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Individual approaches to workplace tensions: implications for creativity and work engagement

Shao, Yan

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Propositions

1. Individuals tend to make trade-offs between the contradictory demands of originality and usefulness associated with creativity (Chapter 2).
2. Originality is not synonymous to creativity (Chapter 2).
3. People who mainly see themselves as unique individuals distinct from their social group emphasize originality (Chapter 2).
4. Workload pressure limits the energy and resources to address different goals, evoking the experience of tension (Chapter 3).
5. Paradoxical leader behavior can be both a blessing and a curse for developing creativity (Chapter 3).
6. Cognitive complexity is a prerequisite for a constructive approach to tensions (Chapter 3).
7. The impact of relationship conflict is broader than previously assumed. It also has consequence for those team members who only observe the conflict (Chapter 4).
8. The paradoxical perspective can be helpful and comforting for team members to deal with observed relationship conflict in the team (Chapter 4).
9. A paradox mindset can help understand oppositional forces in the team only when team members' identification is strong enough to tolerate the strain (Chapter 4).