

Creativity is a ladder for Psychological Safety

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Abstract

The secret of creating a happier work place is, employee engagement. This is one of the key factors which leads the organization towards the success. Thereby, the psychological safety of the employees is one of the key element of building an engaged work force. By providing opportunities to promote workplace creativity, the organizations able to create engaged work force. Therefore, this article confirms that through creative work place, the organizations can build engaged work forces, which will carry the organizations towards the success.

Introduction

Obviously, the work force is the most important resource of any organization. Thus, every activity that they do, follows the targets of the organization. Unfortunately, over half of the employees are being stressed due to the stressors of the work place. Such as; lack of support, unreasonable time pressure, improper communication, high work load, lack of recognition and the working environment including the infrastructure, noise levels, dust, temperature and ventilation, so on. These stressors directly affect the productivity of the employees. As a result, most of the employees shows the symptoms of burn out, dis-engagement, low morale and even resignation.

Hence, invest on the creative work place will definitely manure the process of developing an engaged work force.

In order to be a successful and sustainable organizations, the organizations have to identify the potentials of creativity, not only for seeking it out, but also to invest on it.

Work Place Creativity

When thinking about creativity in the work place, one may interprets that it is mere promotional stuff or some kind of advertisements. But, creativity is beyond just creative outputs. According to Bilton, creativity is a combination of novelty and usefulness. According to

Maslow, creativity is part of the process that can be used in problem solving (Bilton, 2007).

However, defining the word creativity in organizational perspective, the definition can be vary according to the cultures of the organizations and the objectives of the organizations.

According to Robinson and Stern (1998), it is impossible to predict what creative acts will be, who will be involved in that and how and when it will happen. In fact, creativity often results of unexpectedly discovering something by chance, either that will solve a problem of the organization or, create new opportunity for the growth the organizations. Also, it is a professional setting which encourage the innovative ideas and practices within the organizations. Further, the employees have the freedom to introduce new ways to approach their tasks and assignments in much more productive manner.

Individual roles towards creative work place

➤ Employee role

Obviously, each and every employee in the organization should be given chances to contribute to the creative work place. According to Williams & Yang (1999), it is important in an organizational culture that employees have opportunities and freedom to be creative, as this is a part of what keep the organization competitive.

In addition, when interacting the employees with different educational levels, experiences, skills, etc, definitely there will be creative ideas. Hence, it is a responsibility of the organization to encourage the employees and create flat forms on this regard.

➤ Management role

The management team members have to be good listeners. Seppala (2016) says that, when we are in a room there are no titles, grades, seniority. All voices have equal weight and all have equal time. Everyone is in relationship that is based on honesty and trust.

To achieve engagement towards creative work place, the employees need to feel that they are recognized by the

management and their opinions are accepted and they are value to the organization. Therefore, it is a duty of the management to convey that every employee is value to the organization and always there is a place to their voice.

Work place happiness with creativity

The organization can use creativity as a tool to make employees happy. That will impact on the employee engagement as well. However, the creativity can be subjective so too can happiness. It is true that Happiness cannot be forced. It requires healthy culture of the organization as well as maturity of the employees.

Job satisfaction and employee engagement

The world happiness report (De Neve & Ward, 2017) reveals that the employee engagement goes hand in hand with the employee’s level of satisfaction with job. The engaged employees are not doing their jobs just for the sake of doing, instead, they try their level best to give their fullest output for the growth of the organization. Earning lot of money never provide job satisfaction. Instead, the employees those who are capable of planning their day today work have high level of happiness and job satisfaction.

Creativity towards Psychological Safety

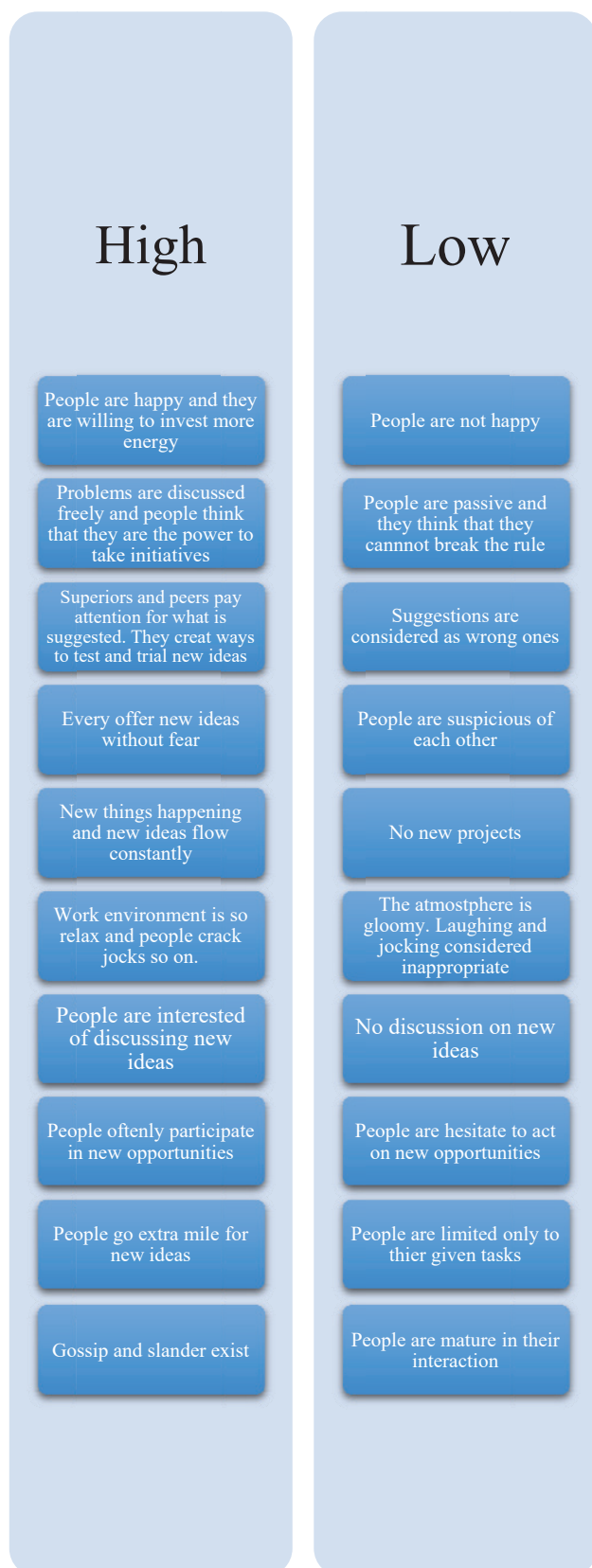
Harvard Professor, Amy Edmonson (1999), defines that the psychological safety as an environment where employees do not fear to be themselves. Also, it is a shared belief of the team that they are free to take risks, express their ideas freely, ask questions and accept the mistakes. All without fear of negative repercussions.

According to Maslow’s hierarchy of needs, a person’s unmet needs serve as motivator for their behavior (Evans and Ward, 2007). However, lack of feeling safe in an organization may result, feeling of not belonging to the organization. On the other hand, when the culture of the organization does not supporting the employees’ feeling of belonging, that can lead to destroy the trust between the employees and the operation team (Management).

In addition, the climate of the organization also has impact on employees’ feeling of belonging. As per Akvall, climate is the experience of everyone in the organization. He identified 10 dimensions that build this climate.

Table 01

Dimension	Definition
Challenge	Emotional involvement in the task
Freedom	Independence in behaviour
Idea support	The way that new ideas are treated
Trust and openness	Emosional safety in the relationships
Dynamism & Liveliness	The amount in which the environment is eventful
Playfulness & Humor	sponteneity
Debate	Crashes of ideas
Risk taking	Tolerance of uncertainty
Idea time	The amount of time invest on new ideas
Conflicts	Personal and imotional tension



As per the above table, the first nine dimensions are positive and high rank is expected. While the tenth dimension is negative and the organizations need to work on this area. Mere implementing the climate dimensions is not adequate, as employees are not live in a bubble. Each employee has his own values and that will have an impact on his professional self. Kotter (1996), says that most of the development takes place in the workplace as people spent most of the time in the workplace.

As per Sahlin (2013), creative environment embodies generosity, community, qualifications, diversity, trust, equality, curiosity, freedom spirit and small-scale size. According to him the creative work environment is so warm and welcoming. Creative work environment create warmth both in physically and mentally. Hence, the employees who work in such creative environment have sense of belonging towards the organization too. Hence, this depiction of creative work environment echoes the characteristics of Amy Admondson's Psychological safety.

➤ **Reduction of stress**

As per the study conducted by the American psychological association, there are 77% of employees reported feeling stressed. Among them 73% reported experiencing psychological symptoms caused by stress. This stress can cause ripple effect when interacting with family and friends.

Csikszentmihalyi (1990) cautions that our energy is weaken when we are regularly threaten by the things that are not aligning to our goals and that are deviating us from our goals. As per Runo (2014), creativity helps the individual to maintain both psychological and physical health & Safety. Therefore, the concept of creative work place definitely treat such stress of the employees, so that they may be happy in their work place and they will be happy in their family lives as well.

➤ **Failures are the pillars of success**

In fact, the skills and talents are not developed over night. Fullan says, people with a fixed mind set see their mistakes as negative, and

therefore, mistakes are something to be avoided. Such people never take risks and strive towards innovation as they are afraid of failures. The employees are frightened. The organizations that have such culture will not be sustained.

Heifetz, Grashow and Linsky (2008), describe that this is as “permission to fail”. They say that the organizations need to broaden their definition for success so as to adopt an experimental mindset, also need to change the vocabulary to be one of an open mindset where failures are acceptable and try for small experiments as they can be easily bounce back. On the other hand, in a creative work place always failures are accepted.

Hence, it is the responsibility of the Leaders to provide necessary knowledge and encourage the employees for new innovations by providing the required resources. In a failure, the Leaders are expected to encourage the employees to pick themselves back up and to go out there to try again. Organizations can achieve growth by promoting culture where failures are accepted and such failures will open new horizons for the organizations.

Conclusion

Tanner and Reisman (2014), said that the employees respond for optimism in different ways. Some going after social connection, some expect the appreciation of the managers, some need help to setting up their goals and achieving their goals. In fact, happy employees are vibrant in achieving their goals. Also, they are inspired to innovate new things. In an organization, creativity and engagement along with the psychological safety, inspire the employees towards the success.

According to Maslow (1971), people become anxious when their needs are not met. These needs would be

related to safety, belonging or accomplishment. These negative impressions affect to shape up the work place behavior of the employees.

Moreover, by enabling the opportunities for enhancing the psychological safety of the employees through creative work place and engagement, will definitely thrive the organization towards the success.

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