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### **Recognising, and managing, the genius at work.**

**Angela Mansi**

Westminster Business School

This is an electronic version of the slides of a presentation given at the Chartered Management Institute National Convention, 11-12 Oct 2007, Birmingham.

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# Managing Change and Innovation

*Chartered Management Institute  
National Convention 2007*

## Genius at Work: Managing the Creative Personality

**Angela Mansi** *CPsychol*  
**Director, WorkLife Management Ltd.**  
**[www.worklifemanagement.com](http://www.worklifemanagement.com)**

# Overview of workshop

- Defining 'genius'
- Recognising it
- Psychological theories
- How can we foster it?
- How can we manage it?

# Brain warming exercise

3 people you would call a genius?

What have they done?

Compare with partner

Agree?

# Marie Curie



1867 - 1934

Physicist -  
Discovered  
radioactivity

2 Nobel prizes

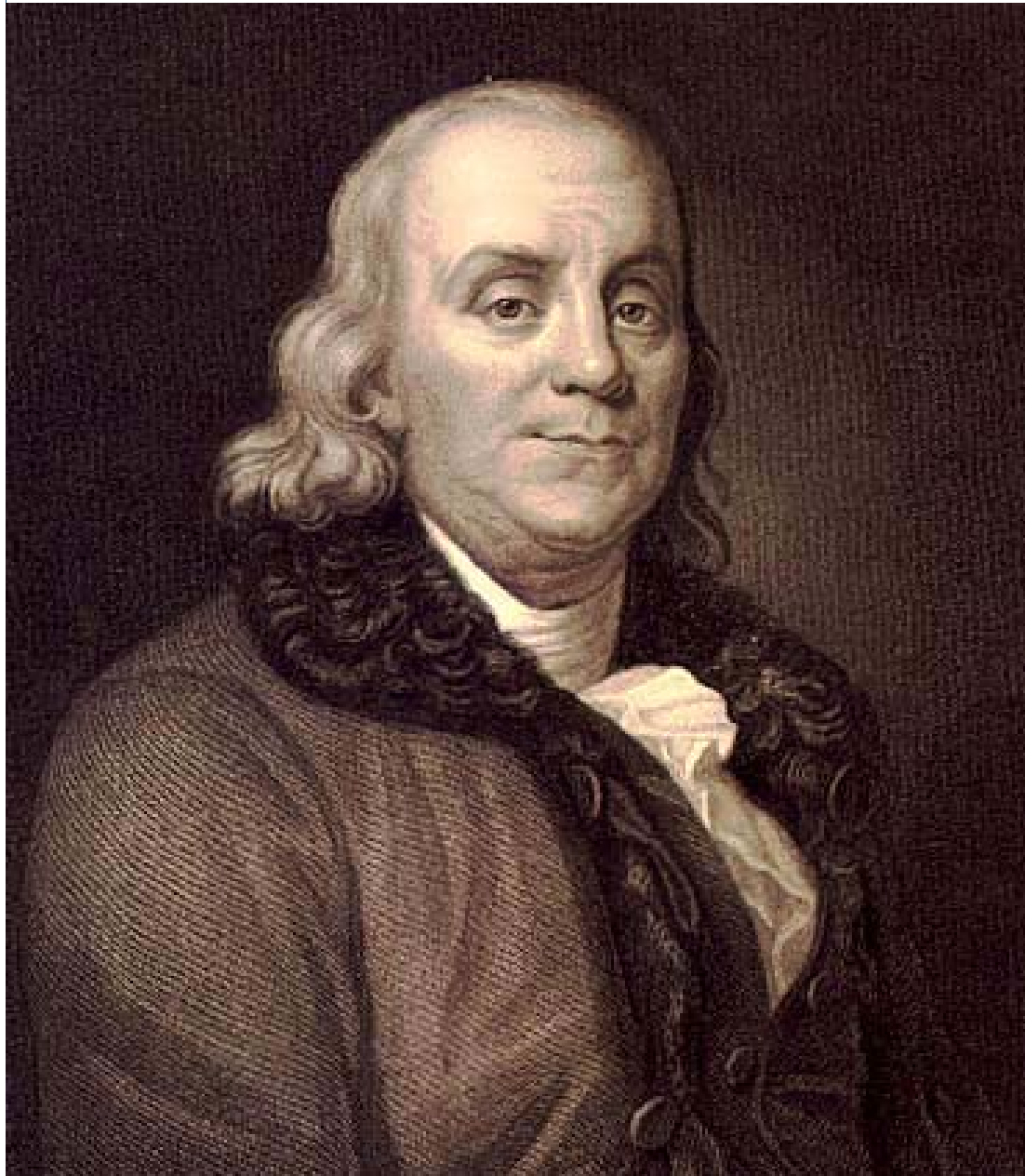
# Leonardo da Vinci



1452 - 1519

Scientist  
Mathematician  
Inventor  
Painter  
Sculptor  
Architect  
Musician  
Writer  
Engineer

# Benjamin Franklin



1706 - 1790

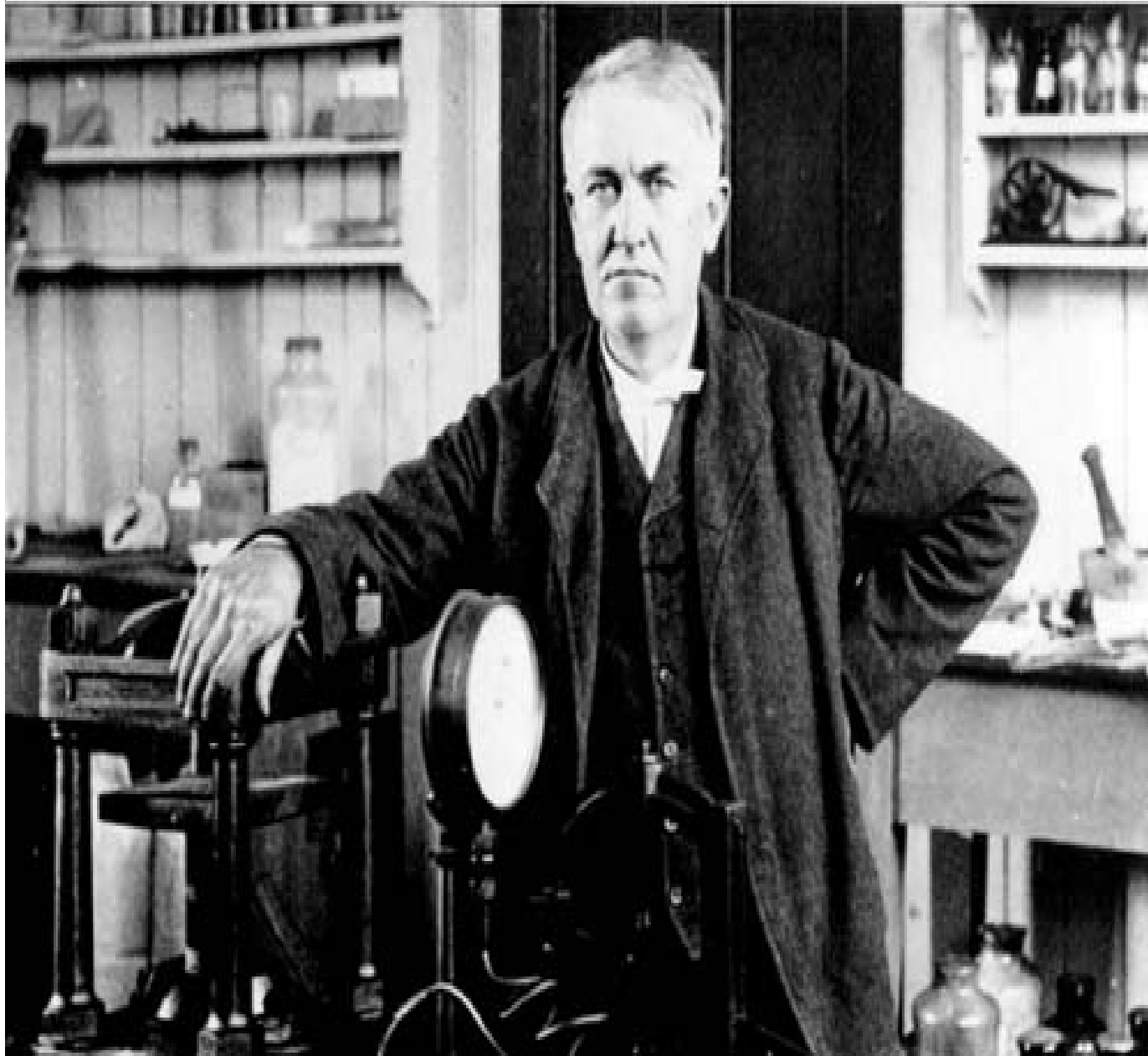
Politician  
Writer  
Inventor  
Printer  
Scientist  
Diplomat  
Activist

# Thomas Edison

1847 - 1931

*“Genius is 90%  
perspiration  
and 10%  
inspiration”*

*Inventor  
Businessman  
1000 patents*





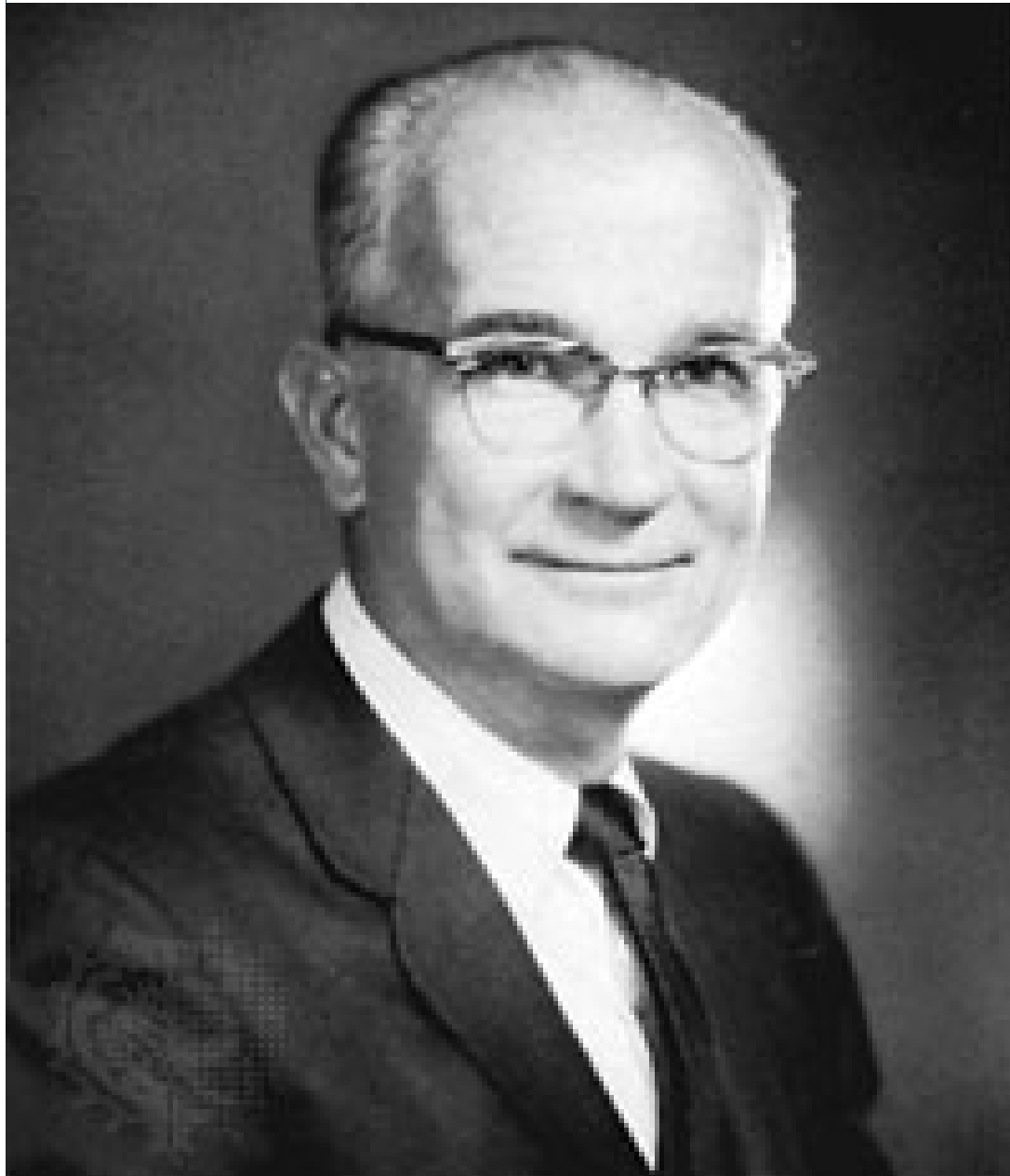
# J.M.W Turner



*“...the only  
secret to my  
success is  
damned hard  
work”*

*RA at 14 yrs*

# William Shockley



1910-1989

High School drop-out

Nobel Prize  
Physics  
1956

# Psychology of Genius

- G.A.M. Theory (Therivel, 1998)
- Creativity and cognitive styles
- Stage theory of Creativity (Wallas 1926)
- Creativity and mental illness....

# The GAM Theory of Creativity

*Therivel 1998*

- Are people born or made creative?
- **G** - Genes
- **A** - Assistance in youth
- **M** - Misfortune

# Cognitive styles

- Convergent
- Divergent
- Processing of information
- Psychometric testing:
  - Openness to Experience
  - Sensing-iNtuitive
  - Intellectance
  - Curiosity, playfulness

# Stage Theory

Wallas 1926

- Preparation
- Incubation
- Illumination
- Verification

# Creativity and mental illness

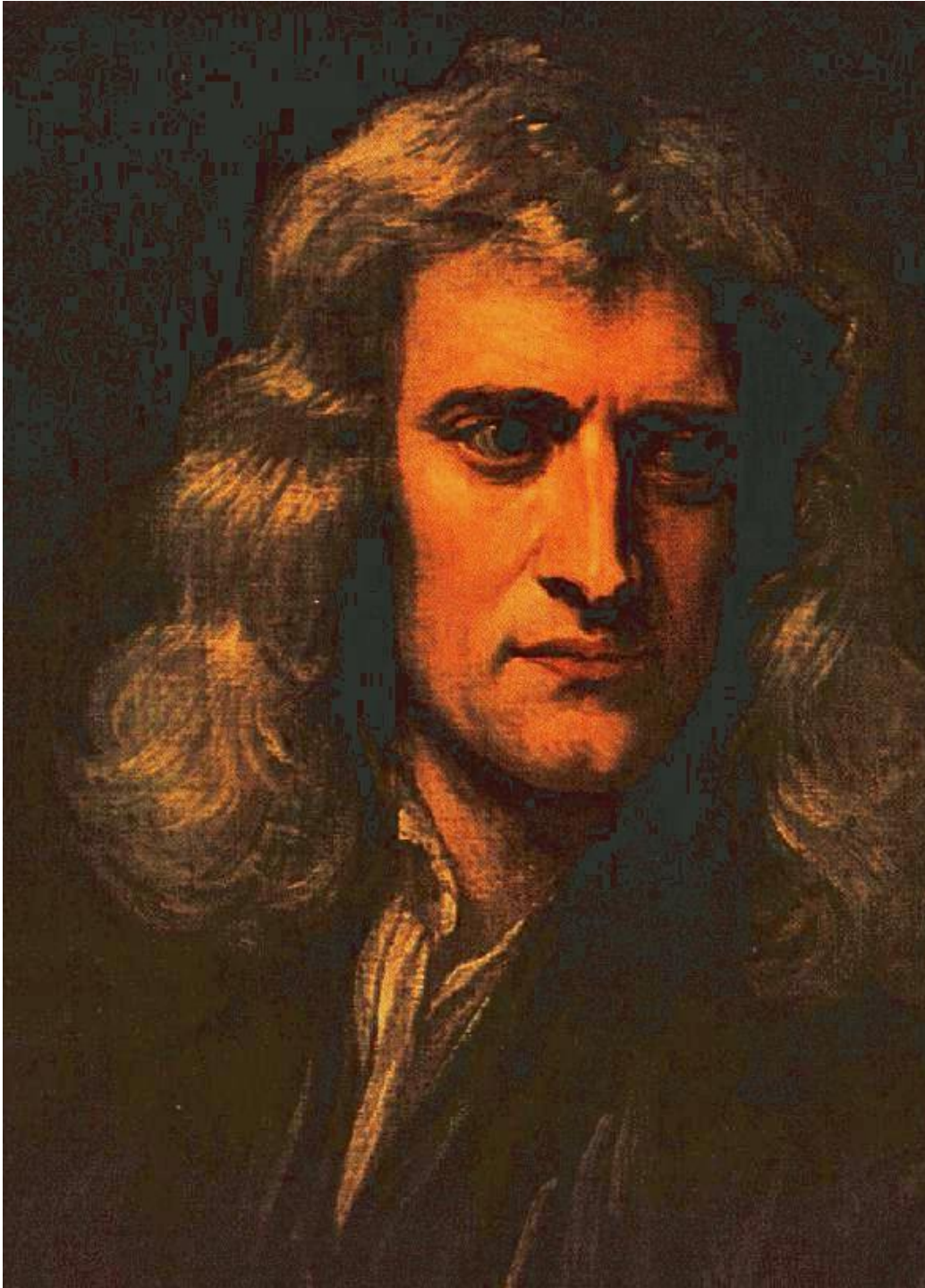
- Creative = genius?
- Creative = neurotic?
- Dark side of genius
- Depression, paranoia and other qualities

*“Great actions never spring from healthy, satisfied states, but only from inner turmoil and restlessness”*

Anthony Storr,  
(Psychoanalyst) 1988



# Isaac Newton



1643 - 1727

Genius, but...

Paranoid

Anti-social

Suspicious

Solitary

Irritable

Depressed

(see GAM  
theory)

# Managing genius

# So what...?

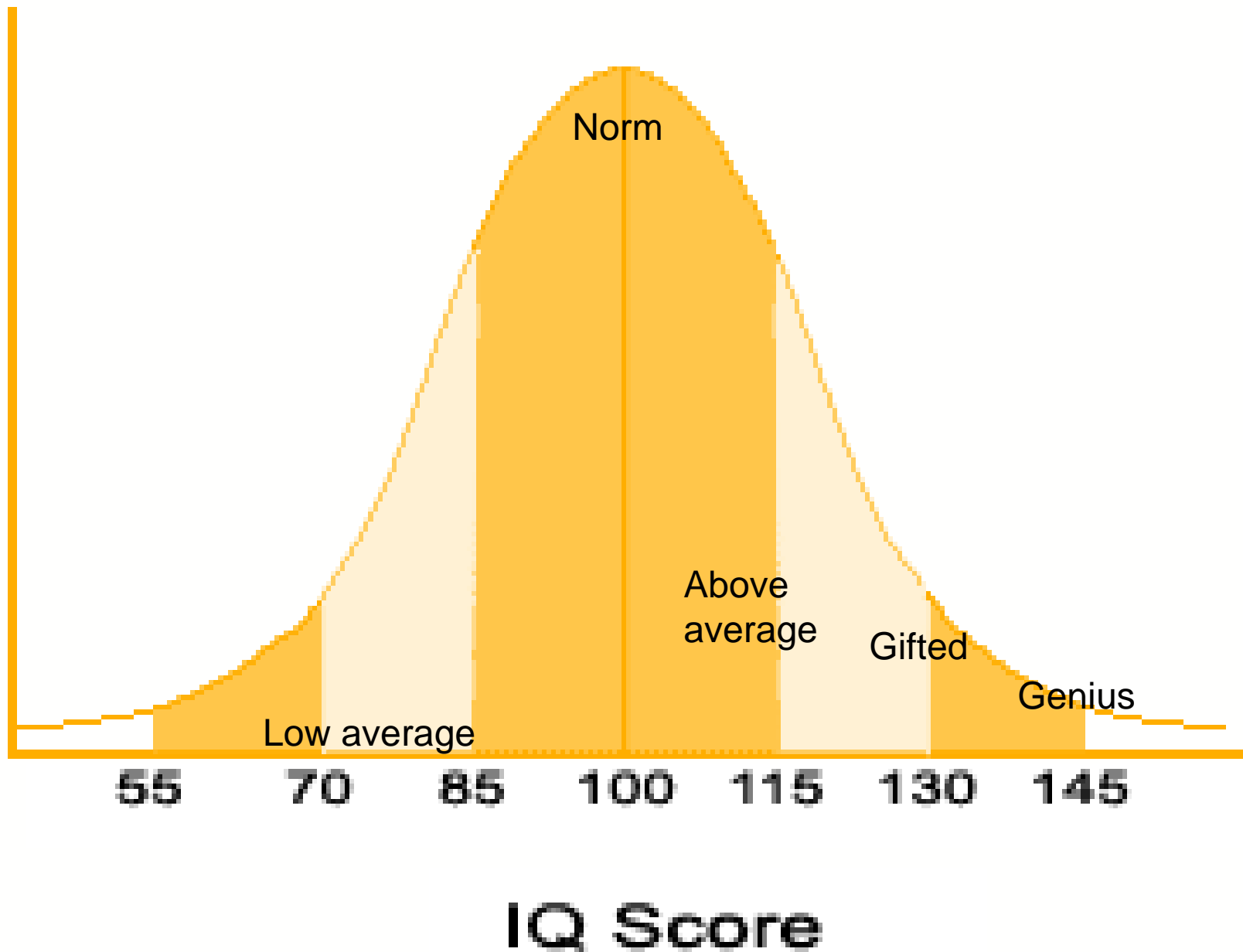
- Why useful to know?
- Relevance to organisations?
- Managing creative types...
- Fostering genius

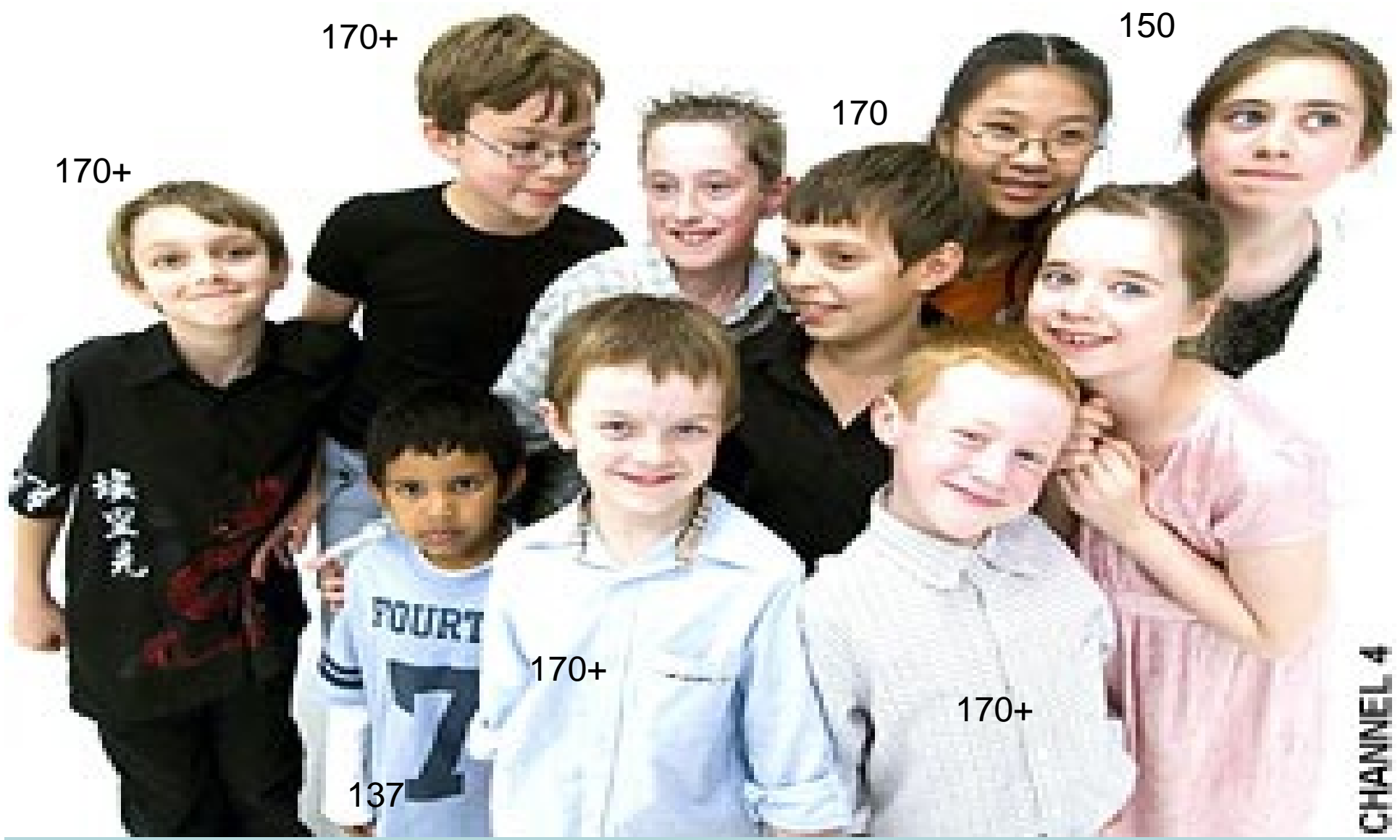
# Profile of the Creative Personality

- Intense curiosity - high on O (Tolstoy's bicycle)
- High need for autonomy, control
- Confident
- Non-conformist, rebels, rule-breakers
- Multi-talented, single minded
- High discipline but low Conscientiousness - ?
- Mentally focussed



# Distribution of IQ scores





CHANNEL 4

# Selection

# Assessment

- Neo - 5 test
- MBTI
- HPI and HDS
- 16PF
- N?



# Development

- Professional Development
- Dark Side of Genius
  - Selection
  - Nurturing
  - Coaching
- Time

# Fostering Genius

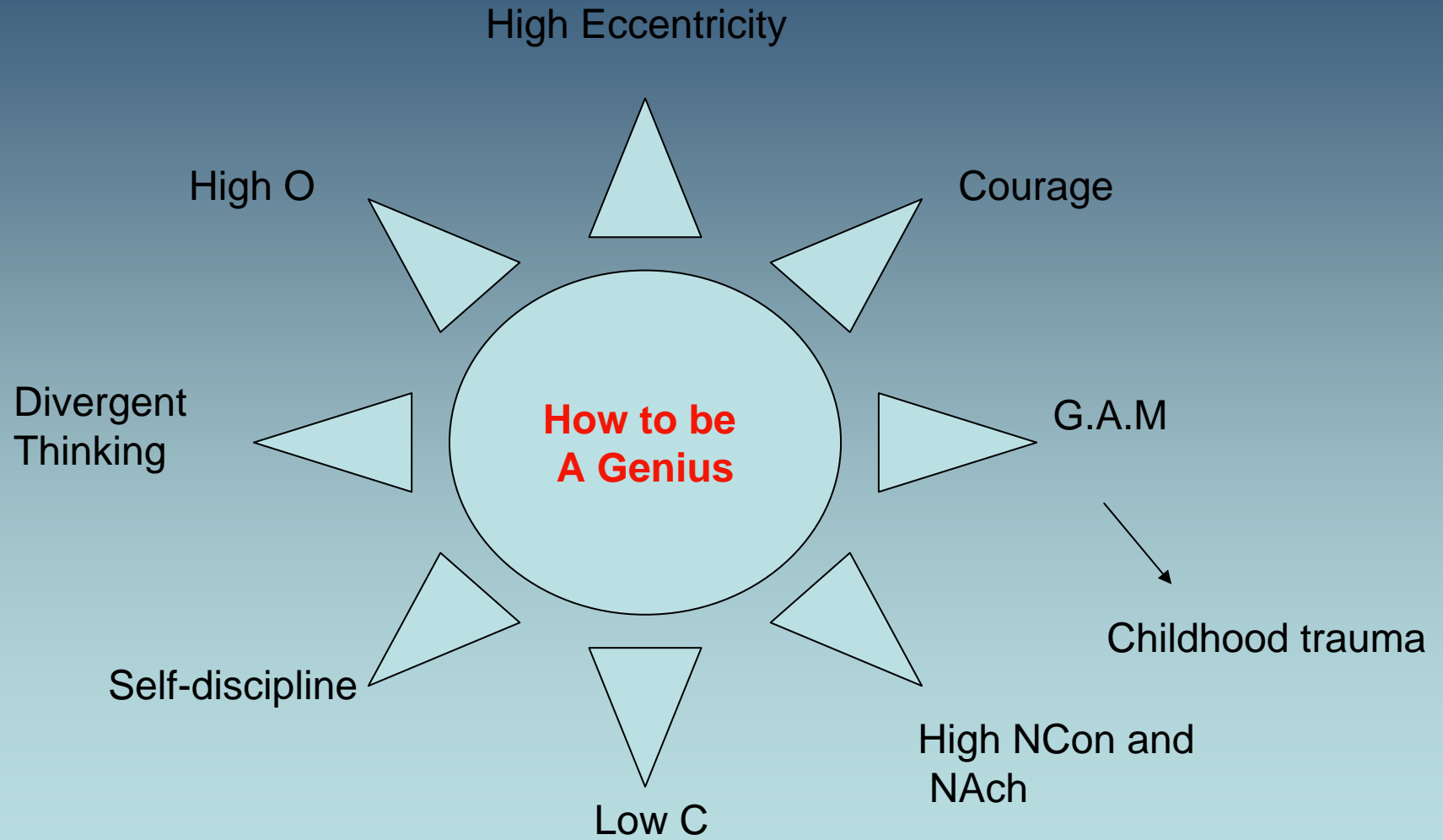
- Leadership of organisation
- Job characteristics
- Structure
- Climate
- Culture

*(King & Anderson, 1995)*

*“Self confidence is the first great  
requisite to great undertakings”*

*Alexander Pope*

# Are you a genius?



The crazy ones...

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