

LESSON LEARNT FROM QUALITY CEO - CREATIVITY DEVELOPMENT FOR LEARNING ORGANIZATION WITH IMPACTS

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Abstract

The purpose of this paper is to explore the factors to develop creativity for building a learning organization. Methods of developing creativity from a quality CEO have also been investigated. This paper draws conclusions from a qualitative content analysis with reporting on the CEO of Apple in 2011 to identify the key factors for a quality CEO to develop creativity. After reviewing literature on leadership, management, quality, learning organization and carry out content analysis of reporting on Apple CEO, it has been found that individual attributes – persistence, observation, passion and belief; and perception of task – value creation and target customer education affect the success of strategy implementation in product innovation. An environment with freedom and culture is needed for creativity; and involved parties need to enjoy the implementation process with a spirit of innovation. Though the findings are of managerial relevant to business management, validation of the model with quantitative data is required for a holistic view of building a sustainable learning organization. The ultimate output of the paper is a model of developing creativity for a learning organization. Therefore, management of organizations shall consider these findings when motivating staff to develop creativity. The paper details the elements for developing creativity in a learning organization; and this is important for the sustainability of different kinds of organizations in the business world.

Keywords: Leadership, Management, Quality and Learning Organization

1. Introduction

Launching new products and services successfully in the market rely heavily on the kinds of leadership. Leaders can influence employees' behaviour with desired outcome. De Jong et al. (2007) mentioned that leaders influenced employees' innovative behaviour through their deliberate actions aiming to stimulate idea generation and application; and by their more general daily behaviour. With decisions of leaders in staff management and implementation of new ideas, products and services will then have a higher chance of success.

De jong et al. (2007) highlighted that Leader-member exchange (LMX) theory focused on the social exchange relationships between leaders and employees. It proposed that the quality of the relationship between a leader and followers influenced outcomes, such as subordinate satisfaction, supervisor satisfaction, performance, commitment, role conflict, role clarity and turnover intentions. Hence, acceptance of new products or services well depends on quality relationship of leader and subordinates. In fact, these are the two main principles of "Total Quality Management" (TQM) and ISO 9000 - leadership and people involvement.

After decision-making, implementation and quality relationship of leaders and subordinates, "Quality" and "Control" are the issues that need to be well aware of in the product and service delivery process. Bornman (2004) mentioned that there were many attempts to define "quality"; and one of the definitions used in managerial literature was that quality was the extent to which the product met the demands; another was 'customer satisfaction'.

The concepts of "Quality Control" (QC), "Quality Management" (QM) "Total Quality Management" (TQM), "Quality Assurance" (QA) mean different kinds of things for manufacturing, servicing and educational industries. This is especially important for industries involving with hi-technological products with a dynamic general business environment and on-going changes on customers' requirements.

Quality Assurance (QA) is a hot issue spreading from manufacturing into higher education in the past decade. Traditionally, QC process has been a fundamental process in product quality. Nowadays, manufacturing and service industries engage in different kinds of quality assurance activities; and mysterious shopper scheme is one of these QA activities for service quality. Educators in service industries discussed about the use of performance pledge in retail business, the needs, the types, and the frequencies

of measuring business success and staff performance. According to Borahan, Nilufer Gozacan & Ziarati, Reza (2002), the distinguished feature of QA is a series of planned and systematic actions to provide adequate confidence that a product or service will satisfy given requirements for quality. In fact, QA has been evolving from three main concepts (Yeung, 2010). They are:

- "Quality Control" (QC) - operational techniques and activities that are used to fulfill requirements for quality;
- "Quality Management" (QM) - overall management function that determines and implements the quality policy; and
- "Total Quality Management" (TQM) - management philosophy and organizational practices that aim to harness the human and material resources of an organization in the most effective way to achieve the objectives of the organization.

QA is the job of every one no matter working in an assembly line at the back end or in a retail shop facing customers. Very often, leaders of different industries will have to face the changing requirements from customers. They need to cultivate a mindset of QA into the hearts of subordinates in order to establish a learning culture within an organization.

2. Stakeholders and Quality

Yeung (2010) mentioned that the term "Stakeholder" has been put into today's management vocabulary. In fact, it provides a full picture for management to map their 'ought to be' – "obligations" and as well as their 'need to be' – "customers' requirements". Having a stakeholder map, it can help management to identify the needs, the requirements and the expectations of their internal staff and external customers in handling product design, product, development, product and service delivery. Besides identifying the types and number of stakeholders, management also needs to know their psychological and cultural needs for the success of product and service delivery.

Schermerhorn (1999) has stated clearly that the main purpose of management is to induce a positive impact on human behaviour in an organization. The control of human behaviour can be found during the activities of planning, organizing, leading and controlling. Management of firms offering hi-technological products/ services are especially aware of the market demand and of the competency level of the staff.. Without competent and creative staff, new products or new services will not emerge and the market share will not be maintained, not to mention gaining the market share.

For the internal stakeholders - staff members, management can arrange appropriate product

training or soft skill development workshops to motivate staff to learn for change and for improvement. And, management themselves should also demonstrate their core competency via participation in daily work, communication with subordinates and engagement with the public. Butler and Waldrop (1999) mentioned that senior managers needed to understand the psychology of work satisfaction of talented subordinates, making sure that they were happy in their jobs; and matched their life interests with job duties to emotionally drive passions and develop commitment in jobs. Very often, happiness can translate into commitment and engagement.

For the external stakeholders - wholesalers, retailers and end-users, educating the public on the new products and innovative services are needed as sometimes the public may not have the knowledge about the functions of the new products and the services that they can offer to improve their quality of lives.

In order to manage people's behaviour successfully internally and externally, Drucker (2006) mentioned that realization of common goals and common values with ongoing training and timely responses to change were fundamental in management. He further pointed out that management is about handling human beings, integrating variables, unifying objectives, developing people toward common objectives for results. Applying the management concepts of Drucker into the commercial sector, management need to manage staff in different processes or different departments of the ways to fulfil the requirements of customers and to educate them to make a wise choice in product or service selection.

Cultivating quality concepts into the minds of management and staff can help organizations focus on customers' needs and work on improvement areas. According to Kothari (2006), quality includes fulfilling a set of inherent characteristics, meeting stated or implied needs or expectations, conforming to specifications; and moving towards customer satisfaction. Koslowski (2006) shared the same idea of Kothari by quoting the insights put forward by quality theorists of Crosby, Juran and Deming that management was responsible for establishing the purpose of an operation, determining measurable objectives, and taking actions necessary to accomplish those objectives with innovation and breakthrough on top of control. Hence, quality can be found in the process and it is a responsibility too. He further uncovered that:

- Quality was defined by customers;
- It could be changed;
- It was not just about inspection, testing, rework, control; and
- It should emphasize more on prevention for defects.

In order to achieve “quality” and fulfil the “needs” of customers in the fast-moving commercial world, theories and models of quality and learning have emerged. However, the deeds of a quality leader are definitely needed to trigger instant influence to the sub-ordinates to bring in sustainable impacts to the society. Presently, Singh & Schick (2007) have put forward a model of “Customer Value Funnel” (CVF) for developing and delivering value to customers. The four main areas covered in the model are:

- 1) Global business community (macro-environment)
- 2) Market (micro-environment)
- 3) Organization
- 4) Customers

From a superficial level, leaders of organizations serve the needs of the customers and the society. However, leaders also need to consider the needs of the internal customers – employees. Based on the four elements of the CVF model, leaders should strengthen the knowledge of micro and macro environment to their sub-ordinates with appropriate understanding of their organization culture and professional soft skills training to fulfil the needs of the customers and the society. Hence, the elements becoming a quality leader need to be explored. The acts and deeds of a quality leader can influence directly and deeply to the sub-ordinates, in terms of their relationship, their overall performance, and the value created in products and services to the customers. As a result, the researcher intends to explore the driving forces for the CEO, Apple to become a quality leader who has been turning Apple into a learning organization in the past decades.

3. Development of Strategy and Organizational Learning for Quality

John (2006) mentioned that the development of strategy is closely linked with learning. Purposely-designed strategic activities can help develop organizational learning culture. “As the strategic planning across is widely accepted across all sectors of the economy, it has the potential: to provide an effective means of directing resources in order to achieve desirable learning within an organization towards its long-term viability.” (p.353) John further pointed out that modern organizations operated in very uncertain and challenging times. The demands of globalization, rapid technological change and increasing competitiveness put enormous pressure on them to remain viable. To ensure long-term sustainability, organizations had to develop appropriate strategic responses to change. (p. 364).

In order to sustain business, during the design stage of organizational culture, management need to work closely with the front line staff in shops and

the managerial staff in the back office. Industry practitioners and academics should work collaboratively to identify the core elements to build a learning culture. Learning shall start from management and end in all levels of staff for quality and sustainability.

Meredith and Burkle (2008) highlighted that learning shall embed theory and practice. Kolb’s Learning Cycle (Kolb and Fry, 1975; Kolb, 1984 in Meredith and Burkle, 2008) contains the four components essential to learning, which are:

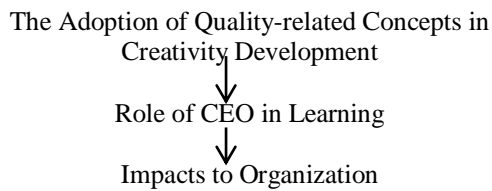
- 1) Abstract conceptualization;
- 2) Active experimentation (also known as simulations);
- 3) Concrete experience; and
- 4) Reflective observation.

The above components are not only the major considerations to manage shops and back offices, but also the elements to build learning organizational culture. Reflection of “quality” in the delivery process is definitely important. Previous research seldom covered the key factors for a quality leader facilitating learning among staff members to develop creativity with qualitative analysis. The aim of this paper is to explore the key factors for a quality leader and the impacts of having a quality leader in a learning organization. Without a quality leader with creativity, new products may not be developed and innovative services may not be delivered with success. Under the product design, development and launching stage, a quality leader plays an important role in maintaining and improving staff quality and in establishing a learning culture in an organization. Hence, a conceptual framework to explore factors for creativity development from the study of a quality CEO is recommended as below:



The aim of this study is to identify the key factors for creativity development through understanding the activities that the CEO of apple have done in the past with applying quality management and learning organization related concepts when conducting the qualitative analysis. Thus, it is hypothesized that there is a significant relationship between the quality of CEO and the

operating environment of the organization, for example, stakeholder expectations and product characteristics. Hence, the hypothesized model is:



4. Analysis Method

Textual messages from textbooks, essays and newspapers are works of people. From these verbal or non-verbal textual messages, the behavior of people and organizational patterns can be analyzed in an indirect way. They can be regarded as a tool to understand the thinking and belief of people, to persuade people's minds to accept ideas, to differentiate practices among certain groups of people and to see the trend of certain practices. As a result, organizational behavior can be understood and predicted through analysis of textual messages. With analysis, behavior will then be inferred and controlled by management. Hence, communication, organization behaviour and business management are inter-related relationship. According to Fraenkel & Wallen (2003), this is a desirable way to systematise and quantify data.

Content analysis can be objective in the way of describing fundamental inherent characteristics of messages and applying characteristics into related areas. On the other hand, it can be subjective in the way of using own point of view in interpretation. Hence, the researcher has been aware of selecting representative sample of textual messages.

The main purpose of the study is to show how the Chief Executive Office (CEO) develops creativity of which influencing staff to implement strategy with creativity. As the learning process is a complex interaction between management and staff; and between organizations and customers, consolidating relevant activities into a model for implementation and evaluation is needed for a quality organization. This research begins with a theoretical approach of leadership, quality, management, and learning organization to design a model of creativity development. After building a fundamental theoretical approach, articles of two magazines from the U.S. after the death of the CEO of Apple in October 2011 were analyzed. The researcher further increased the database to include newspaper reporting of CEO, Apple from WiseNews to analyze the frequency of the selected key words to form a model of creativity for a learning organization as shown in the following Diagram 1.0.

1) Environment	(0.02 % coverage)
- Influence	(0.09 % coverage)
- Educate	(0.11 % coverage)
- Value	(0.06 % coverage)
- Impact	(0.04 % coverage)
- Package	(0.03 % coverage)
- Activities	(0.03% coverage)
2) Individual	(0.1% coverage)
- Persistence	(0.11% coverage)
- Observation	(0.13% coverage)
- Belief	(0.03% coverage)
- Passion	(0.02 % coverage)

Quotation on "Creativity-related" keywords from searched articles

"..He rightly says that cultural creativity needs freedom and an open."

Quotation on "Education-related" keywords from searched articles

"..be a valuable complement to education initiatives on the mainland".

"This is especially true as the economy improves and the job market expands. Young people are looking for a number of priorities to be met - personal development, fast advancement and career opportunities, to name a few - and if their expectations are not met, they are more than happy to move to other places where they feel they have a better chance of being met."

Quotation on "Package-related" keywords from searched articles

"...their functionality, but because they promote a certain set of values."

Quotation on "Persistence-related" keywords from searched articles

"..valuable technology company, must now continue to deliver amazing products and.."

Quotation on "Value-related" keywords from searched articles

"These products have significant emotional value, they have sentimental value...they're connected."

Quotation on "Observation-related" keywords from searched articles

..he's the best example to follow," said Zhang. Yin Cheng, ..."

"..to maintain the popularity of its products.."

"...flowers, tokens and cards in honor of the Apple co-founder.."

"..changed my life." Another note read...spirit lives forever."

Through identifying the elements, implementing activities and consequences, a model of creativity development has emerged; and the following research objectives will then be achieved:

- 1) Exploring the key factors for a quality CEO; and
- 2) Identifying methods to develop creativity in products/ services/ processes/ talent development for a learning organization.

4.1. Results

Research Question:

1) What are the key factors leading to become a quality CEO?

2) What are the methods used to develop creativity in products/ services/ processes/ talent development for a learning organization?

Table 1. Key Factors for Quality CEO with Creativity

Dimension	Source : Bloomberg Business Week, Oct. 10-16, 2011.	Source: Isaacson, Walter (2011) "American Icon", Time Magazine, Oct.17. pp.32-33.
Internal Factors for Creativity/ Personality		
1) Passion	"There is no reason not to <i>follow your heart</i> ."	"... I came to find him deeply compelling, and I realized how much his personality was ingrained in the products he created. <i>His passions, demons, desires, artistry, devilry and obsession for control were integrally connected to his approach to business...</i> "
2) Belief	"The only way to be satisfied to do what <i>you believe is great work</i> ." "It's only by saying no that you can <i>concentrate on the things that are really important</i> ."	
3) Persistence	"Don't let the <i>noise of others' opinions</i> drown our your own inner voice."	"The unified field theory that ties together <i>Jobs' personality and products begins with his most salient trait, his intensity</i> . It was evident even in high school. By then he had begun his lifelong experiments with <i>compulsive diets</i> - usually only fruits and vegetables – so he was as lean and tight as a whippet. He learned to <i>stare unblinking at people, and he perfected long silences punctuated by staccato bursts of fast talking</i> ."
4) System of Thinking	" <i>Simple</i> can be harder than complex. You have to <i>work hard</i> to get your <i>thinking clean</i> to make it simple." "Creativity is about <i>connecting things</i> ." "When you ask a creative person how they did something, they may feel a little guilty because they didn't really do it, they <i>just saw something</i> ."	
5) Observation		
External Factors / Task		
1) Value in Tasks	"But it's <i>worth</i> it in the end."	
2) Educate Target Audience	"A lot of times, people don't know what they want until you <i>show it to them</i> ."	
3) Package the Tasks	"When he returned as chief executive officer, he guided Apple through a streak of <i>new products</i> that proved his belief <i>that art and commerce, complicated ideas and simple packages, could be merged into a universal aesthetic</i> . Each launch brought <i>more magic, more acclaim, more profits – less Jobs</i> ."	
4) Benchmark for Impact with Influence	"The memorials outside Apple stores around the world are a testament to his ability to <i>affect people and expand their sense of the possible</i> ." "In the coming weeks we'll report at length on Apple's future and take a close look at whether the company Jobs co-founded at the age of 21 and <i>nurtured into the most valuable corporation in the world can continue to dominate technology and popular culture</i> ."	"He designed the Mac after appreciating the power of <i>graphic interfaces</i> in a way that Xerox was unable to do, and he created the iPod after <i>grasping the joy of having a thousand songs</i> in your pocket in a way that Sony, which had all the assets and heritage, never could accomplish. <i>Some innovations by being good at the big picture. Others do so by mastering details. Jobs did both, relentlessly</i> ." "He revolutionized six industries: <i>personal computers, animated movies, music, phones, tablet computing and digital publishing</i> . You might even add a seventh : <i>retailing</i> , which Jobs did not quite revolutionize but did re-imagine." "He made products (3) that were completely <i>innovative, combining the beauty of poetry and the power of processors</i> ." "And he was able to infuse into its genetic code the <i>design sensibilities, perfectionism and imagination</i> that make it likely to be, even decades from now, the company that thrives best at the <i>intersection of artistry and technology</i> ."
Total	Simple (3) Complex/ Complicated (2) Value/ Worth (2) Heart/ Inner Voice (2) Connect/ Universal (2) Product (1)	Products (3) Personality (2) Unified / Connect (2)

Table 1 shows the CEO of Apple is a quality leader who can fulfil the needs of customers with I-products that combine technology with art, creativity and simplicity. His success is originated from doing things with passion and persistence to renovate, having a belief of creating value in products with personality via system thinking and connectivity (Individual Level); and tasks of connecting innovative ideas into a complex-to-simple universal way to bring in value (Task Level).

Hence, the key factors for developing a quality CEO with creativity are a combination of internal factors: passion, belief, persistence, system thinking and observation and external factors: create value, educate target audience and package the task.

Besides conducting content analysis on the two American magazines, the researcher also searched the engine of “WiseNews Search” for the reporting of the CEO of Apple in Hong Kong

English newspapers – South China Morning Post, Hong Kong Standard and China Daily from the date of his death – Oct 5 to the end of November, 2011. 28 articles have been screened out of the total 77 (36%) articles and results have been found for the research questions 2 and 3.

Research Question:

2) What are the methods used to develop creativity in products/ services/ processes/ talent development for a learning organization?

Table 2 shows that implementing products, services, processes and talent development, involved parties need to enjoy the process with a spirit of innovation when developing technological products for information, for communication and for entertainment. The CEO needs to have a vision to make things alive through connectivity and transformation for a product with singularity but value and impact to the society.

Table 2. Selected Scripts on Implementations of Creativity in Products/ Services/ Processes/ Talent Development

2011.11.05 South China Morning Post	“In keeping with someone who built his fame and fortune by <u>melding technological advance</u> with creative design, his was a thoroughly modern death – and so was the backlash.” “Jobs <u>enjoyed</u> so such glow – although one only has to walk down a Hong Kong street to see his real legacy, the legions of people plugged into the world through his products.”
2011.11.03 South China Morning Post	“Although it retains the same design elements of the previous model, the iPhone 4S delivers new features such as a faster processor, an 8-megapixel camera, high-definition video recording and the highly touted “Siri” personal assistant <u>technology</u> .” “A voice-based command system that responds to natural language is completely in the <u>spirit</u> of a Steve Jobs product which <u>pushes the boundaries</u> of user friendliness.”
2011.10.25 South China Morning Post	“Apple cofounder Steve Jobs for the difference he made to their <u>lives</u> with <u>innovation</u> that revolutionised access to <u>information, communication and entertainment</u> .”
2011.10.16 South China Morning Post	“Jobs played a major role. After leaving Apple in 1985, he founded NeXT Computer and developed the NeXTSTEP operating system that Berners-Lee found so useful for creating the web.”
2011.10.12 China Daily	“Steve Jobs was a great innovator and <u>visionary</u> . He personalised computing, started a new era in <u>technology</u> with the smartphone and produced the first example of a successful tablet computer. He was the first to successfully <u>combine</u> art and design with <u>technology</u> .”
2011.10.11 China Daily	“...only Steve had the charm and eloquence to be a star to the outside world. We cheered as he explained – in eloquent, simple terms, speaking for all of us – the effect that personal computers could have on people’s <u>lives</u> .. Steve insisted on being closed in order to control and deliver a unified, coherent experience to <u>consumers</u> . His obsession with detail was <u>legendary</u> ...His company reflects that <u>singularity</u> of focus. “
2011.10.11 China Daily	“In fact, the key for the company to retain its market power is its <u>innovation</u> , a skill for continually reinvent its product, and the empire has never failed to maintain such a skill.”
2011.10.08 China Daily	“..It looks at Jobs’ <u>technology</u> obsessions while sharing his own stories of touring iPod and iPhone factories in China. Steve Jobs had an enormous impact on our <u>lives</u> .”
2011.10.08 China Daily	“These products have significant emotional <u>value</u> , they have sentimental <u>value</u> , they’re <u>connected</u> , if you will, to the bloodstream of the person who’s likely to be the purchaser...Mr. Jobs really continues to exist in a much different manner through these products...He’s dead, but his soul is <u>alive</u> ...he was the soul of an idea for many people who want to do things better, differently.”
2011.10.07 China Daily	“Apple <u>visionary</u> changed how we used <u>technology</u> ...many people remembered how much he had done to <u>transform</u> the worlds of computing, music and mobile phones, <u>changing</u> the way people <u>communicate</u> and access <u>information and entertainment</u> . The world rarely sees someone who have had the profound <u>impact</u> Steve has had, the effects of which will be felt for many generations to come...A college dropout with a passion for <u>minimalist</u> design and a marketing genius... Jobs reinvented the technology world four or five times.... first with Apple II in the 1970s; then in the 1980s with Macintosh, the ubiquitous iPod debuted in 2001, the iPhone in 2007 and in 2010 the iPad...Jobs described his world as very simple....I know I need to <u>change</u> something.... There is no reason not to follow your heart.”
2011.10.07 China Daily	“Mac pro, iPod, iPhone and iPad, ...He’s <u>changed</u> the face of computing.”
2011.10.07 Hong Kong Standard	“You have <u>changed</u> the world. You have <u>changed</u> my life...He has <u>changed</u> the world
2011.10.07 South China Morning Post	“ <u>Technology</u> giant must still deliver amazing products without its ‘creative, driven leader...the world’s most <u>valuable technology</u> company, must now continue to deliver amazing products and services that would remain true to Jobs’ exacting standards and keep aggressive competitors at bay....”

Total	Technology (11)
	Change/ transform (6)
	Lives (4)
	Visionary/ vision (4)
	Value/ impact (4)
	Innovation (2)
	Information (2)
	Communication (2)
	Entertainment (2)
	Combine/ connect (2)
	Singularity/ simple/ minimalist (2)
	Enjoy (1)
	Spirit (1)

The most significant consequence that CEO, Apple brings in is the realization of methods developing creativity. Table 3 demonstrates that an environment with freedom and cultural elements is

required to inspire individuals to explore what they enjoy most, how to interact with others and what kind of changes that they intend to experience and bring to the society.

Table 3. Selected Scripts on Developing Creativity from a Quality CEO

2011.08 China Daily	“To produce such talents, we should not try to learn only from the accomplishments of other countries. Instead, we need to create the <u>conditions</u> that produce and encourage <u>individual</u> thinking.” “You cannot expect sophisticated solutions to complex problems to come from people who do not believe in their own unique talents.” “Creativity and innovation are popular topics in the Chinese media right now, but how are we supposed to have these qualities without recognizing <u>individual</u> strengths and <u>potential</u> ?” “There is no use trying to produce the nex Bill Gates, Steve Jobs, or Mark Zuckerberg unless we create <u>conditions</u> conducive to the <u>unleashing</u> of people’s <u>potential</u> .”
2011.05 China Daily	“Jobs’ letter of love <u>inspires</u> creativity in his fans.” “One month after Steve Jobs’ death, his love letter to his wife for their 20 th wedding anniversary has <u>inspired</u> a string of translation and retranslations as fans of the Apple co-founders search for the perfect words to express their appreciation.”
2011.10.25 South China Morning Post	“Whenever talk turns to Jobs of late, it seems to generate debate. Was he a callous and savvy businessman with no heart, who pinched other people’s ideas, or was he a genius who <u>changed</u> the way we <u>interact</u> with the <u>technology</u> that so many Apple junkies swear by?...”
2011.10.25 South China Morning Post	“... <u>cultural</u> creativity needs <u>freedom</u> and an open-market <u>environment</u> ... The authorities must strike a delicate balance if regulation is not to stifle creativity.”
2011.10.14 South China Morning Post	“I designed my image back in May 2011 because I wanted to celebrate the fact that someone who had cancer was still working, still <u>driving forward</u> and <u>still thinking positively</u> about the future.”
2011.10.13 Hong Kong Standard	“Jobs comes across as a confident yet humble man, mentioning several truly inspiring things about life....he’s a lover of the arts, but ended up choosing to go into business school for a degree in investment banking.... All we can do now is to trust our instincts, <u>give life our all, and enjoy the ride</u> .”
2011.10.11 China Daily	“ The company has already formed a unique corporate <u>culture</u> and met the high standards set by Jobs.”
Total	Conditions / environment (3) Individual (2) Potential (2) Inspire (2) Change/ Interact (2) Live a live/ enjoy (2) Culture (2) Freedom (1)

Conclusion

Through content analysis of recent news on the CEO of Apple, the key factors leading to become a quality CEO, the characteristics of activities implemented in products, services, processes, talent development; and methods used to develop creativity are identified with a model of developing creativity for a learning organization established. (Figure 1).

It is suggested that creativity has to be embedded into the hearts of management, staff members with a strategy to develop new products,

new services, new processes and new talents for sustainability under globalization with dynamic and changing customer expectations. Hence, creativity can help enhance quality indirectly if it can be purposely implemented into strategic activities for developing a learning culture.

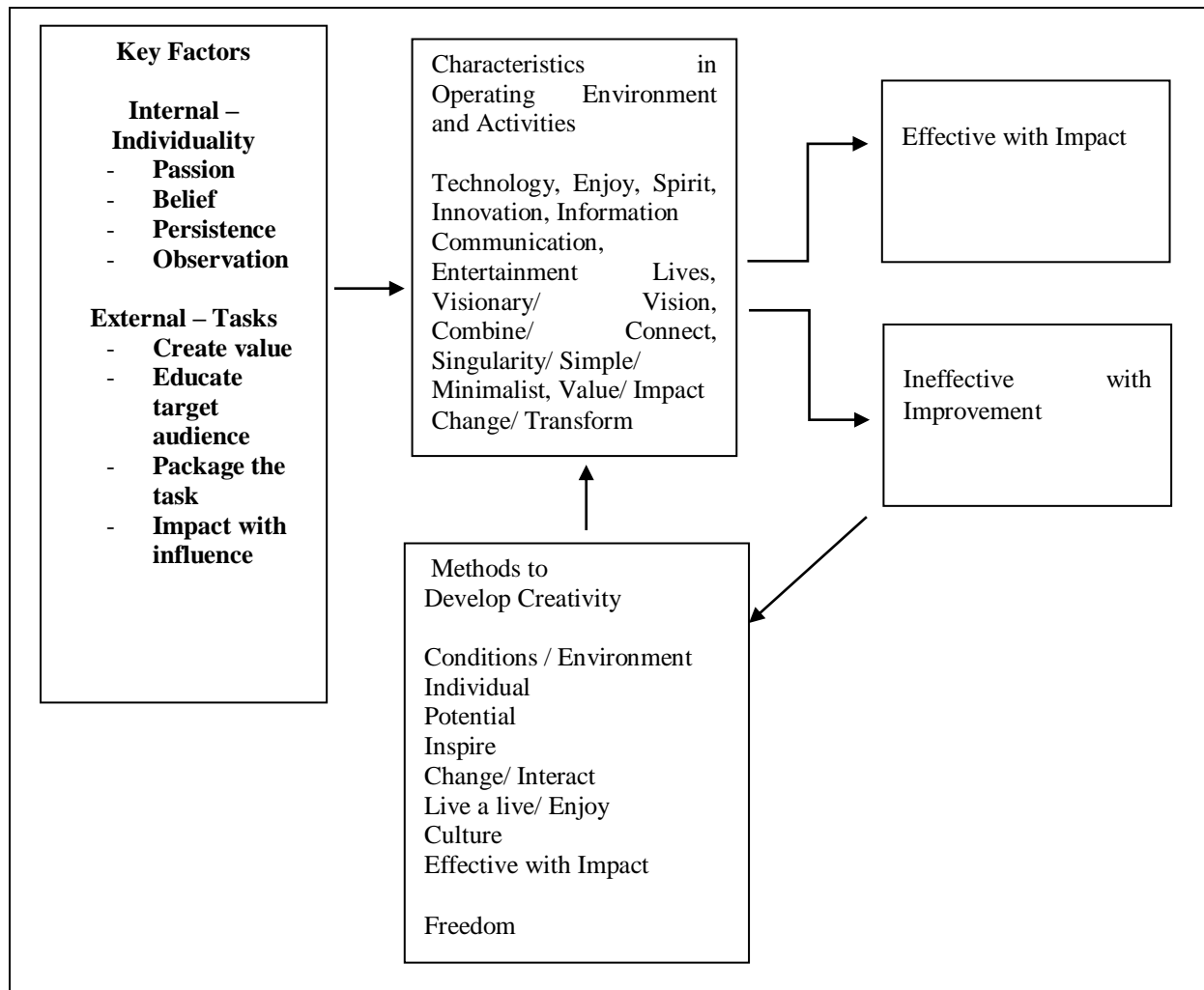
The qualitative findings of the above have demonstrated that there is a significant relationship between the quality of CEO and the operating environment of the organization, for example, stakeholder expectations and product characteristics.

This suggests that it would be useful to have more role models of creativity development for followers in different industries. In addition, the present study has linked quality management concepts with the quality of people - CEO. This aligns with previous findings that quality of the relationship between a leader and followers influenced outcomes, such as satisfaction and performance.

Though the methodology used in this research is a qualitative one, representative reporting has

been identified from the East and the West with recent effect. It is suggested to have quantitative data to increase the reliability and validity of the model. Further research shall be conducted to validate the methods identified for developing and enhancing creativity of which is a topic of interest in the 21st century, especially in the digital marketing and higher education sectors.

Figure 1. Model of Creativity Development in Learning Organization



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