCH, and therefore virtue, of a business is fine-tuned, there is no telling how far innovation and creativity can go.

Concluding Thoughts

Although thoughts within the brain are often random, creativity can be learned. As evidenced by ethical leadership and the 4-V model, there are steps that can be taken to encourage workers to think and pursue creative innovation. Perhaps the most important element of the 4-V model, however, is virtue because values, vision, and voice are technical areas that can be created within a business. Virtue must be instilled in workers if they do not already practice it. It involves character traits that an entire business cannot create a plan to achieve—each worker must have the drive to achieve it himself. Incorporating ways to practice PITCH in a statement of values, making virtue necessary to execute a plan of vision, and also encouraging workers to display their virtue in their voice are all practical ways to encourage them to develop this asset on their own. Here at IIT-Run, we believe in the growing virtue and innovation of the workforce. We believe in each worker's individuality and abilities to bring innovation to the table. We encourage a creatively integrated business model, all because we believe that the intelligent are capable of becoming the most innovative, influential people in the world. With ethical leadership, the workforce can be transformed, and when it is, it runs together—with those who want a creative revolution in the quality of the modern marketplace.

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