

# Checklist

## How Creative Is Your Organization?

Take a few moments to review your organization in relation to the following questions. As you answer each question, enter the numerical value in the box at the right. Your total score will give you a sense of where your organization is on the creativity index.

1. How often would you say that you get ideas and proposals from your subordinates?   

5	4	3	2	1	
All the time		About half the time		Not very often	
2. How many of those ideas originate at lower levels of the organization?   

5	4	3	2	1	
All		About half		Not many	
3. What mechanisms/systems do you have that support or stimulate idea generation?   
 (List them and give yourself 1 point for each.)
4. When do you push creative ideas?   

5	4	3	2	1	
Whenever I get the chance		When there's some risk		Only when it's safe	
5. Do managers in your organization support "half-baked" ideas, versus criticizing or ridiculing them?   

5	4	3	2	1	
Most of them do		About half do		Most of them don't	
6. How much freedom do managers and employees have to experiment with possible solutions to tough problems?   

5	4	3	2	1	
All they want		Some freedom		Not much at all	
7. How much does your elected body encourage creative ideas?   

5	4	3	2	1	
Whenever it gets a chance		When there's some risk		Only when it's safe	
8. To what extent do people in your organization openly share ideas, solicit responses to ideas, brainstorm solutions, etc.?   

5	4	3	2	1	
All the time		Sometimes		Hardly ever	
9. What incentives do you offer to employees for initiating and participating in creative processes?   
 (List them and give yourself 1 point for each.)
10. Do you and your employees have fun at work?   

5	4	3	2	1	
All the time		Sometimes		Hardly ever	
11. How much do your managers encourage creative ideas?   

5	4	3	2	1	
Whenever they get a chance		When there's some risk		Only when it's safe	
12. When do your employees push creative ideas?   

5	4	3	2	1	
Whenever they get a chance		When there's some risk		Only when it's safe	
13. To what extent have rules (personnel manual, purchasing guides, budget manual) been substituted for judgment in your organization?   

5	4	3	2	1	
Not much at all		In some cases		Extensively	
14. Does your organization foster champions of creative ideas?   

Yes (5)	No (0)	
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Score: 70+ Wow! Can we work for you?  
 60-70 Not too shabby!  
 40-59 You're on your way!  
 25-39 Get to work!  
 13-24 Time to buy a one-way ticket to Siberia.

TOTAL SCORE

Source: *Leader's guide to ICMA University training package The Creative Manager. For a free preview package, contact the ICMA University at 202/962-3599; e-mail, jflores@icma.org.*