

(Free) Managing Creative People: Lessons in Leadership for the Ideas Economy

Managing Creative People: Lessons in Leadership for the Ideas Economy

Gordon Torr

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"I doubt if there's a single industry that wouldn't gain immediate advantage from Gordon Torr's scrupulous and enlightening detective work."

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Gordon Torr : Managing Creative People: Lessons in Leadership for the Ideas Economy before purchasing it in order to gage whether or not it would be worth my time, and all praised Managing Creative People: Lessons in Leadership for the Ideas Economy:

0 of 0 people found the following review helpful. This is an amazing book and should be read by anyone who has ...By cybertubeThis is an amazing book and should be read by anyone who has both ever filled a create role or been lucky

enough to manage such a person.²¹ of 23 people found the following review helpful. Misleading Title By ozcanuck This isn't really a "how to" book on managing creatives. In fact, there's very little about management at all (which the author acknowledges fairly early on in the book). This book is more of a manifesto about what the author thinks about creativity, and where most companies get it wrong. One of his central attacks is on the concept of creativity as a problem solving process. He argues that true innovation doesn't come out of a corporate problem solving process. This is one of the many ideas that makes the book useless to managers. The fact of the matter is that most companies are not interested in creating art for its own sake. They want creative thought applied to business problems in order to come up with a solution. The author dismisses that kind of process as not being "creativity". Which may be right, but it means there's little point in reading this book if you're a manager in the corporate world. The author's main tack seems to be that you should hire creative people and leave them alone to be creative without involving them in the problems of the business. If you're leaving them alone then you don't really need to manage them do you? So why read the book? I give the book two stars because it is a well thought out, really interesting argument. But be aware that the book is the author's (very theoretical) manifesto, and not really of much practical use unless you're in a position to make drastic and major changes to your organisation. 0 of 1 people found the following review helpful. One Star By Stanley Becker Words, lots of words, signifying, I don't know what.

A clash between the ideology of growth and the growth of ideas, between control and creativity, between measurement and the immeasurable, between predictability and the fickle muses of inspiration in engulfing our boardrooms. In this scathing swipe at the institutionalised idiocy that is stifling creativity just at the time the world needs it most Gordon Torr draws from the leading lights of creativity research to demolish the myths that surround the generation of ideas in the modern organisation. The curse of the brainstorm, the commoditisation of creative talent, the deskilling of the imagination, the startling inadequacies of management theory; these and the many other horrors of idea-assassination that run rampant in creative sector companies are dissected and disembowelled in this hilarious expose of the drama that unfolds every time a new idea slides across the boardroom table. This book sets out to address the black hole that surrounds the management of creative people, debunking many myths of creativity, and outlining a revolutionary approach to the pressing issue of creative productivity in the contemporary creative sector company. A handbook of tools, techniques, methods and practical ideas whose USP is a framework for thinking about efficient creative management; how to extract value from creative time. Gordon Torr presents a logical argument that puts in place the building blocks of the author's knowledge and experience towards the final architecture. We need them as never before. And we know that they're somehow different. Yet the productive management of creative people is an almost totally neglected science. I doubt if there's a single industry that wouldn't gain immediate advantage from Gordon Torr's scrupulous and enlightening detective work. - Jeremy Bullmore

"a breath of fresh air". (Financial Times, Thursday 10th April 2008) From the Inside Flap Not without occasional justification creative people are often regarded by their managers as a species of alien whose motivations are impossible to fathom. And the non-conformity of the creative temperament is famously difficult to accommodate in structured organizations. The response of management theorists, unable to predict or measure the productivity of creative workers, has been to co-opt the pliable ones into management roles and to deny among the rest of them the existence of any form of creative skill that cannot be taught to the uncreative majority. Which is why, as Gordon Torr argues in this ground-breaking book, two guys in a garage will continue to outperform major corporations in the desperate race for originality. And the consequences go far beyond the woeful inability of big creative-sector companies to bring a steady stream of fresh ideas and innovations to the marketplace. At stake is the vitality of popular culture itself. Passionate, polemical, yet eminently practical, *Managing Creative People* is the essential guide to understanding how, when and where to get the best out of that most precious of resources; the imagination of the talented individual. From the Back Cover The extraordinary growth of creative businesses, such as film, video games, music, broadcasting, publishing and advertising, has shifted the traditional focus of management from the organization of skills and resources to the mysterious art of mining the imagination. Now the glacial predictability of corporate process has come up against the notorious unpredictability of the creative temperament, and business leaders are confronted with challenging paradox of managing the unmanageable. The resulting clash between control and creativity, between measurement and the immeasurable, between the ideology of growth and the growth of ideas, is exacerbated by the myths and misunderstandings that hamper our quest for innovation and originality. Drawing from the leading lights of creativity research and a lifetime of experience in creative businesses, Gordon Torr takes a scalpel to the institutionalized idiocy that is stifling the generation of ideas in today's corporations. The curse of the brainstorm, the commoditisation of creative talent, the deskilling of the imagination, the startling inadequacies of management theory; these and other horrors of idea-assassination are dissected and disembowelled in this cutting expose of the drama that unfolds every time a new idea slides across the boardroom table. This is a fascinating, original and provocative book. As creative skills become increasingly critical to economic growth, a better

understanding of how to manage these skills is essential. Torr digs deep in his exploration, dispelling popular myths, revealing new insights and clarifying the messy and muddled thinking about creative people and creative processes." --Judie Lannon, Editor Market Leader "... a scholarly (and timely) appraisal of the genesis of ideas, from a practising creative professional. ... a great deal of nonsense is at last debunked, and a great deal of sound advice -- some of it counterintuitive -- is conveyed." --Derek Day, author of Creating Passion Brands "... like power-chugging a gallon of emotional caffeine..." --Dennis Ryan, Chief Creative Officer, Element 79, Chicago