

THE HONG KONG POLYTECHNIC UNIVERSITY DEPARTMENT OF MANAGEMENT AND MARKETING

Departmental Research Seminar

Conceiving Opposites Together: Cultivating Paradoxical Frames and Epistemic Motivation Fosters Team Creativity By

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Date : 30 Nov 2022 (WED)
Time : 9 – 10:30 am
Venue : Online via Zoom

Abstract

To successfully generate creative solutions, teams must reconcile inconsistent perspectives and integrate competing task demands. We suggest that adopting a paradoxical frame - a mental template that promotes recognizing and embracing the simultaneous existence of seemingly contradictory elements - helps teams navigate this process to produce creative ideas, if team members are epistemically motivated. Our results from two laboratory studies (N = 950) suggest that teams that adopt paradoxical frames and have high epistemic motivation develop more creative solutions than teams with paradoxical frames and low epistemic motivation or epistemically motivated teams with frames that only encourage information sharing. Teams with paradoxical frames and high epistemic motivation are more creative because they engage in idea elaboration – they exchange, consider, and integrate diverse ideas and perspectives. By contrast, other teams settle on suboptimal middle-way solutions that do not address task demands. Our research advances knowledge of why and when paradoxical frames benefit team creativity, by unpacking the processes that enable teams to leverage task and team tensions. We show that when teams collectively work through their tensions and elaborate their diverse ideas they become more creative.

Dr Ella Miron-Spektor is an Associate Professor of Organizational Behavior at INSEAD. She serves as a Senior Editor at *Organization Science*, the co-director of the INSEAD-Israel fund and as The INSEAD Dutch Alumni Fellow in Leadership, Diversity, and Governance.

She is broadly interested in how companies innovate and learn. Her current research explores tensions and competing demands surrounding leadership and innovation, team formation strategies that foster learning and entrepreneurial success, and how managers and teams evaluate and select creative ideas, learn from experience, and remain creative over time.

Dr Miron-Spektor received numerous awards and recognitions for her research and service, including best paper, best dissertation, and reviewer awards. Her work appears in top management journals such as the *Academy of Management Journal*, *Organization Science*, *Journal of Applied Psychology*, *Organizational Behavior and Human Decision Processes*, *Academy of Management Annals* and *Harvard Business Review*. She received grants from the US National Science Foundation, Israel Science Foundation, Fulbright, and the European Commission to study team characteristics that foster learning, innovation, and entrepreneurial success.

Dr Miron-Spektor has won many Excellence in teaching awards throughout her career. At INSEAD, she teaches organizational behavior, team management, cross-cultural communication and creativity courses in the MBA, MIM, PhD, and executive education programs.

All interested are welcome.



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