

John Kao

Quotes

Creativity, Creative, People, Ideas, Mean, Jobs, Challenges, Team, Organization, Skills, Tunes, Effort, Running, Artist, Play, Process, Different, Way, Thinking, Needs

Creativity is the crucial variable in the process of turning knowledge into value

~John Kao

Creativity, my students learn, is as natural a function of the mind as breathing or digestion are natural functions of the body.

~John Kao

You are able to create an environment so that the creative process can take place and that you can get people to perform at their highest levels.

~John Kao

Improvisation in the jazz sense - like the business sense - is not formless. It is built on a skill set. Jazz, for example, involves selecting a tune.

~John Kao

The challenge is to manage creative people so that the output is fruitful. The challenge is not to have an open environment and simply let them do whatever they want.

~John Kao

The mark of the developed intellect is that it could accommodate two contradictory ideas at the same time.

~John Kao

A pioneering and invaluable work about what it really takes to build innovation capability in society.

~John Kao

You are able to monitor and police your standards of quality once you have defined them.

~John Kao

Tunes have notes and tempos and rules. If the tune is "All the Things You Are," you have to adhere to its structure and to the tradition behind that structure.

~John Kao

If you are at Coca-Cola, the creative challenge is one of maintaining - rather than creating - a tremendous level of consumption for your products.

~John Kao

The capacity to creatively improvise is an important factor that differentiates successful companies - or teams - from those that are not successful.

~John Kao

The larger the price tag, the more you have to adopt what I call the postmodern management approach. What I mean by that is that you have to use everything when you make a decision.

~John Kao

The imagination is like a muscle: it strengthens through use.

~John Kao

Performers may play in the studio, but they need to go out and tour every once in a while to keep their edge, or a performer who is a stranger may be asked to "sit in" on a set.

~John Kao

The C.E.O.'s job in a creativity-driven company is to be an impresario, not a manager.

~John Kao

The impresario's job is to pick the right people who can pick the right people. He picks the people who can pick artists and relate to them.

People who know what the market craves.

~John Kao

Creativity is not like the weather: You can do something about it. And you can measure it well enough to determine its effect on sales and profits.

~John Kao

Ultimately, the impresario must know when to simply get out of the way.

~John Kao

The traditional managerial mind-set is an analytical mind-set. It is about creating accountability and defining responsibilities.

~John Kao

If you come up with a new product, you can very easily track its contribution to the bottom line. But often the challenge can be both large and subtle.

~John Kao

Conducting a creativity audit can be very illuminating because it can tell you how the process is working internally and against the competition.

~John Kao

Jazz has to work. It has to play with the audience and with the marketplace. I think that is relevant to business.

~John Kao

People must get respect for their new ideas.

~John Kao

Coca-Cola can get really fresh output because it is getting people who are outside the traditional model and they are combining ideas in very

novel ways.

~John Kao

Companies have to take risks to get new knowledge, in a manner similar to how jazz musicians take risks when they go after a new approach to a tune or a performance.

~John Kao

The manager's job - the impresario's job - is to preside over the company's efforts to jam so the business runs really well.

~John Kao

In the end it is the musician who actually plays the notes. The impresario - or the project leader - is only there to make sure that happens. That is a very different type of management mind-set.

~John Kao

The creative process is different from the traditional production and work-flow process. It is not so linear.

~John Kao

Instead of command and control, managing the creative process is about facilitating and permitting.

~John Kao

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