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## Creative Problem Solving in Small Groups: The Effects of Creativity Training on Idea Generation, Solution Creativity, and Leadership Effectiveness

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### ABSTRACT

This investigation evaluated the degree to which creativity training, idea generation instruction, and creative process impacted idea production, creativity of solutions, and leadership effectiveness. Three sets of hypotheses were tested with a 114 groups of adults. First, groups whose members had some (i.e., one CPS course) or advanced training (i.e., graduate-level study in creativity or creativity professionals) were significantly more effective at idea generation than groups without training. Furthermore, leaders with some and advanced training were perceived to be significantly more effective than those with no creativity training. With respect to creativity of solutions, the advanced training groups outperformed all others. The second set of hypotheses focused on the effectiveness of idea generation instruction (i.e., instructions without brainstorming, brainstorming, and brainstorming with criticism). Analysis revealed no significant difference for idea generation instruction relative to idea production or creativity of solutions. The final set of hypotheses examined the use of a simple process structure for groups without prior creativity training (i.e., distinct phases for idea generation and solution development). Analysis revealed that those meetings that followed a simple process structure outperformed groups that did not follow a process for both idea generation and creativity of solutions. Further results are presented and implications discussed.

*Keywords:* creativity training, creative problem solving, small group problem solving, brainstorming, leadership effectiveness.

While creative thinking and creative problem-solving have always been innate human survival skills (Puccio, 2017), since the beginning of the new millennium these same skills have consistently been cited as essential workplace skills (Puccio, Keller-Mathers, Acar, & Cayirdag, 2016). Sadly, while touted for their importance in the 21st century workplace, a gulf exists between the clarion call for creativity skills and the degree to which educational practices and organizational training programs promote creative thinking and creative problem-solving abilities (Casner-Lotto & Barrington, 2006; Lichtenberg, Wood, & Wright, 2008; National Center on Education and the Economy, 2008; Yudess, 2010).

### PAST STUDIES OF CREATIVITY TRAINING

Despite the paucity of creativity education and training, the evidence is clear—creativity capabilities can be enhanced through teaching and training. The first large-scale investigation of the impact of creativity training was the Creative Studies Project carried out at SUNY Buffalo State (Reese, Parnes, Treffinger, & Kallounis, 1976). The Creative Studies Project adopted an experimental design in which undergraduate students randomly assigned to the experimental group received up to four semester-long creativity courses. Results showed positive and significant gains for the creativity students on measures of divergent thinking, cognition, convergent production, and semantic ability. The success of this study led to the creation of the graduate program in creativity hosted at Buffalo State that was the main subject of investigation in the present study. Since this landmark study, interest in the efficacy of creativity training has grown leading to a

# Creativity In Small Groups

**Albert A Gayle**



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