

**Factors Influencing Creativity in the Domain of Managerial Decision-Making
by Cameron M. Ford and Dennis A. Gioia**

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Objective: Pursue creativity as a source of competitive advantage. That encourage creative action which represents variations from established routines that facilitate organized change and innovation. The ubiquitous/simultaneous influence that upper level suggests that the managerial decision-making domain is not only important, but it might be key to understanding creativity in other areas/arena of the organization.

Theoretical Framework

This review attempts to address the concerns that paralyzes the systems theoretic view of creativity. Its customary practices within the organization. Gatekeepers that stop interaction of people to develop creativity.

This review will analyze a more comprehensive picture of the fundamental variables that affect essentially the decision-making activities and the creativity of the organization.

Theory

Address those issues that will not only represent a realistic theoretical portrayal by identifying the hypothesis that are consistent with chosen analysis that address this characteristic samples which steps the novelty and value of creative outcome. Mainly, the common notions/issues which organization has in its structure.

Reasons Why Creativity Decision-making Is Rejected

Issue number one, Janis (1972) states when all the participants in a group are of all the same mindset “all of one mine” they lose a creative decision mindset pg. 711. Solution have the decision-makers have access to means of novel alternatives that facilitates creativity pg. 712.

Issue number two, the lack of trust among managers involved in a particular decision will negatively affect the creative managerial decisions. Pg. 712. Solution. Discretion in the managerial decision-making domain will prevent espionage of ideas and creativity associated with creative managerial decisions.

Issue number three, opposition from others that favor conforming over creativity pg. 714. Solution. Innovation must persevere in face of all opposition perhaps be treated as motivation because of the opposition from others.

Method Used

This review was of a sample and duty collected by the fifty-one upper level manager from different sized businesses in the eastern U.S. This procedure produced a decision outcome/choice description. This has given a sample that can be judged and verified by others. Thus, the productivity will increase and the morale of the organization will reflect in the economy of scale positively.

Summary

The main purpose of this review was to show what causes the contrast noncreative decisions with the creative decisions. In this review it is an approval of the article factors influencing creativity in the domain of managerial decision-making by Cameron M. Ford and

Dennis Gioia. Why? Because, the article provides a clear, comprehensive, choice by showing in theory the problems that hinder creativity in decision-making. It also in perspectives, shows solutions that are encouraging, obvious, and objective. These finding are the utilization that will bring balance, fresh ideas, with the essence of authority. Bringing innovation to the forefront of the organization. Thus, the validity will also improve by adding methods will improve the management of scales at every level of the organization.