How is Creativity Affected by Directiveness During the Project’s Implementation Phase?

Mark Bibat
Paul Guillot

Supervisor:
Anja Sorokina

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Authors:
Mark Bibat
Paul Guillot

Supervisor:
Anja Sorokina

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ABSTRACT

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Authors: Mark Bibat and Paul Guillot
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Nowadays, creativity is crucial to implement for the success of companies. Meanwhile, directivity seems to have a very negative reputation in the first sight. The objective of this paper is to identify and present a situation of creativity during the implementation phase of a project where directivity is used.

This study consists of two phases. The first one is the ambition to create a primary model based on the present theories which are namely creativity, implementation phase and directivity. The second phase then aspires to draw the potential connections with the help of a qualitative study led on five different projects managers. This should help refine the primary model which will also make it easier to understand such complex notion.

Keywords: Creativity, Directiveness, Project’s Implementation Phase, Project Management, Management Style
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  - Kevin Cummings of Allstate Insurance Company
  - Deven Desai of Avenue Code
  - Anonymous of Apollo Global (who has agreed to be called Aqueja Desactivado)
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1. INTRODUCTION

Creativity is an important factor for the development of an organization. It is what drives a company to move forward. Creativity is used by corporations to remain competitive in the market. It produces novel and useful products, services, ideas, and procedures (Cummings & Oldham, 1996; Amabile, 1996; Ray Gehani, 2011). Many things have been developed and grew because of the continuous creativity. For example, the modern electrical industry grew as a result of the creativity from various people and companies such as Edison, Tesla, Westinghouse and Ingersoll. It is also true that the effects of creativity and innovation are not only limited to the world of business. They are also factors in the development of the modern civil system, government, and other types of organizations (Mumford, 2012). Indeed, creativity is important and utilized by everyone in one way or the other.

Furthermore, creativity is seen to be an essential factor in projects as it can produce solutions and new ideas (Sundstrom & Zika-Victorsson, 2009; Branzei & Maier, 2014). By knowing the nature and behavior of projects, we may get a better understanding for this reasoning. Projects are a set of complex activities which exist to achieve a specific task that will cause some type of transition over a limited amount of time. The team is formed to handle such activities (Lundin & Soderholm, 1995). They are also ‘distinctive in form’ which means “projects are non-routine, going somewhere, with often either the route or the goal under determined, inchoate, or ill-defined (sometimes all three)” (Scrantron, 2015, pp. 4-5). Essentially, the complexity of projects is what makes creativity valuable in such context. Creativity does not only formulate new innovative products, but also help with opening up new ways of approaching problems (Amabile, 1998). In the implementation phase of the project, creativity is more crucial. The reason is because it is the phase where the actually work is being processed (Taylor, 2006). Ideally, creative thinking will be useful in conditions where something goes wrong and need immediate actions.

According to Amabile (1998, p. 77), management have killed creativity more often than supporting it. This idea was formulated from the past 22 years of her research work in the context of creativity. She also claimed that this was not because managers intended to do it. Rather, managers systematically and unintentionally crushes creativity as they work toward business goals. She even claimed that there is in fact a way where creativity is flourished and business imperatives are
achieved (Amabile, 1998). We just have to find the right way of managing creativity in certain scenarios. There is no one way to lead something and finding the relevant leadership style is what matters to succeed (Thepot, 2008). This study will explore on how management style can affect the creativity of a project working team. A special look and observation with directive management style in the topic will be considered. This is because people generally assume that strictness, which is a component of directive management style, limits creativity.

1.1 Real life examples

The following examples are real life cases where creativity and directive management style had a significant impact on the implementation of the project. With those real life examples, you may have a better understanding of the topic and its importance.

1.1.1 BP Oil Spill Scandal

One great example where the right creativity and directive management style could have made a difference would be the one of BP oil spill scandal back in 2010. In 2010, the BP’s Deepwater Horizon project ran into major disaster. The plant blew up and collapsed which caused 11 platform worker’s lives and for a drill of the pipe. Millions of oil barrels gushed out in the ocean (Campbell & Clifford, 2014). The project itself was caused from a chain of failures. It was over the budget and very delayed as the authorities and researchers have described (Kurtz, 2013).

In addition, the solution for the scandal was vital seals and stoppers were seen on the outside of the well (Campbell & Clifford, 2014). However, the actual solution presented on BP’s internal study was more complex than what was done. The study proposed a double-casing method and also to install a “lockdown sleeve which locks the wellhead and the casing at the level of the sea floor” (Lin-Hi and Blumberg, 2011, p. 574). This is a creative idea as these two solutions are uniquely complementing each other. When one fails, the other one will serve as a net to prevent further damages. Other solutions could have been presented such as cement seal or changing the tube completely. The fact that the two ideas could work so well together is what makes it creative. However, these creative idea was ignored by the management as it would be costly. In turn, they opposed on the lockdown sleeve and just produced a one layer seal which was simpler, cheaper and fastest to do (Lin-Hi and Blumberg, 2011). BP also went through a rather fast test procedures
which would have shown the high risks of the one layer casing. BP just hoped for the best and went on with the desire to save time and money rather than ensuring the security of the well. Authorities have said that the solution did not really stop the leaking of oil which further caused more damages (Campbell and Clifford, 2014).

According to Marques (2008), directive management style is very much ideal in crisis situations. However, this have been proven wrong by how the directive action caused further damages in BP oil spill incident described previously. Essentially, the ignorance of the directive managers of BP to not listen and to go on with the proposed creative solution of double sealing and lockdown sleeve made the issue grew. They also decided to undergone some natural implementation phase procedures, such as testing in a rather fast way. This did not help as inaccurate assessments were produced. Overall, this could have been potentially avoided if the manager was not directive and opened his mind to the other potential solutions handed to him.

1.1.2 Apollo 13 Accident in Space

This incident is a great example where creativity and directive management made a difference. Apollo 13 is a NASA’s mission to land on what was known as Fra Mauro area in the moon which essentially a big crater in 1970s. During the execution phase of the project, oxygen No. 2 blew up and caused No. 1 tank to also fail 9 minutes after their departure from Earth. The explosion even caused other problems such as the normal supply of electricity, light and water to be lost. Even the air filtration were damaged which caused the carbon monoxide to come inside. This all happened when they were already about 200,000 miles away from Earth (Apollo 13, 2013).

In this urgent disaster, immediate action was needed to solve this matter or else the project would not only fail but also cost people’s lives. They only had a few hours until everyone inside the spaceship would die. In a rather directive way, all the engineers, scientists and technicians back in the lab focused their attention to the problem. This led for them to creatively build a filtration system through a set of materials identical to those on the spacecraft. Every materials in the spaceship was considered for usage during the process, even the paper cover of the flight procedure manual. When the filter was made in the lab, they instructed the team in the spacecraft in a very directive and structured manner. This help made sure that the filter was exactly the same as the
one in the lab. The filter was rather ugly and inelegant but it was able to do the job (Amabile et al., 2002).

This proved Marques’ (2008) point that directive management style is necessary to use in certain conditions. In fact, the team in the spacecraft may have ended up dead if directive management was not utilized. The communication would not have been great and the filter would have been invented quickly. Although this was the case, directive management style was also at fault for this accident. Numerous errors were noticed during the testing and implementation phase of the project. No. 2 oxygen tank was never successful to get emptied and seemed to have some major issues. The project manager director decided to oversight this matter and directed the team to just ‘boil off’ the tank (Apollo 13, 2013). This ignorance and wrong usage of directive management style are what caused the accident. If they did not ignored the test results during the implementation phase, then the accident could have been prevented.

1.2 The Problem

Generally, people think that strictness limits creativity and freedom feeds it. “The creation process and creativity itself require an open ended and flexible environment in which experimentation can occur and where being unorthodox and defying the norm are encouraged” (Parquette & Smith, 2010, p. 119). However, there are certain situations where creativity seems to flourish during harsh conditions. By feeling some pressure in finishing the work under tight deadlines, some people are encouraged to get the work done. They are then driven to work more and get more things done faster. They may even feel creative as they are finding quick solutions to their problem as they appear (Amabile et al, 2002).

This misconception of creativity under extreme pressure give some project managers the idea that it is considerate and efficient. However, there is a certain extent to how much challenge people should hand another. When the challenge is just too much for someone to handle, they often get discouraged and overwhelmed by the situation (Amabile, 1998). In most cases, people under this condition would think of the quickest way to do the work which is not always the best solution and may even cause more trouble. The BP oil spill accident presented earlier can describe this more accurately. In short, the BP managers felt too overwhelmed by the issue that needed immediate action. They became directive and told the team to act quickly rather than fully
considering the proposed solutions and the undergoing sufficient tests. This caused more trouble in the end as the leak was not fully covered up as they had hoped. Although, it is true that freedom feeds creativity, too much freedom and no challenge does not always produce valuable work. People will also obviously feel bored under this circumstances (Amabile, 1998). As you can see, the amount of how directive, strict and free the managers are to their team can truly affect their work. It is given that too much of anything is not a good thing, but the real question is what is enough?

By now, you may start to wonder what environment and management style is sufficient for creativity. According to Arieli et al (2010, p. 1088), creativity is a huge puzzle, mystery and paradox. In return, numerous researches have put great effort into finding some reasoning behind management of creativity (eg. Amabile, 1998; Cummings & Oldham, 1996) as many find creativity to be an essential factor for an organization. Creativity is even seen as a value in the project management sector (Sundstrom & Zika-Victorsson, 2009; Branie & Maier, 2014). This is especially true in the implementation phase of the project where the actual work is done. The issue is that this is all based on theory. Inadequate research has been conducted under this context where directive management style and creativity is present on an implementation phase of a project. In other words, there is no real research where all of things entities are taken into consideration.

1.3 Study Purpose and Aim

The aim of this project is to understand how creativity is affected by management style during the implementation project phase and to study the impact of a directive leadership in such context. After conducting some significant researches in the field, we have noticed a lack of insight in this topic as mentioned previously. To fill in the gap, this study will provide an empirical evidence in which the three factors are working with each other based on people’s real life experiences. The results will give corporations and project managers, specifically, how creativity can be present during the implementation phase of the project and its value. It will also give them an idea of how effective or relevant the usage of directive management style in those circumstances.
1.4 Research Questions

The following research questions are formulated in order to help us get answers, make some connections and ideally fill in the gap in the previous researches. Some are made to help produce a general understanding about the overall topic which will help us produce the accurate analysis.

- What affects creativity in a very general context?
- How does essence of implementation phase of a project impacts creativity?
- Would a directive management style impact the implementation of creativity within project and How?

1.5 Why Is It Important to Explore?

Creativity has been seen an essential factor for an organization to remain competitive for a number of years (Cummings & Oldham, 1996; Amabile, 1996; Ray Gehani, 2011; Powell, 2014). It is even now seen as a valuable entity in the context of projects (Sundstrom & Zika-Victorsson, 2009; Branzei & Maier, 2014). Creativity does not only promote innovation but also produces new ways to approach problems in a creative thinking context. However, creativity is a very complex factor to manage (Amabile, 1998). Given the fact that creativity is important for every organization, determining how directive management style affects creativity is necessary especially in a project working environment.

The real life examples presented previously is another reason why it is important to explore. If only enough researches and studies have been conducted in this context were all three entities are present, the project managers in those projects would have caused less damages and could have potentially avoided issues. Basically, more knowledge regarding this topic will ideally help project managers and corporations to avoid further mistakes under the same notion.

1.6 Limitations

Due to time limitation for this research, we have limited ourselves into specifics and made connections. For instance, utilizing only the implementation phase in the project lifecycle. There are multiple project lifecycles. However, a very standard project lifecycle was used. We have also decided to work on a general but specific context of management styles. What we meant by general
is that we have eliminated some underlining factors of management styles such as age, gender, cultural differences and years of experiences. On the other hand, it is also specific as we have chosen to focus our study into one very specific management style which is directive or autocratic management style. In other words, we have decided to eliminate the underlining factors of each topic and worked on the specifics.

There are definitely enough research materials around each topic, but they are all disjointed. It can be very limiting to not have the connections between the separate theories within this three topics. We also noticed that there are insufficient researches and studies on the specific areas of the topics. For example, there is more than enough resources about project as a whole but not project lifecycle, specifically, and its phases. Although that is the case, we are able to gather up enough materials in order to make the connections based on our own understanding of the overall topics within our study.

1.7 Thesis Structure

The following paper is structured based on the deductive research approach. The first section develops and explains the reasons for methodological choices such as data collection methods, sampling methods, interview structures and techniques. The objective is to provide a clear overview and justifications for our processes throughout the thesis for the reader. The following second section will focus on a rigorous presentation of current theories and researches related to the notions involved in our research questions. These are namely creativity, implementation phase and management styles with a focus on the directive style. The result of this part will be a model encompassing those 3 elements together. It is significant to provide a theoretical hypothesis to be confronted with empirics. Furthermore, this model will be then be complemented with a qualitative study on five different projects managers through a series of semi-structured interviews. Projects managers are individuals who are most directly correlated to our research questions. The results will be presented through a series of interview summaries. Finally, an in depth analysis confronting theoretical and empirical findings will be presented. This will ideally help us to precisely answer our research questions and develop a deep understanding of the topic. Suggestions and advices for futures researches will then be proposed right after the conclusion and discussion.
2. METHODOLOGY

This section of the paper will discuss the following methods that we will be using throughout our study. Reasons of the usage of methods will also be identified accordingly.

2.1 Deductive Research Strategy

After exploring our topic, we have chosen to use a deductive approach for this paper. An approach where the theory is first developed before collecting any empirical data. The purpose of this is to generate some hypotheses and assumptions that could be tested. This will then be verified through the allocated data (Bryman & Bell, 2003; Soiferman, 2010). By getting some theoretical knowledge of the topics, we will be able to build our empirical data collection process. This is a more ideal approach for our research topic due to the fact that our questions encompass a lot of researches. A deductive research strategy begins with a general topic and ends with a more specific context (Soiferman, 2010). By looking out for the theories, researches and studies that has already been conducted, we can be more concentrated with our own pieces of the notions. Overall, it will lead us to work and develop a better understanding on specifics and be more efficient with our research study.

2.2 Qualitative Data Gathering

In the discussion of which method to use for allocating data, we have decided to utilize a qualitative approach. This method emphasizes on words rather than numerical data used for analysis. This approach is typically used to form theories rather than testing hypothesis. In other words, qualitative method works with the inductive research approach (Bryman & Bell, 2003). Although that is the case, this method was still chosen to collect data needed to support theories considering the fact that we are utilizing a deductive research strategy. The reason being is that we would like to get familiarized with the topics before anything else. We considered it would be pointless to ask questions without having some background knowledge. This is because theories will give us a direction to formulate the right questions for collecting qualitative data. In addition, formed theories can be and are sometimes tested using a qualitative data. Our study combines naturalism and emotionalism traditions of qualitative researches. We do not only try to understand a project
reality based on a lot of descriptions, but also complement it with the insights of the interviewees (Bryman & Bell, 2003).

All types of research need both quantitative and qualitative approach to be able to have a deep understanding (Stake, 2010). In our case, it is unnecessary to collect more numerical data when numerous researches have already been conducted to support of the separated topics, but not all in one. For example, there are quantitative researches on creativity and management but not including projects. This why using a qualitative research is necessary. Furthermore, our purpose is to understand and determine people’s reaction under such circumstances. “Qualitative research tend to be an effort to generate descriptions and situational interpretations of phenomena” (Stake, 2010, p. 57). This method is best used to understand a phenomenon within its context. This is achieved by allowing the researchers to dive into the subject and change as they become more familiar into the field which is great to have a deeper understanding (Abusabha and Woelfel, 2003).

2.2.1 Interview Method

Considering that our method for data collection is qualitative, conducting interviews is the most relevant for our purpose. Interviews is actually the most frequently used method for collecting data in qualitative studies (Baumbusch, 2010; is also seen in Burnard, 2005; Nunkoosing, 2005; Sandelowski, 2002). Researchers use this method to allocate unique information or interpretation in which the interviewees contain (Stake, 2010). It is a content that is based on experience and something that researchers themselves could not gain and observe just by themselves (Baumbusch, 2010; is also seen in DiCicco-Bloom and Crabtree, 2006; Lambert and Loiselle, 2008).

However, it is true that interviews rely too much on people’s perceptions and their memories. Sometimes, an interviewee’s answer can be interpreted differently per researcher. There is also chance that participants are not understanding the questions in the same matter as others. Despite these facts, interview is the most relevant as it allows us to get deeper into the subject through people’s intuitions and experiences. It has a sense of flexibility in which we can shift the emphases of the interview when we feel necessary (Bryman & Bell, 2003).

There are many kinds of interview process and a semi-structured interview is more ideal for our study. It is an interview process where the interviewer ask series of questions structured in a form but has the flexibility to ask further questions throughout the process. This is to further develop
ideas on the interviewee’s response if needed (Bryman & Bell, 2003; Baumbusch, 2010). Since we would like to understand our topic further, this will be the best approach as it will help us dive into people’s perceptions. This is because the process is a compilation of open-ended questions which is ideal for gathering spontaneous and in-depth responses (Baumbusch, 2010; is also seen in Ryan et al, 2009). We are not limited with the questions that we have prepared prior to the interview. We can always elaborate and ask corresponding questions. Overall, having some type of structured guidance will help us formulate valuable information for an in-depth analysis.

2.2.2 Sampling

One of the biggest questions that researchers have is determining the right amount of samples they need to fulfill the study and deciding who to test. A few things that a researcher need to consider in this concept would be their time and cost limitations. It is ideal to have a large sample size as it has a greater precision and the sampling error will be less (Bryman & Bell, 2003). However, study limitations do exist and sometimes these lack of resources are preventing them from achieving these ideal sampling size (Rapley, 2013; is also seen in Hammersley, 1992).

Nonetheless, sampling is very important as it provides a relationship “to an array of issues, for the whole trajectory asked of the analytic process, from initial questions asked about a phenomenon to the presentation of your work” (Rapley, 2013, p. 49). Fortunately, there is a common agreements among researchers that the sample size does not really matter in a qualitative study. It is more necessary to gather and interview the right people in relation to the topic which is commonly known as ‘purposive’ sampling (Bagnasco et al, 2014; Clearly et al, 2014; Rapley, 2013; is also seen in Patton, 2012 and in Collinggridge and Gantt, 2008).

According to Clearly et al (2014), having small number of participants is considerate as long as the results are studied intensively. However, the participants are supposed to be chosen with a purpose and the selection is conceptually driven by the theoretical framework (Clearly et al, 2014). Likewise, Amabile (1988, 1996) stated that it is important to stress the notion of multiple judges with relevant educational degrees and background to support a qualitative study for creativity. This then supports our idea of selecting 5 different project managers. We have selected to interview project managers because they are directly related to our topic. They are the people who manages the project team and can possibly affect the team’s creativity throughout the process of the project.
By getting their insights about our study based on their experiences, we will be able to answer our research questions and lead us to develop a better understanding of the overall context.

To even strengthen the validity of our sampling size, we will use a redundancy procedure which is a concept introduced by Clearly et al (2014, p. 473). The idea is to continually conduct interviews until a link of concepts are achieved (Clearly et al, 2014; is also seen in Trotter, 2012). Amabile (1988, 1996) also supports this idea as she claims that the interviewees need to have an acceptable level of agreement about the notion of creativity tested to be valid.

2.3 Interview Procedure

The following sections are the three parts of our interview process for this study. As was previously mentioned, we have developed these following sections and questions with the usage and through the inspiration of our gathered theories. Appendix 1 constitutes the basic interview questions that were used for all the participants.

2.3.1 Background Information

It is first important to gather some background information of the interviewees to ensure their significance for the topic. Questions regarding their years of experience in the field and their job position will be asked in this part. In this section, we will also ask the interviewees whether we could use their real names throughout our study. Discussion and permission for voice recording throughout the interview process will be asked. These consent confirmations are made to ensure that the interviewees’ privacy are not violated.

2.3.2 Scenarios

Following Amabile’s (1996) interview techniques, we have developed this section of the interview process. The interviewees will be first required to select a project in which creativity is present and they are comfortable talking about. A precise definition of creativity will be given to them preliminarily. They are then going to be asked to rate the project’s creativity out of 7. According to Amabile (1996), this is the most accurate way to scale a creative project. It does not only permits to size up the validity of our interviewees’ answers, but also see what they consider to be creative
and understand the reason why they emphasize, or not, creativity. Thus, we can use it to compute the acceptability of the results.

In this section, the interviewees are going to be asked to imagine themselves in a series of scenarios within the project they have selected. The questions will be asked about their reactions and approaches into the given situations. The following points are examples of the questions during this process:

- Let’s say you have set up a meeting to solve an issue where immediate solution is needed. If no solution was proposed, the project will be delayed. As project manager what would be your attitude during the meeting?
- How important are reports and forecasts in your perspective? How often do you do this? and Why?
- If the project undergo financial restrictions/problems? How would you react?

The purpose of this section to gather some information about how they would react into certain situations as a project manager. We asked them to think of a project that they can relate to as it will make it easier for them to respond based on their previous experiences.

### 2.3.3 Perceptions Regarding the Topic

The interviewees will be asked questions that are more direct to our topic. The purpose of this is to collect their own personal opinions about the topic. However, the questions that are being asked will be open ended to avoid biased answers. The following questions are examples for this part of the interview process:

- Do you think directive management style is useful during the implementation phase of a project? If so, how and why?
- According to your experiences, what is the most challenging in managing creative projects?
- Do you think directive management style can fit with a creative project? If so, How and why?

### 2.4 Data Analysis Method

There are many known different approaches for analyzing qualitative data such as grounded theory, hermeneutics, and phenomenology (Bryman & Bell, 2003). However, each of these
methods all share a similar procedure. According to Roulston (2013, pp. 304-305), they all share 3 different phases across the whole procedure of analysis: data condensation (is also seen in Kvale, 2007), data categorization, and data interpretation. We are using this specific method because it has a clearly defined structure that is inspired by many proven method for analysis. This is better expressed by the following figure 1 below.

![Figure 1 3 Phases of Data Analysis (Bibat & Guillot, 2015)](image)

2.4.1 Data Condensation

Qualitative research is known for rapidly generating a large data in forms of notes, interview transcripts, or documents. People even refer to this research method as an ‘attractive nuisance’ because it collects a very rich amount of data but finding connections among them is very difficult (Bryman & Bell, 2003; is also seen in Miles, 1979). The purpose of this phase is to condense the data we had collected in the interviews which will then help us locate and examine the specifics of our study (Roulston, 2013). This process will be achieved in the empirical section of our study in the form of interview summaries.

2.4.2 Data Categorization

According to Bryman & Bell (2003), linking all the data together is a very difficult task. Following up with the previous phase, data categorization is proposed. The goal of this phase is just to reassemble, classify and categorize the data that is presented in the data gathering (Roulston, 2013). This can be easily accomplished by simply putting similar ideas into specific thematic sections suggesting the relationships between the gathered data. This is achieved with the guidance of the theories that we have accumulated and our research questions (Ezzy, 2002). Data
categorization will be completed in the analysis phase as it will help us identify the links between theories and the data that we have gathered.

2.4.3 Data Interpretation

Since everything is well organized from the previous phase, accurate interpretation of the data can now be achieved. With the help of categories, it is easier to identify “the key concepts concerning the topic of the study, reflect on prior understandings and initial assertions, and search iteratively though the data set to check, recheck, and revise preliminary ideas about the topic of study” (Roulston, 2013: pp 305). Researchers can then produce a rich and valuable argumentations which conveys main ideas that are presented in both the theories and the data gathered (Roulston, 2013). This phase will be presented alongside with the data categorization as they both work together in optimizing a generalized answers to our research questions. These answers are proven and validated with the support of our collected data and theories combined.
3. THEORETICAL FRAMEWORK

This specific part of the paper will describe all theories that are going to be used in our study. The terms involved such as creativity, implementation phase and directive management style will be described. The supporting theories and concepts will then be following each defined terms. The purpose of this structure is to help the reader understand what we meant by the terms before diving deeper into the specifics of the context.

3.1 Creativity

Generally, people assume that creativity is something that is achieved only by creative people. In organizations, everything that “creative people” develop must be creative to make business prosperous (Amabile, 1996). The notion of creativeness are mostly associated with arts and fields where original ideas are highly expressed such as product development. Originality is typically not enough for organizations because creativity means that the idea need also to be appropriate, useful and feasible (Amabile, 1998; El-Murad & West, 2004; Runco, 1988).

Furthermore, creativity is not a special talent expression from an individual. According to contemporary research to creativity, it is assumed that every individual can develop creativity at a certain level, even within the most unexpected fields. For example, about 80% of the time, people would associate the field of accounting to be a place where creativity does not exist (Amabile, 1996). This is probably because accounting is mainly revolving around rigorous rules and logics. But to think of it, creativity does exist in accounting in the form of what is known to be activity-based accounting. This is an accounting invention which gave a significant impact in the business (Amabile, 1998). Creativity exists in every domains.

Even though everyone can develop creativity, it is relevant to distinguish what is known to be big C creativity from the little C creativity. Big C creativity is the creativity at a genius level. It is often an evolution of something, a creativity that is reserved to very intelligent people with brilliant ideas as Einstein or Hawking. On the contrary, little C creativity is the representation of everyday creativity which every individual can express. For instance, an individual imagining a dinner theme setting for a party uses the little C creativity. This creativity is very ambiguous to describe and to study (Merrotsy, 2013).
3.1.1 Individual Creativity vs Organizational Creativity

Some researchers argue that individual creativity has a greater impact when a person gets support from organizational authority. The communication between the organization and the individual is a major stake for the organization (Bruce & Scott, 1994). Therefore, organizations require managers to pay attention to their employees’ concerns and issues. Managers can affect and stimulate the individual creativity through both dispositional and situational variables. In other words, the manager who manages to encourage creativity should be able to give to its team(s) the right tools at the right time (Griffin et al, 1993). Managers are the ones able to reduce creative scope focusing on manageable elements, which makes the creative process more efficient (Arieli et al, 2009). On the other hand, other researchers such as Jung (2001) specifies that traditional creativity does not require a significant involvement of the organization since creativity is produced by individual effort.

According to Unsworth’s (2000) matrix, the different types of organizational creativity can be mapped by highlighting two main factors which are the drivers for internal or external engagement and the open or closed problem type. This model provides us four types of organizational creativity contexts: responsive, expected, contributory, proactive. Their unique ambitions imply different approaches especially in the group formation. Responsive creativity aims a general quick response to a problem that the firm has identified and a small focused group is required (it is the most widespread kind of creative organization).

Likewise, expected creativity also targets a problem solving and the teams are still small. However, the problem should be self-discovered and interpreted by the team which supposed to enhance creativity. In the recent decade, expected creativity have been part of the strategy of new technology companies as Google or Apple with their huge research centers in Silicon Valley. On the other hand, contributory creativity is an indirect organizational method mainly involving the help from an external element bringing new creative ideas. It is commonly used when creative projects are stagnating when an external element join an actual project team. This will then provide other perspectives and expertise for the team (Unsworth, 2000). Finally, a proactive creativity is a rare creativity method because it expects a self-involvement in an external problem which needs to be solve. Proactive creativity looks applicable in theory. Nonetheless, it is more challenging in
practice because spontaneous involvement is rare and it requires the participation of the whole organization as a support (Unsworth, 2000).

### 3.1.2 From Creativity to Innovation

Creativity is often described in correlation with creative thinking or ability in problem solving and imagination or innovation (El-Murad and West, 2004). The final outcome of the creative path is innovation, which is what company seeks through creativity in general. Nonetheless, the managers often confuse innovation and creativity, considering that innovation is creativity because that the only stage where concrete results are observable. Unfortunately, creativity demands a longer process starting with an invention which is original. Followed by the translation of inventive ideas put into action and that innovation is the result of a successful implementation (Mumford & Gustafson, 1988; Amabile, 1996). Creativity is process involving different domains. Therefore, it requires adapted attitudes at every stages of the project (Bruce & Scott, 1994).

In creative thinking, creativity is determined by how flexible and imaginative people can be in solving problems (Amabile, 1998) which encompass to all projects. Innovation, on the other hand, is the successful application of creative ideas within the organization (Amabile, 1996). To be considered creative, being original is not enough. It must have some value and usefulness which are often brought through a creative project (El-Murad and West, 2004; Sternberg and Lubart, 1999).

### 3.1.3 Creativity Components

According to Amabile (1996), creativity has 3 major components: expertise, creative-thinking skills, and intrinsic task motivation. It is said that creativity is most likely to flourish when people skills overlap with their deepest passions. Creativity will ideally be higher when the levels of each components are increasing.

**Expertise**

Expertise is the basis of all creative work. It is a set of cognitive pathways that is utilized for problem solving or for accomplishing a certain task. Expertise is a combination of people’s factual knowledge, technical proficiency, and other talents under their work domain (Amabile, 1997). Sternberg (1985) identified three essential kinds of expertises: the synthetic expertise, the analytic
expertise and the practical expertise. Synthetic expertise is the attempt to find new ways of apprehending a problem. On the other hand, analytic expertise is when you are able to recognize if a idea is worthwhile to be exploited. Lastly, practical expertise which consists of the capacity of influencing others. This last ability is very important at a managerial level because it triggers the creative process in a project (Sternberg, 2010).

**Creative-thinking Skill**

This can also be referred to the idea of “thinking outside the box” which is something extra within creative performance. Only using people’s expertise within the given field is rather lacking without this component. It is what makes something unique and favorable in taking new perspective on problems and usage of techniques in the exploration of the topic. This component is influenced by personality characteristics related to independence, perception on risk-taking, tolerance for ambiguity and emotional perseverance towards frustration. However, creative thinking skills can be increased through developing knowledge and practicing techniques for cognitive flexibility and intellectual independence (Amabile, 1997).

**Intrinsic Task Motivation**

The first two components are skills which determine how capable someone is in the given domain. In contrast, task motivation is what determines what action someone will actually take. There are actually two types of motivation: intrinsic and extrinsic. Intrinsic is driven by people’s deep interest and participation in a work because of curiosity, enjoyment or challenges (Benfari, 2013). On the other hand, extrinsic motivation is driven by the desire to achieve some goal other than just accomplishing the work itself such as a promised bonus or promotion when the task is finished (Amabile, 1997). A study led by O’Hara & Sternberg (2000) have shown that students’ creativity would be fostered if they think that the choice to be creative will be rewarded rather than be blamed. In contrast, person-environment theory (Smith & Ryhammar, 1999) argues that for workers in an environment with high work challenges, generating creative ideas and implementing them with the creative process, is a source of intrinsic motivation. It can be considered as a positive challenge for the employee.
3.1.4 Creativity Hindrances

All along with the creative process, creativity can be affected by several variables which can be either external from the worker or internal. External elements mainly depend on organization context (Bruce & Scott, 1994; Hunter et al, 2007) while internal elements depend on the individual.

**External Hindrance**

The organization can negatively affect creativity through five main factors: goals interferences, time pressure, a lack of resources and social limitations. These factors are unfortunately inherent to the need of rules, limitations and rigorousness of the organizations.(Diefenbach, 2009). For instance, time pressure is probably the most common example in a project. Through this idea, the worker may feel overwhelmed and exhausted by their work which make them focus more on the completion of the task and ignore a creative path (Magno, 2009).

In this case, the uncertainty surrounding creative projects could as well be considered as a hindrance for companies. Organizations needs to manage the creativity chaos. Creativity chaos is sometimes to vast and lose control. This phenomenon can better be explained by the lack of creative delimitations in the invention stage, which can result to problems for the rest of ‘creative path’. External elements has the perpetual technological evolution which increases chaos (Paquette & Smith, 2010).

**Individual Hindrances**

On an individual perspective, creativity can be hindered if the person lack of general skills, which has a negative effect, and if the person have physiological problems. An individual unable to use accurate skills might be unaware about (or unwillingly to use) the resources to become creative. Low self-esteem, dependence, laziness and work rejection are examples of individual impacts which harms creativity. The negative effect is challenging to manager because it involves negative psychological feelings such as self pressure, mood swings and stress (Magno, 2009). In this matter, the role of managers is to mitigate a maximum of those hindrances. In this connection, they will have to understand what are the actual hindrances for the organization, and develop a management style that is most adapted for each individual (Bsrtnek et al, 2004; Diefenbach, 2009).
3.1.5 Tensions Between Control and Creativity

Control have been identified by contemporary management studies as a success factor. On the other hand, lack of control is identified as a weakness for a company (Nieminen & Lehtonen, 2008). Planning, design briefs, specification notes and milestones are elements inherent to every project. It implies that the project can be split in advance (Lindqvist et al, 1998). When creativity become involved in a project, control is supposed to restrain this creativity in order to use it positively (Lindqvist et al, 1998). The use of predictable events, is a valuable tool composed with uncertainties of creativity (Brown and Eisenhardt, 1997). Furthermore, planning boost cooperation in a project team (Lindqvist et al, 1998). In the paradox between control and creativity, formal control downplays the examination and consideration of creative ideas necessary in a project attempting to be creative (Ekvall, 1993). Nonetheless, creative pressure can turn out to be positive stimulating employee creativity (Simon, 1995). In a project, the objective would be to diminish the impact of those two projects factors on each others. It can be accomplished if the two elements are used accurately according to the actual project context (Canonicco & Soderlund, 2010). However, the situation is not always as simple as in practice.

Last but not least, the generation of new ideas is crucial in a creative process. Therefore, it is important to enable an open communication as long as it is possible. Downsizing communication for control purposes would restrain creativity and create tensions among stakeholders (Amabile, 1997).

3.2 The Project Implementation Phase

In this part of the framework we first describe the term project lifecycle. This is to help the reader understand its mechanics and have some general background about the concept. After that discussion, we will then start to get more in detail with the specific part of our study which is the implementation phase of the project lifecycle.

3.2.1 An Integrated Part of Project Life Cycle

Projects are organized in a temporary basis, composed by several phases (Lundin, 2014), the life cycle is the basic framework used to manage projects. It is an acknowledged model which is used as methodological tool by project managers to run the project. This generic structure is often
referred to as a form of communication tool used by the managers. Even though each project differs in size and complexity (Shenhar, 2001) and has different objectives (Clark & Wheelwright, 1992). Projects can be commonly mapped with the following diagram (Figure 2). Although it is true that there are many variations of project lifecycles, such as waterfall and agile, all of them has the same basic structure and have a purpose. It is used to illustrate and show how each phases feeds one another and indicating the separate iterations within individual phases. The difference between the types of lifecycles is the number of iterations presented and the type of methods used for problem solving (Carpenter, 2010).

![Project Lifecycle Diagram](image)

*Figure 2 Project Lifecycle (Söderlund, 2015)*

The lifecycle is composed of four main steps which requires different managerial approaches (Morris, 1982). The first step of this model is the initiation phase which corresponds to the moment where goals are settled, specifications and tasks established, team elaborated and responsibilities assigned. On the contrary, the planning phase composes of activities such as budgeting, resources allocation, staffing and risk management. This phase is crucial since it is supposed to mitigate the
future risks as much as possible. The implementation phase, also known as execution, development, building and/or testing, is known to be the most decisive part in the project lifecycle. It is where the actual work is done. The fourth phase is the hand-over phase which is basically when the project is delivered to the client. Lessons learned for future projects will also be kept in record in this phase (A Guide to the Project Management Body of Knowledge: PMBOK 5th Edition, 2013). The learning part is fundamental for project management because even if projects differ, future projects needs the use of perspectives from previous projects. Overall, each phase has its own characteristics. Therefore, each phase can be treated independently. However, even if they are interdependent, delays in one phase can imply further delays for the next phase.

3.2.2 Implementation Purpose

By definition implementation phase could be translated as the process of putting something into motion. If that is the final objective of this phase in a project context, this definition could be slightly misleading. Indeed, implementation is commonly the phase where the work is performed, thus it commonly involves monitoring and controlling actions (Taylor, 2006). The range of actions previously determined by the planning phase are executed under the form of tasks. Those tasks are generally split between the projects team members following a World Breakdown Structure or a similar model. The project team must try to follow the critical path established during the planning. In other words, the sequences of activities which need to be fulfilled in order to deliver on due date. This critical path can be formalized through planning tools. It can be a valuable tool for the project manager in order to control the project’ progresses (A Guide to the Project Management Body of Knowledge: PMBOK 5th Edition, 2013)

3.2.3 Challenges for Implementation

The main challenge for implementation is the work of organizations to minimize the uncertainty surrounding every projects. The easiest solution to reach this objective is to realize accurate estimations in the planning stage. However, this planning part is often not well executed. Planning failures generally occur because of lack of precision for the items, budget miscalculations or bad key performance indicators (A Guide to the Project Management Body of Knowledge: PMBOK 5th Edition, 2013).
During the actual implementation, the role of project manager is to mitigate the uncertainty. He can diminish the uncertainty effect by breaking the project in several frames and focus on the work with the less uncertainty in order to let the project continue (Gary, 2005). He can also compose it with the implementing changes on the forecasts. Nevertheless, whatever the change is (size, scope, and timing), the difficulty for the project manager will be to have the stakeholders understand about the necessity of those changes. By nature, a stakeholder want keep the situation under control, therefore changes are hard to make. Changes involves fear for the stakeholders, who believes that continuing in the same work pattern is much easier. Furthermore, stakeholders often do not have an idea about how changes will impact the final result (Davis and Radford, 2014). Besides, changes can end up being very costly and for the project to be delayed in schedule. (Lundin & Söderholm, 1995; Altonen, 2010).

The only way that changes are made is through continuous communication and for legitimate reasons. The ADKAR model (Prosci, 1998) is used to identify five keys goals which are needed to be completed for a change: the change awareness, the change motivation, knowledge to realize the change, the organizational ability and the change reinforcement in order to make the change last in the time. The project manager’s role is to stimulate those goals by highlighting the potential positive result of the changes. The model emphasizes the knowledge need to change the situation.

![Kotter's 8 Step Model](Richman, 2015)
Likewise, the Kotter’s 8 step model (Figure 3) identified eight stages to successfully make the change happen. The first stage is the creation of the urgency. The idea is to get the manager to realize that the change is needed and its urgency. On the second stage, the teams are needed to be coached and then developed a unified vision. This is the way for the project team to be gathered to face the change. Those changes are then needed to be clearly communicated to the team’s members which permit to enable coherent actions. By creating “quick wins”, the changes are cut into short pieces so the changes are easier to implement. Finally, this method indicates the importance of manager’s role who must ensure the changes are persistent. This will avoid lost of hope and make project members stick to the changes of the plan. Indeed, a deviation from the original plan would endanger the project even more.

Those approaches are not magic solutions but if they are combined and utilized as a complement from each other, they are useful tools for a manager willing to implement change (Davis and Radford, 2014). However, despite all the model which can be provided, the final change decision do not depend on the project manager. Their role is to alert about dangers if changes are not made (Gary, 2005).

### 3.2.4 Creative Project Implementation

Creative projects are usually challenging to implement. Even though ideas are often developed by the organizations, their radicality and unflexibility make them complicated to implement. The less the creative idea is radical, the more easy it will be to implement (Da Silva and Oldham, 2012). As mention in the creativity part, every creative project is surrounded by an important uncertainty. This uncertainty create stressors (Cavanaugh et al, 2004; LePine and all, 2005). Those stressors belong to two categories challenges and hindrances. The distinctions between the two rest on the stress factor which affect directly the worker (hindrance stressor) and when it stress the organization as an all (challenge stressor) (Cavanaugh et al, 2004; LePine and all, 2005). Ren and Zhang (2015) examined the role of stressors and organizational needs of innovation on the workers creativity. Through a quantitative study on R&D employees, they conclude that a creative climate challenges stressors affect positively a project but also that a high hindrances stressors undermines creativity project. They question as well the importance of hindrances stressors in the implementation phase of a project.
3.3 The 6 Blocks of Management Style

Managing a team is one of the core challenges for the project manager. In this connection, organizations look for managers developing a management style fitting with the organizational managerial structure. On an individual perspective, theory identifies four management styles: autocratic, consultative, participative and empowering. Autocratic management style is highly directive and agree to a low importance to relationship establishment. In a consultative style, directivity is involved as well, but relationships matter. On the other hand, participative management style involves low directivity and high interaction with project members. The empowering management style confers an identical power to each project team members which improve relationships (Lussier, 2011). However, we may observe three distinct kinds of management style in a project context in an organizational level: transformational, transactional and directive (Thépot, 2008). It is important to note that the management styles are very similar, such as directive and autocratic, because individual and organizational gather common ideas despite the fact that they have different focuses.

Furthermore, the use of a certain management style should depend on the domain. When organizational and individual management styles often overlap, they permit to see project leadership under different angles. The nature management styles stem from six building blocks: the psychological type, the manager needs, its relation with power, is way of managing conflict, its inner values and the stress. It is important and useful to take into consideration these 6 parameters while evaluating a management style (Benfari, 2013).

3.3.1 The Manager Psychological Type

The psychological type originates in the innate temperament and preferences. The Myers-Briggs Type Indicator (MBTIR) identifies 4 main psychological dimensions: The extroversion vs the introversion, sensing vs intuition, thinking vs feeling and perception vs judgement. On a scale, every person lean more or less toward one side of each dimensions. Therefore, the range of psychological types of managers is almost infinite. Personality is a natural part of each person which cannot be completely changed. However, it can be evolved through training the dimensions. For instance, a manager who is uncomfortable when he speaks in public can learn the art of speech and then be more confident (Benfari, 2013).
3.3.2 The Manager Needs

The Oxford dictionary defines a need which “require something because it is essential or very important rather than just desirable”. This definition emphasizes the fact that something is missing in the life or that it is necessary to keep. Needs can take into several shapes, physiological (food, water, air), safety needs, love and belonging, self-esteem and self-actualization (Maslow, 1954). Those needs are behavior drivers and harnessers. They have the ability to reduce or intensify our psychological inclinations. They have an important impact on managers and their attitudes. Indeed a manager who needs to be appreciated will trend toward a participative management style and will try to enable good relationships with its team members (Dieffenbach, 2009, Benfari, 2013).

3.3.3 The Manager Relationship with Power

Power can take into several forms and can be exercised in different ways. In common literature it is characterized as the ability of an individual to exercise control on the others outcomes, experiences and behaviors (Anderson et al, 2003). Since the creation of company concept, notion of power have always been a conflicting subject between workers and managers (Goodrich, 1921). On the other hand, Benfari (2013) characterizes power as a neutral force (until it is used) where a person wield his influence on another. Therefore, the empowered person is often seen as a person able to perform well. In a business context, power is commonly view as a mean to influence others, which make it a base for leadership (French & Raven, 1959). Power relationships depend on inner values, beliefs or experiences, in others words, our psychological types and our needs. As consequence, power holder trends to develop subjective actions toward power. This subjectivity can be exercised positively in a project being as a tool to make the project move forward or negatively by the use of manipulative, misinformative and subversive behaviors. (Mc Clelland, 1975; Benfari, 2013)

In a project context, power will be used differently according to the projects requirements and the manager ability (Benfari, 2013). Power application for a manager who need something rigorously done will be more likely commanding and controlling. On the contrary, in a project where manager is the most qualified employee, power can be wield through expertise and dependance. The best managers are those who understood the realities of power and who have developed a range of skills
as influencing others or controlling their managerial instincts. It enables them to apply power effectively in a project using adapted management styles. This notion of adapted use of power matters because if the individual receiving power feels that he is exploited or manipulated, he will be rejective toward its manager and the project itself (Mukunda, 2012; Benfari, 2013).

### 3.3.4 The Manager vs Conflicts

In project, a manager is expected to solve the possible conflicts which may occur. It is an important role for organizations because it can block project progression. It should be considered as an inevitable part of managerial work (Benfari, 2013). The personalities built on their culture plays a strong role in the conflict resolution style. For instance, some countries will try to seek a consensus when others will more likely try to defend their opinion and overtake their opponent’s arguments (Benfari, 2013; Hofstede, 1984). Furthermore, individual experience plays as well a great role in its conflict approach. With experience, an individual can gauge his ability to approach the conflict. He might even develop attitudes in which conflict can be avoided because he feels that he cannot handle the conflict or on the contrary a conflict domination seeking (Benfari, 2013). Authority can be a way to avoid conflict but it might undermine the relationship between the employees and the manager. Therefore, the most common way to solve those problem is mediation (Mukunda, 2012).

### 3.3.5 The Manager and Its Inner Values

Values are a mixture of our feelings and beliefs. They are not only based on our personality, but also our experiences of pain and pleasure. Innate factors such as culture, social institutions or ideals are embed in those values. They explain our reactions toward a certain situation and have a great importance in our actions making part of our impulsivity (Dieffenbach, 2009). Nonetheless, a value do not stay constant all along someone life. Benfari (2013) identified four ways in which values can be created or modified: the creation of values, the erosion of values, the transmission of values and the clarification of values. The value creation is simply the emergence of new assumptions driving the behavior. The value erosion happens when the individual lose faith in its assumptions which drives him to revise its value perception. The objective of value transmission is to spread its values to others, that is commonly what happen in a familial context. The
clarification of values are then attempted to rationalize the value and recognize its potential benefits or disadvantages.

It is important that a project manager can identify its values in order to act coherently with them in a way of matching with the organization. He should especially be able to recognize values as integrity (right from wrong), fairness and honesty (Benfari, 2013). The importance that the organization will agree to these values will heavily depend on the culture of an organization. For instance, asian cultures will rather underline the importance of group effort and harmony. On the other hand, western cultures pay a great attention to their employees’ inner values (Hostede, 1984).

3.3.6 The Manager and the Stress

The notion of stress stems from the idea of pressure. A project manager is continuously under pressures coming either from its clients, team and personal life. The most common identified stress factors are the difficulty to deal with others, the work overload, the time pressure, the fear of failure and the anxiety (Benfari, 2013). Because of psychological differences, every person handle the stress differently, some people embrace it while others live with a perpetual stress (Benfari, 2013).

Surveillance is “a symptom” of manager stress. The manager sometimes need surveillance to reassure himself and relax. It is one of the explanation of numerous reports during a project. Surveillance can nevertheless turn out to be negative for the project progression slowing down the worker in its tasks (Mateon & Zajonc, 1968).

As for conflicts, stress can be managed in a better way with experience because the individual receive the stress with a different perspective. The individual cannot completely eliminate the stress, but he can trigger psychological responses downplaying its impacts when a stressful situation occur (Ren & Zhang, 2015; Benfari, 2013).

3.4 The Directive Management Style

The general definition of directive given by the managerial grid present a management style based on commandment where the manager knows exactly what the team member have to do. The directive person use and often concentrate the power in a project aiming an immediate completion from the employee (Black & Mouton, 1964). In a directive context, interests, feelings and preferences are not taken into consideration (Thépot, 2008). Through Benfari 6 dimensions model,
A directive manager could be mapped as a manager who need power and control, who have no ability to solve conflicts without power, who is perpetually confronted to stress and who is more reluctant than the average with changes, who is deeply introverted and impulsive (Benfari, 2013)

### 3.4.1 A Management Style with a Broad Attitude Range

For every directive management style, there exists several types of directiveness going from a highly directive which is the autocratic to a moderate directiveness which is the consultative management style (Thépot, 2008; Lussier, 2011).

### 3.4.2 Cons

A directive management style present several issues when it comes to lead a project. The simple notion of empowerment creates barriers between the manager and its team. Directiveness undermines communication between team members as well (Lussier, 2011). Indeed, under directiveness relationships and cohesion are almost impossible. As the result, each team member work apart under the supervision of their project leader (Benfari, 2013).

**The Danger of Coercive Directiveness**

Coercive behavior is the result of power excesses. It generally involves injuries which can be either psychological or physical even though psychological excess are more frequent in a managerial context. (Benfari, 2013). The perception of people about this behavior is very negative because it endangers the person’s security and achievements needs. In a project, coercivity trends to work against performance annihilating the behavior of the individual. Imposing punishment system can indeed avoid workers mistakes but on another hand, they might not produce what was expected (Benfari, 2013). Despite this bad reputation, managers keep using this type of directiveness. Their difficulties to handle conflicts and to confront projects problems lead them to act impulsively without any control of their power. Instead of enabling a sensible problem solving discussion.

**The Authoritarianism Issues**

In an organization, use a authoritarian behavior if misused can lead to negative consequences.

The limit of authority overuse can be very easily overpassed. A bossy attitude create resentful feelings toward the leader. When employees are confronted to an authoritarian leader, their
psychological nature and needs are affected (Benfari; 2013). If their security needs will make them be compliant in a short term, they will not be in a long term which can be troublesome in a long project context or in future projects. Full commitment from the employee requires time relationship and an individual conscientious reflection from the employee, two elements clearly difficult to obtain with an authoritative approach (Diefenbach, 2009)

### 3.4.3 Pros

Directive management style does not only have cons. In fact, it actually has some beneficial aspects to it which will be mentioned and elaborated throughout this following two parts.

**Autoritarism: A Useful Tool in Crisis Period**

As seen in previous section, the use of authority can have negative consequences, however, if authority is used as a tool used in case of emergencies by the manager and is systematically used, it can be effective. Through the standards and the obligations it represents, authoritarian behavior can entail higher motivation and loyalty from the employee. Those employee variables turn out to be essential in an emergency situation. With the help of its natural qualities the leader develop autoritarism and become the one to follow because he is the most capable of realizing the project objectives. Therefore, a manager needs legitimacy to wield authority effectively (Benfari, 2013). Even if some team members can be reluctant with authority, once they realize the gravity of the situation, the necessity of action and the legitimacy of the leader, they will respond positively to authoritative management style (Mukunda, 2012). This legitimacy can be easily gained if the manager is an expert in its domain. The leader in those cases is then already recognized and the employees then immediately follow him (Benfari, 2013).

**An Efficient Approach for Low Capability Employees**

When an employee has a low capability in the work he is performing, a directive management style turn out to be appropriate. By the term low capability it is inferred an employee not enough skilled or unwilling to complete the job. In this case, the manager must give very detailed instructions and control every actions. Those employees need a directive supervisor guiding each of their actions until they are able to perform by themselves (Lussier, 2011).
3.5 The 5 Dimensions of Management Impacting Creativity

After going through a series of experiments, interviews and surveys for decades, Amabile (1998) was able to determine the relationship between working environments and creativity. Six factors were identified in which can affect a creativity of an individual: challenge, freedom, resources, work-group features, supervisory encouragement, and organizational support (Amabile, 1998; Amabile et al, 1996). However, we have decided to integrate the supervisory encouragement and organizational support into one factor, which we have renamed as encouragement, as they are greatly similar in our perception.

3.5.1 Challenge

This is the most effective way to stimulate creativity. Managers can match people with certain tasks or jobs in which their expertise and skills are stretched. It promotes creative thinking and ignite some motivation. However, determining the amount of the stretch is very crucial. People feel really bored when they have too little to do and overwhelmed with having too much which causes loss of control. Excessive information about the team and the tasks are needed to produce the right matches which takes a lot of time and efforts. Due to this fact, right matches are rarely made which in turn kills creativity (Amabile, 1998; Amabile et al, 1996). Others studies (eg. Ren and Zhang, 2015) have nonetheless shown that if the challenges are well defined, it might fosters creativity.

3.5.2 Freedom

According to Amabile (1998), the key ignite creativity in terms of freedom is providing individuals a process but not necessarily the ends. In other words, hand the tasks and let the people decide how they would like to approach it. This gives people a sense of ownership which gives them motivation. This will then allow for people to approach problems in way that will test their expertise and creative thinking skills. Managers limits creativity by frequently changing the goals or failing to clearly define them. If some freedom is allowed but there is an uncertainty in the direction they are heading, then freedom is pointless as they are basically lost in the process (Amabile, 1998; Amabile et al, 1996).
However, in practice, even if most of managers claim that they are willing to give freedom to their manager, this creativity freedom and support is never fully given by managers. This is due to the fact that managers are not free themselves. Indeed, they face the common internal and external constraints and cannot totally grant this privilege to their team (Sternberg, 2010).

### 3.5.3 Resources

There are two main resources which greatly affect creativity according to Amabile’s (1998) study: time and money. Allotted time and money can either support or kill the creativity of the team depending on the situations. Time pressure can sometimes ignite some creativity under some circumstances because it gives a sense of challenge. However, organizations often kill creativity by setting fake deadlines or extremely tight schedules. Individuals feel over controlled, unfulfilled and frustrated which damages motivation in such conditions. In terms of project resources, managers are obligated to make it fit. The funding, people, and other resources must be carefully identified and allocated in such way that the project is feasible. However, adding more resources than needed does not necessarily boost creativity. When project managers slightly tighten the project’s resources, the team must then channel their creativity into allocating additional resources (Amabile, 1998; Amabile et al, 1996).

### 3.5.4 Work Group Features

Teams that are formed must be mutually supportive to each member and has a diversity of perspectives and backgrounds. By doing this, the team is covered with various intellectual foundations and approaches to work because of the different expertise and creative-thinking styles everyone has. Managers must also make sure that the rest of the team share some excitement over the team’s set goals and also pose willingness to help one another when needed. The team must also recognize everyone’s differences in terms of knowledge and perspective. This increase motivation, expertise and creative-thinking of each member in the team. Creativity is undermined when the team that is set is homogeneous. In other words, everyone can connect and agree with lot of things. They may have achieved the set goals faster but they did not get anything from each others(Amabile, 1998; Amabile et al, 1996).
3.5.5 Encouragement

It is true that people does not necessarily need encouragement to be motivated. However, most people need to feel that their work efforts are appreciated and took in consideration. Sometimes, managers are biased with new ideas and gives harsh criticisms. They look for reasons not to use the idea instead of searching ways to explore it further and to make use of it. This obviously damages creativity in a sense that they do not consider new ideas. Of course, not every idea is feasible but such ideas can be formed in ways that will make it useful in one way or another. For example, going to the moon seemed to be impossible back in the days. If they disregarded the idea even before it was panned out and explored, then our civilization would have never succeeded that obstacle. Supervisory encouragement is surely important to foster creativity. However, it is more effective when the whole organization supports it. Individuals feel more encouraged and will most likely be motivated to develop new ideas (Amabile, 1998; Amabile et al, 1996; Powell, 2014; Gehani, 2011).

3.6 Theoretical Model

![Figure 4 Theoretical Diagram (Bibat & Guillot, 2015)]
The model (Figure 4) shown above covers the overall core ideas of the theoretical framework in a logical structure. It illustrates our current understanding of the research questions in relation to our topic. The model is composed of three distinct sections, namely creativity, implementation phase and management style. The management section is divided in two distinct parts. The top part of the picture is presenting the 6 dimensions which constitutes the manager’s behavior. The bottom part then maps three different organizational management style we took in consideration in the theory with a special look to directivity. For the implementation, we strive to emphasize its goals and main challenge, which is the uncertainty. More importantly, the creativity portion include both the concepts of creativity in an organizational and individual level. The figure also represent some consequences of creativity: uncertainty and the 5 dimensions which affects creativity in management perspective. Finally, the central blue area pictures the core of our study. It represents a context where the three notions are present. It is a situation where directive management is being used during an implementation of a project where creativity is also utilized.

Some notions, such as the idea of innovation for creativity, communication and the change issues, are not represented in the model. The explanation lays on their secondary importance for our study. Even though they are necessary for a better understanding of the overall topic, those concepts are very complex to represent accurately on the presented figure. For instance, treatment of innovation involves the notion of time which would require a completely different approach. Nonetheless, we deem that these characteristics are inferred throughout the model even though they are not presented.

3.7 Hypothesis

At that point we strongly believe that directive management style can fit a creative project implementation to a certain extend. The blatant connection of each concept by pair, supports this idea. More interestingly, it is already suggesting a link between with the 5 dimensions of creativity and management. However, it is the unique notion that have already been studied. We also noticed that the notion of uncertainty was both a problem for creativity and implementation and that the 4 factors combining implementation and directivity is strongly inferred. Although that is the case, a demonstration of empirical data is necessary to make the validation.
Directivity and creativity appear to be compatible only when implementation links them otherwise, the elements of directivity seem to considerably restrain creativity. Most theories about creativity emphasize about the necessity of a leeway for creativity (even though it should be well controlled), on the contrary, directivity appears to be useful for emergency situations where the leeway is considerably restrained.

With this in mind, the empirical study will purpose both to confirm and to testify about the theoretical data, and also to draw connections. It should permit us to refine our model and understand how a manager behave when he is in a “blue area context” later on the study.
4. EMPIRICS

The following section will demonstrate the results of the data collection process. Results will be presented through a compilation of projects manager’s interview summary. Every interview have been recorded and transcripted after an agreement with the interviewees. Figure 5 illustrate a quick summary of the interviewees’ and the discussed projects’ background informations.

<table>
<thead>
<tr>
<th>Interviewee name</th>
<th>Justin Mazza</th>
<th>Bo Bengtsson</th>
<th>Kevin Cummings</th>
<th>Deven Desai</th>
<th>Aguaje Desactivado</th>
</tr>
</thead>
<tbody>
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<td>IT</td>
<td>IT</td>
<td>IT</td>
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<td>3</td>
<td>5</td>
<td>5</td>
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<td>creativity grade</td>
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<tr>
<td>project (or equivalence)</td>
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</tbody>
</table>

Figure 5 Background Summary (Bibat & Guillot; 2015)
4.1 Interview Summaries

The structure of this summaries are formulated based on the structure of the interview process itself as mentioned previously. There will a simple background information about the interviewee presented first. It is then followed by the background details of the project he has wished to discuss. The next section will then be the detailed summaries of their answer to the scenario cases and the last part will be the interviewees’ perception and views regarding the topic.

4.1.1 Justin Mazza

A project manager at a start-up company known as RUYO incorporation, specifically in the team of Texasholdem.com which resides in Arizona, USA. Texasholdem.com is a software developing company who specifically design online poker. Mr. Mazza has been working for this company for 6 months. Despite this fact, he has already been involved in a couple of projects for the company such as web client, desktop client and mobile app.

Project Background

When we have asked him to think of a project he would like to discuss with us for the interview, he chose the desktop client project that he is currently working on right now. He only has two team members in his group for this specific project. In terms of creativity, he has rated it between 3 and 4 as he believes that the project is not too creative. He believes it is a very structured programming and the only creative part about it is the aesthetics.

Scenario Responses

He stated that he built his team around the idea where he gives them the tasks but the team has the freedom to choose however they would like to accomplish it. In a situation where immediate action is needed, he would handle it in a way in which they stop what they are doing currently and fix it immediately. They try to fix the problem on the spot and try to skip the theory behind it. When someone is not performing well, he try to communicate it with the person first and get 3 warnings. The person will obviously have to be fired if nothing has improved and repetition of no valuable work has shown. Reports and forecasting are very important in his perspective. They are ways to keep track of what everyone is doing. In fact, it is very essential for them that they schedule a
morning meeting every day where everyone sits down. They would then discuss the things they have accomplished the day before and their plans for the actual day and the future.

In a case in which their project runs into financial difficulties, he stated that he would not react differently unless his team is not going to get paid accordingly. The most he would do is reducing his working hours. He stated that if the stakeholder’s request seems to be a priority he would deliver it right away. Although that is the case, he thinks it can be really tricky because the client might be asking for something that they want but not necessarily what they need. In those cases, he stated it is best to talk things through with the client and discuss it further. When it comes to uncertainty matters, he argues that since he is working through an agile process. He will just send back the problems to the previous stage. Besides, he insists on immediate reaction when uncertainty comes up. He believes that risks is always present, but it could be prevented through structured planning. He stated that if the questions for the risks are asked and answered then, there is no room for risks to even occur.

**Perceptions About The Topic**

Mr. Mazza agrees that there is a difficulty for creativity in implementation phase, by our definition, as everything was already planned before. They have to change things in the plan if something has to be changed in the implementation phase. They also have to agree and decide for the changes that needs to occur. The only creativity they have is when they have to find a different approach to an issue, but changes are hard because it will ruin the whole structure. He truly believes that management style has a great effect on creativity. He thinks that managers has to listen to everyone’s ideas and consider it no matter how stupid it can be. Creativity can be undermined by being biased.

A directive or autocratic management style to him is similar to a dictator. It is a leader who does not listen and let anyone influence his work. He thinks this style should never exist and ever be used but, it can work. A case when the leader is a true master in that field, and the team has the trust, then it would be considerate. He explicitly stated that he is against this style and you can see how uncomfortable he was when we were asking him the question. That is because it is not a healthy social environment and he believes that part of being a manager is listening to what others has to say. According to his views, creativity is hardest to manage because it is hard to make it
both fun and interesting that also makes money. The trickiest part is defining fun as there is different perceptions of fun which varies per person.

4.1.2 Bo Bengtsson

A project leader and business developer in Mjärdevi science park AB in Linkoping, Sweden. Mjärdevi Park is mostly a group of start-up companies. Mr. Bengtsson has been working in the park for 5 years but has been working in management for a total of 30 years from his previous job. He was management consultant, before but he was also involved in projects during those times. He has obviously worked on a lot of projects, but he is currently working in the project called creActive Mjärdevi.

Project Background

He decided to talk about the creActive Mjärdevi project with us when we asked him to choose. It is a project to build a modernized meeting room for the park. He has stated that this project came up from several of ideas all clumped into one. The project is still currently in progress. The full lifecycle of the project is about 3 years, and they have worked on it for 1 year and a half. He has five people in the team for the project. Mr. Bengtsson has rated the project as 5 in creativity wise.

Scenario Responses

Together with the rest of the project owner, has formed a team with their available resources. He built the team based on the needs of the project such as economic and communication people. During a time when immediate solution is highly required, he would be more structured and will find the solution right away. He stated that it is better to have the solution when needed. If it turns out to be the wrong solution, then it could be changed then. As the project manager, he would reach out to a person right away if he or she is not performing well during the project. He will not give warnings, but he will talk to them and discuss the issue accordingly. He believes that it is seldom that one person is involved with the fault of the issue. They would have project reporting and forecasts quarterly each year for all the stakeholders.

When the project undergoes financial crisis, he would act quickly. He stated that if an investment which is out of the budget is necessary, they would try to lower the costs for the other materials. When one sponsor suddenly decided to not support them, he would try to negotiate it with them
but if there is no luck, he would try to find a new sponsor. According to Mr. Bengtsson, he would refer back to the business plan in cases where the stakeholders are demanding for immediate results. If they are demanding for different results than planned, then they have to pay for it as it is another work.

In cases where there is a problem in the implementation phase of the project, he would discuss it with the team and find a solution. If there is no solution, then they would try to find another way to approach it. If it means finding a new partner, then he would. He will account upon the risk and try to plan it ahead. When another risk appears during the process, he would find a solution right away. He would also look for other alternatives. A change with the project during the implementation phase will be greatly discussed, a good change or a bad change. His team was pretty open for many possibilities with the project as it is something relatively new to them.

**Perceptions About The Topic**

He disagrees that there is difficulty in creativity during the implementation phase of the project. He stated that it is a must, unless there is a desire to be “locked in” and being open minded is also important. He truly agree that management style has an effect on creativity. He believes that it is acceptable for people to take wrong decisions one time, but people must learn from it. Management has to be open-minded. When he was asked him to define the term directive or autocratic on his own view point, he stated that it is when a manager who tells the team what to do. He believes it is considerate to communicate the goals in a directive way but commanding people how to do things, is not appropriate. He stated that sometimes other people has a better understanding of the matter than himself.

He thinks directive style can fit with a creative projects as long as the team is open to find ways to approach the problem and are not directed to do things in a certain way. The difficult thing in managing creative projects in his view point is communicating it with the stakeholders especially if it is a new thing. He does not like using directive style. Depending on the situation, he will use it if it is necessary. A situation where directive style is necessary is when people are trying to reach higher goals. Sometimes, people like to over scope a project and could not find the right time to say it is good enough. A directive manager is then ideal in those cases.
4.1.3 Kevin Cummings

A project manager under the information technology sector for Allstate in Illinois, USA. Allstate is a very well established car insurance company in the United States. He has been working in this field of IT project management for only about 5 months. He work on a couple of projects and is still currently exploring the field of project management.

Project Background

When he was asked to choose a project he is comfortable discussing, he had decided to talk about his current work which is basically system updates. The project is to fix, update and debug the records in the system of the company. The project team is composed of about 15 members. Mr. Cummings has rated the project as a 3 in terms of creativity.

Scenario Responses

He stated that he would built a team who likes to think outside the box and can look for a better solution for issues. He also wants people who can manage their time and are dedicated to their work. If there is an issue which needs immediate solution, he would try to make sure that all the stakeholders are going to be part of the meeting. The reason is because they have already wasted a lot of time, efforts and money for the project. It will continue to do so if the necessary solution is not put to action. Although that is the case, there are certain times when a project needs to be declared as failure and put to an end. It is appropriate as more time and effort will be wasted if the project is kept ongoing. In other words, he will be really serious in those cases where the project are in trouble but also have to keep in mind the worst case scenarios.

Furthermore, he has stated that one of the hardest part of project management is managing people who you do not really have full oversight of. Therefore, he believes that approaching and talking with people is efficient when they seem to have troubles with their work. Sometimes, we are not aware that people just do not have the expertise for the specific tasks and may need help. This could be easily solved by a consultation and maybe through motivation. If things still does not work accordingly, he would escalate the issue. Mr. Cummings truly believes that forecasting and
reports are important to make sure everything is done correctly. They apply this procedure weekly for the governance team to work on checks and balances.

When there is a financial issues with the project, he said that communicating with stakeholders is necessary. If they could not fund the work properly, then the project will have to be stop or they would not get the desired results as the proposed plan. He stated that a better communication is needed when the stakeholders are pressuring him for immediate results. Discussion regarding the project plans and making them understand it will be compulsory every week. This will ensure that they are both on the same page. To ensure the quality of the project Mr. Cummings stated that daily updates and feedbacks were given to the implementation team during that specific phase. This will also help reduce the confusions surrounding the project and ensure that the specifics of the projects are completed and tested accurately. If an unavoidable risk is surrounding the project, he will approach the team and come up with a mitigate risk plan. This will also be presented to the stakeholders to keep the communication on going throughout the whole project. In certain parts of the implementation phase, changes to the plan are unattainable especially in the testing part, but minor changes may be considered. However, changes are anticipated for the building part of the implementation phase. This will be handled through a “change control” which will suggest for changes with the initial plan.

Perceptions About The Topic

Mr. Cummings aggress with the difficulty of creativity during implementation phase. This is because more technical people are involved in these activities who are just solely focused on getting the job done and nothing else. He then suggested that maybe the more creativity should be pushed to the earlier phase. He also believes that part of a project manager’s job is to integrate creativity into the work as it will help to find better solutions. He absolutely think that creativity is greatly affected by management style. If the manager is too strict with deadlines, it would be hard for the team to be creative as they would be too pressured. The team would then basically freeze their minds and ideas and just try to get the work done as fast as they can.

For Mr. Cummings, the term directive or autocratic management style is very strong. It is too controlling because they would tell people what to do. The most challenging in managing creative projects is making sure that deadlines, finances and creativity are all handled properly. He would be very uncomfortable using the directive management style if he had the chance. He stated that
he is still new to the field and is still trying to find his own way of managing projects. Although this is the case, he believes it would be helpful to use this type of management style during the implementation phase because it is crucial to meet the deadlines.

4.1.4 Deven Desai

A management consultant and a senior project manager in Avenue Code in California, USA. It is an IT management consulting firm for the e-commerce sector. He has been working in the IT field for 8 years and about 5 years in IT management specifically. With such background, we can already distinguish that he had already been involved with numerous projects.

**Project Background**

When we have asked him to choose a project to discuss about in which creativity was present, he has chosen to talk about the Tribune company project. This was one of his previous projects back from the year 2012. It is a project in which they had to basically update and improve the company’s mobile applications. The project team is made out of about 15 people. He has rated the overall project to be 5 in terms of creativeness. This is because many things in the project such as big data and squealing databases are pretty new in the industry. Not everyone fully understand how these things work so problem solving is pretty much done through creative thinking.

**Scenario Responses**

He has stated that for most cases, project managers are assigned into a team. They do not really have a choice on who to work with and pretty much just have to deal on what they are offered. However, he also mentioned that his team would be form with the help of the technical manager and resource manager. When he has to set up a meeting for a solution that needs immediate attention, his attitude would depends on the type of the issue. If the issue is known by everyone and has ways to be fixed, he would tackle it with an aggressive attitude. This is because he already know how to solve the problem. On the contrary, he would be more patient if the issue is more complex and needs further researches. His goal is to prevent the issue to get bigger and even if the projects get delayed because the problem is not solved quick enough, it is acceptable. In his opinion, he would rather have the problem solved properly than having a quick fix and normally the project deadline is not always written in stone.
In cases where a team member is not performing very well, he would talk to the person to see the cause of the problem. If the person just has an overall bad attitude such as negativity towards others, he would like to give the person a chance to explain himself for his actions and his attitude. Likewise, he would also discuss the issue with the person if the problem is within the performance. Most of the times, the team member is either just lacking some skills for the work, confusion towards the goal or not agreeing with the suggested actions presented to him. Depending on the type of reports, Mr. Desai has stated that most of it is not necessary. As long as the project is delivered properly, he has done his job. However, he stated that forecasts is something that he has to do as project manager. He brings an aggressive attitude producing it because it is crucial for the company. For the company that he is currently working on, forecasts are important in his mind. The company will only give them the finances they need if the forecast is proving that the project is accurately delivering the expected results. Forecasts are done once a month.

During a case where the project is having financial issues, Mr. Desai would not react negatively. He would instead re-evaluate the project delivery and explain to the team that they are facing some funding restrictions. He would also talk to the stakeholders and make them understand that there is a huge possibility that the results would not be as expected because partial of the work is accomplished in consideration to the fund. He stated that he has to be fair in situations when the stakeholders are pressuring him for immediate results. If the reason was because he has not given any updates for over a year, then he would understand. However, he would discuss it further with the stakeholders about the current situation if they are asking aggressively for results. He would literally give and prove them that there is nothing at the moment as it is still early in the plan and he cannot do much about it. He basically want to make the stakeholders understand that they are following the agreed set plan and schedule.

In situations where the project implementation is not going as planned, he stated that he would have predicted this situation. A good project manager would be able to identify the risks of a project prior to the implementation phase and would have dealt and have prepared for it. His attitude towards this matter would not change. He will remain calm and poised because everyone else is nervous. As a leader, he is the one that the team is looking up to. If he shows any sign of stress as well, the whole team will collapse out of fear and would not be able to solve anything properly. According to Mr. Desai, there is no one right recipe for solving an unavoidable issue that
is surrounding the project. He even stated that there was never a project he worked on that did not have any unidentified issue. The feasibility of change within the project implementation solely depends on the type of the change. He stated that a change in an operational portion of the project he owns would be easy. This is because they all understand that resources are limited and are open minded about everything. However, a change in the infrastructure of the project is almost impossible because it will change the whole plan of the project and even the goals. Basically, minimal changes are understandable and drastic changes are rarely accomplished.

Perceptions About The Topic

He has agree with difficulty of creativity within the implementation phase of project especially in the testing part. Tackling a solution properly in a creative way is very difficult as the organization has their own unique culture of problem solving. This is also one of the hardest tasks of a project manager. It is hard to change people’s ways of doing things especially if they had practiced it for a significant amount of years. However, changing solutions and creativity is pretty much encouraged in the development section of the implementation phase. He absolutely agrees with the idea that a management style affecting creativity. He stated that organizations who enables and fosters their employees to have enough funding to build their own guidelines on how to develop something will always have a more creative solution. The reason being is that the person will get a sense of ownership of the work. In contrast, organizations who always give strict guidelines on how to solve things will obviously have less creativity in the process.

When Mr. Desai was asked about how he would described a directive or autocratic management style, he stated he would relate it to the military. It is when every command of the leader are strictly followed with the guidelines that are given. He truly believes that a directive management style would not work in a creative project as people are told what to do and how to do it. It is stopping the process of how effective creative thinking would be. According to Mr. Desai, managing people in creative projects is the most difficult. This is because of the attitude and the personality differences between people. He stated that sometimes you have to deal with very passionate people which blocks other’s ideas. Finding a way to massage people’s egos in those situations would help. On the opposite, you may need to encourage people to work in teams as they like to work alone.

People generally makes it hard to manage creativity in a project. Mr. Desai is very comfortable in using a directive management style as he grew up in a family where his father belonged to the
army and where strict rules were used. He stated that some people tend to shy away from the idea of being directive. He also mentioned that his workmates have developed a significant amount of trust for him that being directive was not an issue. However, he also stated that as a manager you are not supposed to give out orders but to lead the team. The difference is that leading includes himself into the situation and works with the team as opposed to ordering people around. He claims that management styles are thrown out the door during the implementation phase of the project. However, he mentions that managers in those situations should be willing to understand and to listen to people opinion’s. He also stated that he is less structured in the beginning of the implementation phase to promote the goals and objectives of the project. Once everyone fully understands it, then he will be more structured as the team will be more willing to accept it.

4.1.5 Aqueja Desactivado

He wanted to remain anonymous throughout the process of our study and has agreed to be given a pen name which is Aqueja Desactivado. He is currently a program product manager for a company known as Apollo Global which resides in Illinois, USA. He has held tasks under this position as a technical analysts, business analysts, and project manager. He has about 5 years of experience within the given field. Apollo Global is basically a parent company of numerous for profit universities. He has also work on a lot of projects throughout his career.

Project Background

When he was asked to comfortably discuss a project, he has stated he can only give general details regarding the project. It is a project in which he had worked on a couple of years back. The project he had decided to discuss is regarding enhancing and updating an old system. The purpose is to build a more modern system which updates and process data within seconds rather than manual editing which can normally take five hours. He only had 2 members in this project team. He stated that he could easily request a team member, but it really depends on their availability. He also claims that most of the time, he has to work with the resources that are offered to him. Although he stated most of the projects he has worked on did not really have creativity within them, he rated this specific project as a 5 in creativity context. This is probably because he has to create newly updated system that is modernized.
**Scenario Responses**

He built the team with two qualifications which someone who understands data and someone is a system architecture. He has stated that in cases where he has to solve an issue within a meeting immediately, he will do it right away. He mentioned that it is part of his job and cannot run away from it. He claims that in most cases, managers do not communicate well with the end users enough. He proposed that maybe sometimes he has to bring someone who is not part of his team to test the product. This is because his team knows the theory, research and everything about the project. They are then lacking some knowledge about how it works and how it is communicating with others who does not have that same background knowledge they have. Mr. Desactivado has stated different expectations he has to each and everyone in the team and clarifies with them. In cases where someone is not performing well in the implementation phase, he will take these expectations into considerations. For instance, if someone who is new to the team is having difficulties with the transition, he will give him some leeway as he is just new. He claims that he will request a team member for dismissal when they keep on missing deadlines or failing certain performance tasks.

Mr. Desactivado has claimed that he expects his team members to give him daily reports on the things they have accomplished during their time with him. He will then give forecasts to the stakeholders weekly. This is to keep the communication going round the project. In cases where there are financial restrictions to the project, he will just have to cut down the scope. He mentioned that sometimes the decision whether to throw and deem the project a failure or keep it on going is not up to him. It is the stakeholder’s discretion. Mr. Desactivado has claimed that he is going to work on the testing himself and later with the team if the implementation phase is not going well. Likewise, if there is an unavoidable risk that is surrounding the project, he will have to adapt it. He has claimed that change within the implementation phase is difficult as there is already a plan in place.

**Perception About The Topic**

Mr. Desactivado has agreed on the difficulty of creativity within the implementation phase. Once again, it is because deviating from previous plans are hard to pursue. He even stated that in a lot of cases it is not even permitted because companies has their own rules and regulation in problem solving. He stated that having an ideal and a creative solution for something, does not necessarily
mean the company is willing to risk it. They already know what works and proposing them a new solution will potentially create a confrontation. He definitely agrees that management styles have a significant impact on creativity. He claims that a management who has his hands off to his team will give them a leeway to do things their way. However, it is important that they do not deviate too much.

When he was asked to define the term directive or autocratic management style, he stated that it sounds like someone is hired to do one thing only. He also mention that it sounds very mechanical in which you do things systematically every day and there is really no room for you to make an impact. According to Mr. Desactivado, the hardest part in managing creative projects is managing the people because of their different personalities. He claims that using a directive management style would be easy for him as he was previously in the military. However, he personally thinks it is detrimental for the team’s moral. Although this was the case, he will use it when he feels like he need to even though he does not truly enjoy using it. He stated that he likes to stick to the plan whenever he is in the implementation phase of the project because it saves time. He already knows what everyone is supposed to be doing and how they are supposed to be doing it which is proven to work. Making some changes will be risky.
5. ANALYSIS

This section will present the connections between our empirical data and theory. Deep analysis of the connections will also be identified. The first three big parts of this section will introduce the results and the connections of two elements together such as creativity and directive management style. The revised model will then be represented afterwards to basically summarize, illustrate and explain the connections we have identified in relation to the core ideas of our study.

5.1 The Influence of Creativity on Management

There is a common agreement amongst all the participants that management has a significant effect to creativity. They all believe that management can either affect a person’s creativity positively or negatively depending on their management approaches.

As seen in the title of the section, the following sub sections will discuss the connections between the creativity and management. The first sub section will mainly touch up on the idea of theory’s sections 3.1.1 and 3.5. It will then be followed by defining how management specifically affects creativity which are mainly, 3.1.5, 3.4 and 3.5 sections in the theory. However, it is important to note that the overall association of each sections with the empirics are achieved through a deep analysis of the whole empirical section.

5.1.1 Individual and Organizational Creativity on the 5 Dimensions

Mr. Mazza has stated that managers often kill creativity through their biased actions. In agreement with this statement, Mr. Bengtsson even made a point that managers are obligated to be open minded and accept the fact that people do make mistakes. Organizations also plays a factor in the same way because organizational support increases motivation which in turn flourishes creativity. As Amabile (1998, p. 84) has mentioned in her studies, organizational support is more appealing to people because they get a recognition for the work that they are doing in the company. They would then be more willing to work further and produce creative works knowing that they are very much appreciated by the organization. To sum, an environment where people’s ideas are greatly considered, examined and encouraged is necessary for creativity. Mr. Mazza even stated that some ideas may seem stupid at first, but its value is only fully illustrated once it is planned out and

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carefully looked at. In this connection, the three types of expertise identified in the theory namely the synthetic expertise, the analytic expertise and the practical expertise were recognized as essential in a creative project according to Mr. Mazza. Furthermore, different people have varieties of expertise based on their experiences which gives them unique views into certain situations (Amabile, 1996). That is why giving people some freedom and encouraging their creative thinking is essential to allow new ideas to prosper.

However, proper communication amongst the team and organization is needed for it to work. Mr. Desai and Mr. Desactivado expresses their perception of people being the hardest to manage in a creative project because of their different attitudes and personalities. Basically, people may not understand in the same way as hoped and has a different attitude towards other’s ideas. Likewise, Mr. Bengtsson emphasizes on the difficulty of appropriate communication to the stakeholders and the project team especially if it is something new which not many people has explored in the field. Amabile (1997) also expresses this similar notion of communication in connection with new creative ideas as presented in the theory. These then help explain why majority of the interviewees agreed upon the importance of forecasts and reports. According to Mr. Mazza and Mr. Desactivado, their team would always give report feedbacks and updates to each other daily. It is a good way to keep track of what everyone is doing and the progress of the work. Likewise, forecasts is something that everyone felt was essential. Mr. Desai and Mr. Cummings even claims that forecasts is what gives the stakeholders a reason to continually support the project with necessary resources for the project to go on. The resources received is basically dependent to the forecast of the project for most organizations. In most cases, the stakeholders will not give the accurate funds if they know the project is not giving the expected results and may even cancel the project. Forecasts and reports is a form of communication for the team and the stakeholder to secure and deliver the resources for the project. This ideally increases creativity as encouragement is most likely present in the situation when the project is going well and essential resources are also received.

### 5.1.2 The Management Influence on the 5 Dimensions

Depending on the organization they work with, some people can build their own team such as Mr. Mazza and Mr. Bengtsson. However, project managers rarely have a chance to choose their team or the people they are going to work with according to Mr. Desai. Mr. Desactivado and Mr.
Cummings agrees with this statement and mentioned that the resource managers are the one who assign the people in their team upon their request. They can normally recommend some people to be added to their project but their participation really depends on their work schedule and availability. According to Amabile (1998, pp. 83-84), a manager can increase creativity within a team by matching the right people with their work and the team itself. However, this known limitation prevents them to build a desirable team fit to be creative throughout the work. Although that is the case, they are still assigned qualified team members on a mission to deliver the project. It is just some people may not work well with others or is not as passionate and excited about the actual work which can affect the creativity amongst the team.

Furthermore, in agreement with Amabile’s (1998) theory about creative freedom, the interviewees have made a claim that allowing people to have some freedom with their work in a project will foster creativity. They claim that a good project manager will just give their team some guidelines about the project and clarify the project goals and objects. The team should have the freedom to find their own way in accomplishing the actual work which increases creativity in the environment. Mr. Desai has stated that the reason for this is because people get a sense of ownership. Furthermore, they also all agreed and have identified directive managers as someone who kills creativity. Some, such as Mr. Mazza, Mr. Desai and Mr. Bengtsson, has identified the act of directiveness as a military approach where one person is basically in command and directs people what to do. Similarly, Mr Desactivado bring a new approach for directiveness defining it as a mechanical approach to resolve problems. For him, it sounds like someone is hired just to do a single task daily. There is obviously no freedom for anyone to think freely for themselves which prevents creativity to be present.

5.2 Creativity and Implementation Uncertainty

When the idea of uncertainty comes during the implementation phase, the interviewees would generally be stunned by the question. Their principal objective, alongside with the project, is to avoid uncertainty even though they are still aware that a problem might occur as also expressed in the theory. When a uncertainty affects a project, they primarily and strongly insist that an immediate reaction from the entire project team is almost crucial. The mitigating method usually varies among project managers considering several elements such as the type of project life cycle
they use. However, their goal remains the same which is to resolve the issue as quick as possible. Mr. Mazza stated that those kinds of situations to be pretty rare. This case requires a very good communication and discussions until accurate solutions are found. This idea is emphasized when Bengtsson stress the importance to stay coherent with the initial plan whatever uncertainty is surrounding the project. According to him, if a project cannot resists the uncertainty by finding a solution and sticking to the initial plan, it should be stopped because it might generates overcosts. When it happens lessons should be learned in order to avoid to reproduce the same mistakes in the future.

Uncertainty usually give nightmares to managers. However, Mr. Desai makes the distinction between uncertainties that already have been faced before and the ones which are very uncommon and the team have no idea how to tackle the problem. This idea is further expressed in the later part. In the theoretical section, stressors both for creativity and implementation are the principal factors of uncertainty. The theory previously identified creativity individual and external hindrances (3.1.4) while the implementation section discussed challenge and hindrance stressors (3.2.4). In the interviews, those stressors remained the same. Basically, individual and structural issues are the causes of uncertainty.

5.2.1 Individual issues

Individual issues have been characterized as misbehavior of the employee. Sometimes it is the result of a conflict, but it also might happen because the team member lack of skills as Mr. Desai has claimed in agreement in the theory. Our interviewees all handle those individual issues with an attempt of communication in the first time. Nonetheless, their patience with individual problem differs which seems to be linked towards the personality of the manager. Some, such as Mr. Bengtsson, really take time to understand all the personal reasons which pushes the team member to this bad behavior. The other four participants are less interested in the personal matter and they believe that if they clearly establish empathy at first, they rapidly need results. If results are not very representing their expectations, they act in consequences. For instance, Mr. Mazza organization have a system of three warnings before the person will be fired.
5.2.2 Environmental Issues

The terms structural factors, goals interferences, time pressure, lack of resources and social limitations are the four factors identified in the theory. In the empirics, the purely internal environment namely time pressure, financial difficulty, and goal interferences are undoubtedly the principal stressors tackled in the interview. Our interviewees characterized those stressors as inherent to the project, they usually feel that they cannot do much about the difficulties it creates. According to Mr. Desai, they have a rationalized role for stakeholders towards those factors. Nonetheless, it frequently happens during the implementation phase. Mr. Cummings states that in his activity during the implementation phase, employees are required to do feedbacks through daily report because of stakeholders’ demand. The manager should constantly be on alert and take the right decision as expressed in the previous section. Those elements infer that implementation is a very critical phase where problems can emerge and when stakeholders are fearful of the possible causes of those uncertainties.

As seen in the theory, change is generally hard to operate and can endanger the all project. According to Mr. Mazza, it is crucial to discuss and agree with the stakeholders about the types of changes that can and should be operated. Mr. Cummings states that only slight changes are acceptable in the implementation phase which will be further elaborated later in the next section. Basically, a precise and structured planning stage is supposed to prevent those issues even if the risk will always remain as Mr. Mazza has identified. However, as discussed in the theoretical part, thorough planning do not always happen because the project managers and stakeholders miscalculate the real issues. Nevertheless, even though an accurate plan was produced, it seems that it is unavoidable. As a consequence, managers appear to be very vigilant with their team through feedbacks and constant communication with their stakeholder as mentioned earlier. When it comes to external environment issue is completely out of control for projects managers but it will not prevent them to answer to it as much as they can. It is interesting to note that some of them such as Mr. Mazza, perceive that the two types of stressors are interdependent factors. For instance, Mr. Cummings asserts a bad individual behavior as laziness which would be considered as individual hindrance. This can have a very negative impact on the organization demanding costs and efforts. On the other hand, time pressure pushes project managers to work more and faster which can create an individual hindrance.
5.3 Directivity During the Implementation

When the participants were asked about their comfort in using the directive style, in coherence with the theory majority of them stated they do not necessarily like using the style and in fact avoids it. Mr. Mazza and Mr. Desactivado had a common agreement that directive management style should not exist as it is detrimental to the team’s moral. This element have been as well identified with the theories of Lussier (2011) and Benfari (2013). It is also interesting to underline that the project managers are instinctively about the negative aspects of directiveness identified in the theory instead of the potential positive aspects. However, they all found the value of directivity during the implementation phase of the project.

As the previous paragraph has implied, the two topics that are being analyzed in the following sub sections are directive management style and the implementation phase. Theories in sections 3.3 and 3.4 are mainly expressed in the first sub section. The next section will then be mainly highlighting 3.2 and 3.4 sections in the theoretical framework. The whole empirics are then connected throughout the analysis with the theories mentioned and are closely examined.

5.3.1 6 Blocks of Management Style and Directivity

As it was expressed previously and in relation to the theory, directivity uses and abuses power which prevents people from thinking outside the box. The team is extremely limited with their approaches to the problem and has to follow strict rules which means creativity cannot be present in any way shape or form. Although that is the case, some of the interviewees has claimed that directivity could work well in situations where the manager is ‘God’ in what they do. Mr. Mazza and Mr. Desai mentioned that as long as the team has a significant trust to their leader, then it would be considerate. This is because the team has the comfort on following the orders as they are assured it will lead into success. However, Mr. Desai argues that managers are not only supposed to give out orders but also lead the team. There is a certain extent where power is used and the boundaries is what Mr. Desai has claimed. It is best for managers to include themselves into the situation and also work with people rather than just dictating (Mukunda, 2012; Benfari, 2013).

Mr. Desai has made a statement that many managers tend to shy away from the idea of directive management style. Almost all of the participant hesitated when asked for their comfort in using a directive approach in situations. Mr. Cummings has stated in the interview that he is still pretty
fresh in the field of project management and still has to find his own way of managing projects appropriately. This may explain his extreme discomfort as he has never really gotten into a situation where he needed to be directive. On the other hand, Mr. Bengtsson has stated that it is acceptable to be directive in communicating the project goals and objects, but it is never appropriate to command people on what they should do and how they should do it. This is because sometimes other people can handle the situation better based on Mr. Bengtsson’s experiences. In contrast to the rest of the interviewees, Mr. Desai and Mr. Desactivato are confident in using directive management approach when needed. This is probably because they have a military experience where the management style is greatly used and works best. Their inner values and psychological thinking were shaped with this idea and fully understand the usefulness of the approach in certain situations. They can determined when they need to adopt directiveness (Benfari; 2013). To sum, the amount of discomfort in the usage of directiveness can be identified through their experiences with it. Also, all of them has agreed that communication is very valuable and significant which is probably another reason why they do not like using the approach because it prevents accurate communication.

Furthermore, everyone has stated that they will use directiveness when they feel that is necessary. They were asked about certain situations where there are different variation of conflict (Benfari, 2013; Mateon and Zajonc, 1968). In situation where a team member is not performing well, all of the interviewees have identified that communication is the best option. However, this did not agree with the theory which claimed that directiveness normally is essential in those types of situations. In argument, the interviewees have expressed the need to try to understand the situation fully by talking things through with the people involved as they know that most of the time, there is a valid reason for actions taken. It complement Dieffenbach theory which states that directiveness may undermine the full commitment of the team member in the project.

Similarly, financial crisis of projects are handled through a consultation with the stakeholders. If there is no funds, the work will most likely not achieve all the goals and produce the expected results. It may even cause for only part of the work to be accomplished according to the given amount of payment. Therefore, they all stated that this has to be understood by the stakeholders. Through a deep analysis, one can assume that the reason why the approach of these identified conflicts does not waiver the participant is because it does not directly relate to their work. The
organization is the one who hired the people they are working with and resources are given to them by the stakeholders to work with. Their main job as a project manager is to make sure that they deliver the project as close to perfect as possible. However, they do not necessarily deal with these problems because they do not have much control over them. They could only deal with the resources provided to them and either work with it, or request for more.

5.3.2 4 Factors Linking the Implementation Phase and Directive Management Style

According to our gathered theories, project managers normally use methods such as the ADKAR model or the Kotter’s 8 step model to successfully implement change within a project. However, none of the interviewees has explicitly mentioned their process of making changes. Mr. Cummings has briefly stated that they would address change by drafting something called “change control” but he did not further elaborate into the actual process. Although that is the case, all of the participants has agreed upon the idea of a challenge in making changes in the implementation phase of a project. This is mainly because everything was already structured and planned out during in the previous project phase. However, the interviewees have mentioned that minimal changes are acceptable as long as it is communicated properly with the team and the stakeholders which was briefly mentioned in the earlier section. In contrast, Mr. Bengtsson specifically pointed out that changes and flexibility is pretty much required in cases where the project is something that not many people in the field has worked on. They have to be open minded for new possibilities and be prepared to open new doors as they explore in accomplishing the project. Overall, the implementation phase has a static plan in which the project managers have to follow. Deviating from the previous plan requires a lot of attention and work for everyone (Lundin & Söderholm, 1995; Altonen, 2010). Mr. Desactivado even stated that too much change will be too risky and causes uncertainty to appear as expressed in the earlier section. Nonetheless, cases where changes are essential do exist especially in projects that still needs exploration.

Furthermore, interviewees were in agreement about the efficiency and value of directive management style during implementation phase. The structure of both directive style and implementation phase is supporting one another. As discussed previously, Implementation phase having a set plan makes it difficult to make changes which is why directiveness is acceptable for the situation. Mr. Desativado even claims that he likes to stick to the plan during that phase as it saves time. He already has an idea on how things should go and changes will just make it
complicated and risky. Likewise, Mr. Desai also expressed that he is more structured during this phase. He then stated that he has to make sure he accurately promoted the goals and objectives of the project before he acts directive because the team has to fully understand the purpose and be accepting. Basically, directiveness works well in this phase because it will secure that the project is going to be deliver the expected results on the set schedule.

5.4 Revised Model and Core Ideas

![Theoretical Diagram Connections](image)

Our study can be summarized through a model presented above in figure 6. This model does not include every theory which was explored neither every elements describing creativity, implementation or directivity. This is because integrating everything in a single model would be almost impossible in consideration to the complexity of the three studied concepts. Every issues and opportunity, pros and cons, cannot be accurately mapped out since they represent limitations.
For instance, coerciveness would describe as an excess of directivity which is basically impossible to map.

However, the model permits to highlight the core patterns of directivity during a project implementation phase (blue area) where creativity is present which is the core of our research question. We can notice that each combination of the factors is the result of primary elements. Those primary elements belonging to only one section are challenging to represent and to solve. However, they are meanwhile decisive because they have a strong influence (positive or negative) on each of the factor’s combination.

At the first look, directiveness and creativity appear to have very little in common. The ideas could even look contradictory. They are nevertheless both necessary in a creative project. Creativity should be fostered a maximum in order to motivate workers and to provide the best innovation possible for the stakeholders. It is often considered as a virtuous and decisive for a company’s success.

From the combination of the 6 management blocks defining a manager’s behavior and the individual and organizational creative behavior stems the five dimensions introduced by Amabile (1998). Those five elements are decisive in a creative process and will define the trend that the creative project will take. One of the main challenge of creative projects is their uncertainty. This uncertainty has several results such as change. Uncertainty stems two types of stressors: challenges and hindrances stressors as expressed in the theory.

A project manager’s main role is to quickly and accurately find a solution to a problem. However, different management styles are required according to the context. Thus, within the same project, a manager can be transformational, transactional or directive according to the phase. In this connection, the study of directivity must always be considered as a contextual element and not a permanent situation. Besides, management style is not fixed and in real life, a manager cannot being categorized through the manager’s personality and the way they approach situations. This identity stems from the 6 blocks of management and have a strong influence on the project manager’s general behavior.

When creativity is involved in a project, it appears that directiveness is occasionally necessary when the project need a more rigorous slant. Directivity permits projects to stick to the initial plan
and to respect milestones to the maximum. It often prevents a project from changes, which allows organization to save time and money according to Mr. Desactivado. Furthermore, both theory and empirics identify that this directivity could be more easily justified if the project manager is very excellent in its domain. Through the interviews, we notice that projects managers insist on the importance of creativity, but they also underline the importance of an accurate tasks completion following the project lifecycle methodology. The realized tasks do not require the same amount of creativity.

This is the case in a phase as implementation. Implementation demand a certain behavior from the team which can be provided with directivity. Indeed, implementation steps need to be clearly understood and realized properly. The most striking example would be the one of game developers. In a project, the project team job would encompass a large creative part which would be the program creation and the game imagination, but once the creation plan seems feasible, the team will have to implement it. This phase does not demand constant changes but a lot of precision and coordination. The project manager will have to direct its team during this phase and ensure that everything goes as plan and if not use its power to solve the problem.

When directivity is used, the project manager should absolutely avoid to abuse of it. Indeed, a directive approach might undermine creativity as a coercive approach and would be destructrice for the general creativity. Implementation is a period of pressure and stress for the manager which can rapidly lead to a directivity abuse. On the other hand, a proper use of directiveness can sometimes prevent the project uncertainty issue often present in creative projects.
6. CONCLUSION AND DISCUSSIONS

This study aimed a better understanding of a very precise situation where directivity effects creativity at the very specific stage of implementation phase which can turn out to be problematic for an organization. We felt that the subject was crucial in the actual business context where companies struggle between their creative ambitions and wanting implement their products efficiently.

The study clearly shows that the subject is very complicated to untangle since many parameters are necessary to take in consideration. All along with this paper, we strived to provide the best picture as possible for this context. We successfully proved that the three notions can work together under specifics circumstances through a model. We also noticed that a situation depend on a large amounts of factors both involving psychological factors as well as organizational and environmental factors.

Creativity and Directivity are for sure incompatible in their essence, but they are necessities for companies. In our study, implementation seems to be a stage where they can be jointed because that is the moment where creativity are concretely materialized as well as the creative uncertainty which comes along. Implementation was an identified challenge for an organization which need to be realized properly, therefore, control was necessary. In our opinion, a company must figure out what are its objectives and its capacity to use directivity in a way that will stir up creativity and then adapt their approaches. When they want to create a project team, organizations and stakeholders should ask themselves questions as: How are those managers and team members willing to work, with creative approaches? What are their intrinsic motivation? With directivity? It is crucial to consider this individual factors. Furthermore, it is as much important for projects managers and the stakeholders to question themselves about their environment. What are the creative requirements in general for those kinds of projects? What is it important to carefully control in those kinds of projects? What are going to be the effects during the implementation? What problems might pop up during the implementation?
All of these questions are important to consider because every small factors have an impact on the actual situation. The interview results and the model clearly illustrate that mapping one situation was very tedious because of organizations specificities. We faced managers with different objective answers and if their answers were always coherent with one another, they always had a different perspective linked to the actual context they were in. This can be explained by the different creative ambitions and directivity use.

If an organization is able to answer those questions, it is then possible to predict and forecast accurately what are going to be the challenges for the organization with this specific mix of directivity and creativity. We deem that such process should happen in the planning phase but unfortunately, because of their intangibility, creativity, implementation and directiveness are rarely taken into consideration. This is especially true for the directive management style which is in cases left the project manager’s appreciation and consideration for utilizing. It is also essential to precise that those answers will always remain guesses. However, it is important to have a well-thought primary idea.

6.1 Suggestions for Improvements

Despite of its attempt to provide a precise picture of such complex notions, there are certain things which can improve quality of the study. Interview reliability is important to take notice. Because of their strong link with human psychology, it would be ideal to special look at the semiotics (study of signs) for creativity and directivity. During our interviews, we noticed that when directivity was introduced, the interviewee reacted instinctively. Unfortunately, our lack of knowledge of semiotics diminished the impact of our conclusions. Indeed, our analysis is based on our own perceptions in connection with the theories provided and their responses despite the fact, that their answers are not hundred percent accurate.

Furthermore, the qualitative study we led was effective in a sense that it asserted the findings of theoretical framework. However, this thesis would also have been strengthened with the help of a quantitative study complementing our qualitative data. We also feel that interview could have been richer and more developed especially on uncertainty and implementation context. For instance, we have noticed in the analysis of our data that the environmental uncertainty of the project was not explored enough to be accurately analyzed.
Although presenting the major factors of each notions, the model does not map the degrees of importance of an element. In others words, intensity of impact of a phenomenon, such as creativity or directivity, were not mapped out in the illustration which could have help to further explain the anticipated scenario. We have also realized the challenge of properly defining creativity. The number of definitions and perspectives that were provided by the researches to make a precise definition was too broad and hard to actually identify. Consequently, the definition of creativity provided to our interviewees was necessarily based by our own understanding of creativity with the help of the theoretical recollection.

Despite the fact that this study encountered challenges as mentioned in the previous paragraphs, it is successful in achieving the goals and objectives of the study. The research questions were answered thoughtfully and the core ideas were also discussed sufficiently. The illustration presented in the analysis and theory was also enough to get an understanding of such complex notions.

### 6.2 Future Studies

Considering the fact that our paper has limited a lot of factors during our study, we have identified numerous suggestive future studies. One of the biggest things we have noticed is how the type of project life cycle has a big effect on the influence of creativity within the project. For instance, an agile approach to project seems to allow some flexibility which can ideally foster creativity. The team has the option go back to planning and make some acceptable changes when they have noticed that something is not going as planned in the implementation phase. Ideally, new ideas may come up as they are in the process of implementation which can be brought up if things do not occur as planned. This idea can then be presented when the project was brought back to planning again under the agile method as opposed to a waterfall where things are almost carved in stone.

Other underlining factors such as culture, experience, age and gender may also be interesting to closely look at for further studies. These factors obviously has an impact to how people react into situations. For example, a person who is more experienced will have the confidence to react accurately to issues as they occur rather than someone who is just adopting and exploring the field. They are matured enough to know what to do in certain situations. Also, the organization
will have more trust for an experienced person which means they can potentially use a directive approach in certain situations. This is something that we have identified in the study which could be interesting to look further. Questions such as to what extent can a trusted manager by the team use a directive approach? or what management styles have a trusted manager used to reach that label? Could be explored upon the idea. In correlation to this, we also have noticed in the empirics that communication is very crucial for a project. It could be interesting to see how necessary communication is per project phase. This will then help project managers to identify the things they really have to do and communicate according to the phase of a project.

Furthermore, we have limited ourselves with a very specific management style which is directive. A more complete study which encompasses all management styles and determining their effects on a certain project lifecycle would be ideal. This will open a lot of doors in the field of project management as people will be able to determine which management approach is more appropriate per phase. It will also provide valuable information regarding which management style should be avoided in a project phase. However, this suggestive study will take a lot of time and effort considering the very high scope and goal of it. A lot of empirical resources will also be more fitting for this type of study.

Finally, we have noticed throughout our empirical findings that communication is a big factor in all three context. All the interviewees seem to have an agreement of its significant impact with their work in general. It could be ideal to further look into this notion and explore to what extent is communication is affecting the three topics together. More importantly, the connections of these notions which are provided in the analysis are enforced by the practical point of view of simply five project managers. It is also ideal to produce an even more meticulous study by increasing the diversity and the number of projects managers interviewed which will produce a more sufficient and valuable feedbacks
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8. APPENDIX 1

Background Questions:
1. Name (If wants to remain anonymous, leave blank):
2. Occupation/ Job Position:
3. Department
4. Experience (years of experience in the field and example of projects):

The first part of this interview will be in a scenario form. We would like for you to choose a project which you were involved in and in which creativity was the involved. Please think about a project in which you are comfortable talking about.

By the term creative, we infer not only about innovative projects but also about how flexible and imaginative people can be in solving problems.

(If needed) :
- New service creation
  - New product launch

How creative would you scale this project out of 7? (1 being the lowest and 7 being the highest)

Let’s now imagine several situations occurring in this project. The questions are fictitious but imagine it taking place in the project you have selected. We are asking for you to imagine the kind of actions you would have taken according to the situation. (Ask the if he understood)

Scenario Questions:
1. How would you shape your team for these type of project? What is going to be your structure? According which criteria?

2. Let’s say you have set up a meeting to solve an issue where immediate solution is needed. If no solution was proposed, the project will be delayed. As project manager what would be your attitude during the meeting?

3. What if a team is not performing well during the project implementation? What kind of actions would you take? What are the expected consequences?

4. How important are reports and forecasts in your perspective? How often do you do this? and Why?

5. If the project undergo financial restrictions/problems? How would you react?
6. How would you behave if stakeholders are pressuring you for immediate results?

7. If you feel that the implementation phase is not going well (lack of quality testing failures...) what kind of actions would you take?

8. If an unavoidable risk is surrounding the project, how do you react?

9. How feasible would change be during the implementation/execution phase? How would you apprehend it?

General Questions:

(If Asked:) By the term directive management style, we mean a management style based upon full commandment, the leader knows what the team has to do and why. The preferences of the team members are not taken into the consideration.

1. Do you agree or disagree with the difficulty of creativity within the implementation phase? Why?

2. Do you think creativity is affected by management style? If so, How and why?

3. When you hear the term ‘directive/autocratic management style’ what can you think of? Why?

4. Do you think directive management style can fit with a creative project? If so, How and why?

5. According to your experiences, what is the most challenging in managing creative projects?

6. How comfortable would you be using a directive approach?

7. Do you think directive management style is useful during the implementation phase of a project? If so, how and why?