

# KEYS<sup>®</sup> to Creativity

## Assessing the Work Environment

Fostering an innovative workplace can have a tremendous impact on your organization. Creativity improves employee motivation, which increases contributions to the company's tangible goals. Improving creativity and innovation encourages effective problem solving – key to the organizational transformation often required to successfully meet the challenges of a rapidly changing world.

## What is KEYS?

KEYS is an organizational survey that assesses the climate for creativity and innovation that exists within a work group, division or organization. Designed by the Center for Creative Leadership and Teresa Amabile, a Harvard Business School professor, KEYS measures the management practices that impact the workplace and encourage innovation.

**NEW!** KEYS is now available in an on-line self/observer model, designed for use in programs focused on creativity and innovation.

## The Benefits of Using KEYS

**Targeted for today's workplace.** Organizations today are often asked to do more with less; increase productivity; speed up a new product introduction; or simply to jump-start overall creativity and innovation. KEYS can help you meet these challenges by helping you identify the elements in your workplace that encourage or discourage employees from working at their peak. The value of KEYS lies in its capacity to accurately identify the conditions necessary for innovation to occur.

**Easy to use.** A KEYS questionnaire consists of 78 questions and can be completed in only 15 to 20 minutes. With a minimal time investment, you can get the data you need to help develop a climate where creativity can thrive.

**Flexible.** KEYS can be used with any size group – from five to five thousand. Feedback can be broken out into custom reports that defines your organization's structure and culture, as well as comparisons by level, function, years of service and more.

**Valid and reliable.** KEYS is based on extensive research with more than 12,000 practicing managers and employees at top organizations around the world. Because it is research-based, you can be sure it accurately measures exactly what it claims to: the climate for creativity and innovation.

**Inclusive.** KEYS is a way to involve everyone in your work group or organization in the innovation process. People may feel it is the first time their opinion has been solicited or valued.

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Center for  
Creative  
Leadership

NORTH AMERICA EUROPE ASIA

[www.ccl.org](http://www.ccl.org)

## What KEYS Measures

KEYS assesses six management practices that encourage creativity:

- › **Organizational encouragement** - An organizational culture that encourages creativity through the fair, constructive judgment of ideas; reward and recognition for creative work; mechanisms for developing new ideas; an active flow of ideas; and a shared vision.
- › **Supervisory encouragement** - A supervisor who serves as a good work model, sets goals appropriately, supports the work group, values individual contributions, and shows confidence in the work group.
- › **Work group supports** - A diversely skilled work group in which people communicate well, are open to new ideas, constructively challenge each other's work, trust and help each other, and feel committed to the work they are doing.
- › **Sufficient resources** - Access to appropriate resources, including funds, materials, facilities, and information.
- › **Challenging work** - A sense of having to work hard on challenging tasks and important projects.
- › **Freedom** - Deciding what work to do or how to do it; a sense of control over one's work.

KEYS also assesses two management practices that inhibit creativity:

- › **Organizational impediments** - An organizational culture that impedes creativity through internal political problems, harsh criticism of new ideas, destructive internal competition, an avoidance of risk, and an overemphasis on the status quo.
- › **Workload pressure** - Extreme time pressures, unrealistic expectations for productivity, and distractions from creative work.

In addition, KEYS includes data on how productive and creative your organization is:

- › **Productivity** - An efficient, effective and productive organization or unit.
- › **Creativity** - A creative organization or unit where a great deal of creativity is called for and where people believe they can actually produce creative work.

## Facilitator Certification

Facilitation of KEYS requires a written qualification process. If you would like a more thorough orientation to KEYS, optional train-the-facilitator workshops are available through CCL.

Facilitator Qualification Forms can be completed and submitted online at [www.ccl.org/qualificationform](http://www.ccl.org/qualificationform).

## Customized Services

To support and strengthen the impact of your KEYS initiative, we offer a range of services, including:

- › Project Planning and Design
- › Orientation Briefing
- › Facilitator Certification Training
- › Feedback Facilitation Workshop
- › Group Profile Analysis

## Pricing

### Organizational Survey

\$20 per individual respondent, which includes:

- › Scoring
- › Printed graphic feedback report
- › Facilitator's Guide (*provided with first order*)
- › Standardized demographic comparisons available (\$75 each)

### Individual - Self/Observer Model

\$175 per participant

\$300 Facilitator group profile

\$500 Set-up fee per group

Includes:

- › Administrative set-up
- › On-line process
- › Scoring
- › Printed graphic feedback reports

- › Custom group comparisons available
- › Quantity discounts available

|| **To order, e-mail [info@leaders.ccl.org](mailto:info@leaders.ccl.org) or call CCL- North America at +1 336 545 2810.**