



Journal of Chinese Human Resource Management

Employee imagination and implications for entrepreneurs: inspiration from Chinese business enterprises

Usman Talat, Kirk Chang,

Article information:

To cite this document:

Usman Talat, Kirk Chang, "Employee imagination and implications for entrepreneurs: inspiration from Chinese business enterprises", Journal of Chinese Human Resource Management, <https://doi.org/10.1108/JCHRM-06-2017-0012>

Permanent link to this document:

<https://doi.org/10.1108/JCHRM-06-2017-0012>

Downloaded on: 25 September 2017, At: 21:18 (PT)

References: this document contains references to 0 other documents.

To copy this document: permissions@emeraldinsight.com

Access to this document was granted through an Emerald subscription provided by emerald-srm:374558 []

For Authors

If you would like to write for this, or any other Emerald publication, then please use our Emerald for Authors service information about how to choose which publication to write for and submission guidelines are available for all. Please visit www.emeraldinsight.com/authors for more information.

About Emerald www.emeraldinsight.com

Emerald is a global publisher linking research and practice to the benefit of society. The company manages a portfolio of more than 290 journals and over 2,350 books and book series volumes, as well as providing an extensive range of online products and additional customer resources and services.

Emerald is both COUNTER 4 and TRANSFER compliant. The organization is a partner of the Committee on Publication Ethics (COPE) and also works with Portico and the LOCKSS initiative for digital archive preservation.

*Related content and download information correct at time of download.

Employee imagination and implications for entrepreneurs: inspiration from Chinese business enterprises

Abstract

Purpose – In 2015 the European Group of Organization Studies released a call for papers highlighting poor knowledge of employee imagination in organizations. To address this need, the current study hypothesizes employee imagination consisting of seven conditions common to the organizational experience of Chinese Entrepreneurs.

Design/methodology/approach – The current paper reviews the Chinese enterprising context. Cases from China are used to illustrate the effects of proposed conditions and their value for entrepreneurs and innovators in businesses undergoing change.

Findings – Employee imagination underpins and conditions how Chinese employees make sense of their organisations and better understand the process of organisational change. From the viewpoint of human resource management, emphasis on coaching and developing imagination enables businesses to stay competitive and adapt to environmental demands such as lack of information, too much information, or the need for new information;

Research limitations/implications – The proposed conditions apply to the Chinese context, however, their application to wider contexts is suggested and requires attention.

Originality/Value - Theoretically, our research adds new insights to knowledge of a poorly understood organizational behavior topic – employee imagination. Practically, the research findings provide managers with knowledge of conditions, which could be adopted as powerful tools in facilitating organizational change management

Keywords: Change Management; Entrepreneurs; Coaching; Employee behaviour, Culture.

Introduction

Recently, imagination has been highlighted on the organization research agenda. In 2015 the European Group of Organizational Studies released a call for papers and recognized employee imagination (EI) as a resource for organizational change, flexibility and growth (Komporozos-Athanasiou and Fotaki, 2015; Dodgson et al, 2013; Castoriadis, 1987). However, this is not a new idea. The last hundred years have benefitted from human imagination. Entrepreneurs like Jonathan Ive chief designer at Apple computers produced innovative product designs (the iphone) by imagining beauty and functionality (Dormehl, 2013). At Disney and Lego a core value is the ability to actively use imagination for breakthroughs (Collins and Porras, 1996; Schulz, 2016). Generally, imagination underlines entrepreneurial ability to form company visions and excite follower confidence, whilst also motivating individual employees to think differently.

But Komporozos-Athanasiou and Fotaki (2014) note that despite its strong influence imagination has received little attention. We contend that for its central application in societies and indispensability to entrepreneurs and employees constrained by environmental demands; currently, there is a need for researchers to define imagination. We contribute to this significant knowledge gap by hypothesizing seven conditions of imagination common to organizational change experiences of Entrepreneurs in China. We see imagination as essential to Chinese entrepreneurship as well as individuals who hold sway over change capability in creative ways (Liu and Almor, 2016; Tu and Yang, 2013). First the definitions are provided and the Chinese context is introduced, which highlights the resourcefulness of imagination. Second, we present each imagination condition using interdisciplinary literature and provide illustrative business cases of entrepreneurs and leaders in China's thriving economy. Thirdly, we discuss the theory implications and practical value of our conceptual findings in the business context of China. The methodology for this conceptual paper involved critical review of interdisciplinary theories. We looked for conceptual clarity about imagination by reviewing definitions and literature on related cultural themes relevant for entrepreneurs in Chinese contexts. The proposed conditions were assimilated primarily from review of psychology, philosophy and Chinese human resource literature.

Creativity, Imagination and Innovation: Definitions

The past four decades gave rise to a body of research on creativity and innovation. However, there remains poor clarity about what the terms mean, moreover we found that the term imagination is also largely implicit and neglected by research. Anderson et al (2014) provide an extensive review of the creativity and innovation field and point out that across studies the notion of idea generation is commonly associated with creativity of entrepreneurs and leaders, whilst successful idea implementation is associated with innovation. Some studies position creativity as part of the encompassing process of innovation (Paulus, 2002). It has also been noted that creativity might be a psychological phenomenon whilst innovation is produced through social interaction and cohesion (Rank et al, 2009). Others suggest that creativity (idea generation) and innovation (idea implementation) co-operate and inform each other in entrepreneurial behavior (Anderson et al, 2014; West, 2002; Amabile, 1997).

On this conceptually complex terrain, we found that literature does not distinguish and define 'imagination' or its underlying meaning. Plugging this gap, we position imagination as a distinct process that is integral to both creativity and innovation. First, we adopt the view that imagination is a fundamental and generative psychological process necessary for creativity and innovation. Second, a novelty continuum has been proposed to locate both creativity and innovation according to the extent of novelty involved in the concerned idea or behavior (Anderson et al, 2014; Zaltman, et al, 1973). We propose that imagination is an essential part of this continuum in so far as generation of both old and novel ideas on the continuum requires skilful use of mental images and inferences that construct meanings. In the current study we define imagination as the psychological process of generating ideas through the combination, recombination and transformation of mental content

(Andriopoulos and Gotsi, 2005:317). An imagined episode is meaningful and may include visual content (i.e. imagining an unfolding interview scene or static image in your head whilst rehearsing for an interview). It may involve phonetic content (i.e. your manager's supportive speech running in your head like a tune) and olfactory content (the imagined smell associated with a scene) (Ryle, 2002:246). Across disciplines, most often, imagination is intuitively associated with visual content, that involves the skilful analysis and synthesis of images in meaningful ways (Browski, 1967:195; Thomas, 1999:207; Cunliffe and Coupland, 2011:66; Beiser, 2015:308).

Expounding this basic definition we propose specific psychological conditions that demand skills from Chinese entrepreneurs committed to private and social gains. The gains include product replications with improvements, modifications and novel outputs (Newman et al, 2015). Underlying our definition is the assumption that imagination is a mental process for generating an idea. But we also note that every idea is not arrived at by imagining extensively or in the same way. Conclusively, through the current paper we emphasize the resourcefulness of imagination as a skilful activity for Chinese entrepreneurs attempting to grow through their cultural settings, whilst struggling with cultural stagnation and rhetoric of change.

The Chinese Context of HRM (Human Resource management) and Organizational Change

Industries, sectors and organizations in China have undergone changes over the past decades in large part focused on human resource enhancement. Historically, the enterprise reforms of the 1980's and 1990's reshaped the Chinese economy and human resource practices with significant consequences for organizations (Warner, 1996; Zhao, 1994). Planned measures were taken - decentralized decision-making improved organizational flexibility, introduction of labour contracts improved transparency and accountability, incentivization of job tasks meant performance improvements, and greater autonomy for managers enabled innovative venturing. The trend continued with the adoption of new methods for training and development, performance management and fast tracked promotion (Applebaum, et al, 2000; Chow, 2004; Cooke, Saini and Wang, 2014). However, Chinese firms in recent years have felt competitive pressures from foreign rivals (imports and Foreign Direct investments) who often produce and market domestically in China (Cuervo-Cazurra and Dau, 2009; Abrami et al, 2014; Peng, Sun and Markoczy, 2015). To remain competitive entrepreneurs and leaders have unleashed imagination in line with state policy reflecting a pro-innovation attitude (Wang, 2010; Ding et al, 2000). Successful entrepreneurs, who are often leaders, recognize that being creative is crucial but they also realise that organizational change depends significantly on imagination in both self and others. In Beijing, the rise of the creative class was meant to attract more talent and innovation. The district of Chaoyang experienced investments in technology to enhance the generation of creative solutions for challenges facing the economy (Hui, 2006:322)^{footnote 1}.

Broadly speaking, China's culture promotes patience and taking long term perspectives. This forms fertile ground for cultivating imagination of leaders. The entrepreneurial leader of Alibaba Group Holding Limited use to be a school teacher. As a leader he founded China's first internet-based company in 1995 and created the precedent for others to follow (Havinga et al, 2016:16). Jack Ma set in motion online commerce and to achieve this he changed his mind-set by questioning and imaging the potential benefits of taking Chinese business online. The courage to imagine is vital for successfully changing into a better company. Drucker (2002: 95) notes that for innovative ideas "...analysis will take you only so far. Once you've identified an attractive opportunity, you still need a leap of imagination..." The importance of imagination lies in its power to transcend bounds of reason, to produce new knowledge and visually experiment organizational space reshuffling in the mind's eye (Collie, 2011). Chinese companies can benefit immensely from management of human resource (skills, knowledge and ability) that drives leader, entrepreneur and individuals to imagine business scenarios and solutions. Hui (2006:328) contend that in Chaoyang District, Beijing there is a skill base and creative potential in the sectors of advertising, performing arts, publishing, digital entertainment and architecture. Alongside entrepreneurs and leaders, Human resource strategists in the China context also employ imagination in their jobs. "The image is of a human resource strategist

who is imaginative, opportunistic, entrepreneurial and creative, able to bring together diverse energies as well as disarming harmful forces and willing to tolerate risk as opportunities are grasped” (Whiteley, Cheung and Quan, 2000:91).

Somewhat radically, Wuwei (2011:26) argues that the Chinese economic model of production should be changed such that creative industries are strengthened. He points out that at the core of these industries is ability to create new pathways into uncharted territory by imagining novel solutions and creative ways forward. Cooke (2013:23) points to the education system of China and change required at this level to compete with MNC’s (Multinational Companies). He argues that Chinese education should transition from its dominant mode of reproduction of knowledge by students, towards creative and open learning. This can provide human capital for organizations to resource for competitive advantage over MNC’s. Organizational change presents Chinese companies with uncertainty due to poor information, lack of information or demand for new information. In this context start-ups are emerging, which imagine growth beyond borders, often capitalizing on the success of more established MNC’s (Shirky, 2015).

Ding et al (2000:219) note that the degree to which foreign investment may “implant new human resource management systems and techniques is constrained by the Chinese context, particularly the cultural and institutional heritage” of China. Therefore, bottom up change requires that organizations build and nurture skills and ability from the ground up rather than adopting the top down approach of commandment setting (Abrami, et al, 2014). Cai (2013) highlights the lack of innovation and skill shortage in China, which is likely to reduce economic growth significantly in the coming decade. Imagination in the enterprising Chinese context is a valuable human resource, currently poorly understood by both human resource theorists and practitioners.

Cultural Orientation

Historically, Chinese culture advocates organizational harmony, valued relationships with colleagues and a sense of stable and collective existence (Tsang, 1996) There is low tendency to disturb the status quo of culture (Jensen et al, 2016). With this comes low willingness to take risks and try new things, a sign of poor entrepreneurial practice (Liu and Almor, 2016). Suggesting otherwise, more than a decade earlier Lee and Peterson (2001) noted an emerging shift in the mind-set of younger generations “developing an entrepreneurial spirit characterized by innovative thinking, modernization and individualism”. Since then under looser state controls individuals have experienced autonomy at work, driven by their imagined ways of working and living. Tan (2002:97) noted that the Chinese exhibit conservatism coupled with high level of innovation and entrepreneurialism. He identifies a movement towards increased entrepreneurial behaviour. Additionally, over the past few decades China’s conservatism has also progressed towards greater freedom in values and less risk avoidance in parts (Atuahene-Gima and Li, 2004; Liu and Almor, 2016). Chinese conservatism is changing towards freer modes of thinking open to grasping new behaviors by imagining innovative and relatively novel possibilities. Greater appreciation for entrepreneurship in China is leading towards a rapid increase in the number of entrepreneurs entering sectors of the economy (Liu and Almor, 2016; Zhou, 2013) and facing uncertainty (Alvarez et al, 2013). We assert that entrepreneurial imagination is fundamental to China’s transient cultural shifts in how risk and uncertainty is seen and re-imagined, until businesses, leaders and entrepreneurs get it right.

Conclusively, in the context of Chinese cultural trends imagination is a central driver of creative and innovative entrepreneurial behavior. It is implicit in theoretical debates and experienced through practice; however, as a topic it remains poorly researched and largely invisible. Given the

value of imagination as a resource for Chinese businesses undergoing and implementing change, we propose seven conditions sufficient for recognizing employee imagination (EI).

Conditions of Employee Imagination

Our definition, offered earlier, depicts imagination as a psychological process experienced by entrepreneurs and leaders (Anokhin et al, 2008:123). It involves looking at the world by generating and superimposing images and visually playing with them to make sense of situations (Browski, 1967:195; Thomas, 1999:207; Cunliffe and Coupland, 2011:66; Beiser, 2015:308) sometimes involving phonetic and olfactory stimulation (Ryle, 2002:246). A good example we identified with is Andriopoulos and Gotsi (2005:317) definition of imagination as “the process through which individuals envision and/or create objects and events that do not yet exist from the combination and recombination or transformation of established concepts”. Consequently, imagination is a micro process in the mind of entrepreneurs leading change, employees supporting new initiatives, and sometimes those who resist change for its imagined disastrous ends. For Chinese entrepreneurs it is an essential tool in the adaptive toolkit (Yang, 2004; Cai, 2013). Chinese enterprises adapt to the market through actions of individuals and the creative experience of imagination. Our interdisciplinary review found that imagination during Organizational change is resourceful and exhibits seven underlying conditions of the individual’s experience.

Condition 1: The first condition is *non-correspondence relations*. This states that imagined objects are not like perceived objects. They do not correspond to objects outside the mind in the same way that the latter have consistent relations over iterations of being perceived. An imagined object has no corresponding relation in the sense that perceived objects in the environment relate with each other in a more or less stable manner. A mental image may be self-induced (i.e. conceived) rather than perceived stimuli that exist in their relations (Dilman, 1968: 93 draws on Wittgenstein). A change in imagined objects does not necessarily correlate with change in some external stimuli or object (Ryle, 2002:246). However, to some extent it is through the process of ‘imagining’ that social reality is often made conceivable (Kamporozos-Athanasίου and Fotaki 2015:330). Images are presented as whole and readymade, and unlike the act of perception, where narratives emerge, partly outside the observers control (Stawarska, 2005). Images spontaneously appear and are self-generating entities. From one image several others may be conjured.

The non-correspondence relation is a condition that enables Chinese entrepreneurs and leaders to reconfigure scenarios and visualise them creatively in private space. Resulting outcomes can inform social interactions and relations that are at the heart of Chinese business culture and communication channels crucial for change. During change the entrepreneur’s perception of uncertainty makes extensive use of mental reconfigurations of images in service of rationalizing new ventures, which to some extent determines entrepreneurial success in China (Liu and Almor, 2016:3). Studies indicate that conservative perceptions about uncertainty embedded in traditional Chinese cultural values are changing, as surrounding structural and institutional practices are seeking novel solutions (Anderson and Yiu-Chung Lee, 2008). On this frontier, given the freedom of thought characteristic of our proposed non-correspondence relation, the entrepreneur’s imagination functions as mental capacity for producing creative ideas to cope with uncertainty (Loasby, 2001). That is, to redress the unknown into the known. To this end, with more risk taking attitudes amongst younger generations (Lee and Peterson, 2001; O’Connor and Xin, 2006:277) and cultural conversations about

autonomy and empowerment (Cooke et al, 2014:233; Men et al, 2017) entrepreneurs will imagine novel practices for managing self and others resourcefully.

Condition 2: The second condition we propose is the *conceptual-perceptual confluence*. This states that most imagined objects (i.e. even when an observer shuts his or her eyes) can be influenced by perception, whilst most perception of objects can conversely be influenced by imagined objects (Sartre, 2013; Beres, 1960). This condition suggests that imagination as the process of forming images (i.e. objects in the mind) occurs in the context of continual perceptual and sensory feedback. Our account depicts the faculty of imagination as an open system susceptible to influence from surroundings (Taylor, 2006). The premise is that the internal social and physical environment of an organization can influence employee thoughts, feelings and imagination (Earle, 2003; Davis, 1984). Harnessing the relationship of self with the environment in a paramount way involves imagination.

Culturally, in Chinese organizations the organizational outcomes of entrepreneurs are correlated with high and low *suzhi* (Xu, Fu and Xi, 2014; Yang and Mei, 2014). Xu, Fu and Xi (2014:133) define *suzhi* as a somewhat slippery concept which encompasses the individual or the organization's quality or fineness, particularly as judged from a moral value perspective. In globalized business contexts entrepreneurial imagination underlines *suzhi* in that it conditions the sense making of a situation as *suzhi* relative. In particular our proposed condition of conceptual-perceptual confluence makes imagining possible to the extent that it is required for an open attitude to the perception-environment fit; characterized in Chinese social circles as high *suzhi*.

Thus, the condition 2 is a part of the structure of imagination as a global phenomenon. That is, our condition hypothesizes the open and continual co-operation of conceptual and perceptual stimuli (Andriopoulos and Gotsi, 2005, p. 317). The individual's imagination as an entrepreneur and leader is constantly in education from environmental confluence in cultural settings that entrepreneurs assimilate from local environments and global ones.

From a Chinese change management perspective the proposed conceptual-perceptual confluence means imagination can be stimulated and perhaps even trained and developed as a resource for innovative leaders (Karwowski and Soszynski, 2008; Chang, Bai and Li 2015). International studies have advocated training techniques through practice focused on specialist tasks. Neeka (2001) and Dobrolowicz (1995) propose solving particular problems (i.e. instrumental training) such that perceptual data from tasks conditions mental heuristics (i.e. mental rules) involved in looking at a problem from unique and novel ways. Companies focus on designing work environments to induce perceptions that can channel creative imagination. Wisniewska and Karwowski (2007) propose techniques including personality training designed to sharpen traits that may drive imagination. Chinese firms should continue to focus on Change management tools designed with imagination-as-resource in mind and a *suzhi*.

Condition 3: The third condition we propose is that of non-sequential ordering. This means that mental objects or images - which have form and signification (Tovar-Restrepo, 2013; Kamporozos-Athanasiou and Fotaki, 2015) - need not be sequentially or linearly imagined in the mind as they are perceived in the social world. Therefore, cognitively (i.e. in making sense of a situation) an entrepreneur can imagine what it might be like to experience a conversation about power with Sun Tzu without having to traverse hundreds of years of events. Likewise, spatially, an observer can imagine standing inside the Taj Mahal without having to physically board a plane and get a taxi. This condition of EI enables mental experiments that traverse temporal and physical bounds of organizations (Cobb, 1959; Casasato and Boroditsky, 2008). under this condition imagination

subsumes logic in so far as one can order imaginatively that $2+2=4$ and also that $2+2=5$ (Fiocco, 2007: 368). Logic, often a product of imagination, does not bound imagination.

The context of China provides entrepreneurs described as the rising creative class, with deep pockets, capital with the state, and affluent lifestyles (O'Connor and Xin, 2006:277). This population is where the ability to imagine radical new possibilities can incubate and be realised amidst cultural change in values and openness to new foreign individualism (Lee and Peterson, 2001; Liu and Almor, 2016). Our condition of non-sequential ordering emphasizes imagination as a breeding ground for innovative ideas on the rise with the state agenda. Crucially, it enables a transition of the mind-set of entrepreneurs managing change by employing radically different management technique and thinking (Hout and Michael, 2014). Western studies offer human resource management techniques for building imagination. Shorr (1978) suggests that employees can come up with imagining scenes that will lead to increased awareness of behavior patterns in self and others. Prior to initiation of organizational change, employees can be empowered by being asked how they imagine the organizations success (Callan, 1993). In employee appraisal situations (Beer, 1982) managers can illicit raw imagery and emerging themes in change project context. From a managerial and human resourcing perspective this supports entrepreneurial employees and their creativity and innovation goals.

Condition 4: The fourth condition we propose is emotional experience as part of imagination. This condition means that imagination may involve form and content of thought infused with emotions ^{footnote 2}. A human resource manager during change may imagine what it is like to walk in the shoes of colleagues and hence experience empathy (Beaney, 2005: 1). Imagining retrospectively can inform imagining what to do next. It can also give rise to regret (Goldie, 2009) or some other emotion like jealousy, both with motivational force. By imagining your future self you can bridge the gap between your current self and future selves. In the imagined experience emotion may serve a motivational function for Chinese entrepreneurs and leaders. An example of the effective use of imagination by leadership during change is found in the following passage

“Sofia, a senior manager, often micromanaged others to ensure work was done “right.” So she imagined herself in the future as an effective leader of her own company, enjoying trusting relationships with coworkers. She saw herself as relaxed, happy, and empowering. The exercise revealed gaps in her current emotional style.” (Goleman, Boyatzis and Mckee, 2001: 31).

Neurological evidence supports the thesis that imagining doing things, which involves experiencing emotions, can prepare one for future demands of coping with those tasks when they are carried out (Guillot et al, 2012). No matter how competent a manger might be his or her capacity to manage people will suffer without the act of imagining emotional perspectives, purpose, culture and strategic environments for organizational advantage (Zaleznik, 2004). In imagining future states and balancing international human resourcing strategies (Zheng, 2013), Chinese MNC’s can activate a variety of emotions in the workplace, which might motivate or demotivate employees coping with formal and cultural change (MacIntyre and Gregersen, 2012; Zhou and George, 2013). Chinese human resourcing strategies currently lack methods for identifying and coping with imaginative and emotional episodes that are increasingly strong in organizational change contexts facing Chinese Multinational enterprises (Zheng, 2013). Introducing a deeply rooted issue Wang (2012:79) argues that from childhood the Chinese are educated into managing disruptive emotions, and consequently, little cognitive resources are left for innovative thinking. This places a culturally determined limit on future entrepreneurs and leaders. Wang (2012) suggests that education level changes in formative years of aspiring minds can lead to emotionally enjoyable and daring use of imagination by future generations of entrepreneurs.

To cope with dynamic external demands, human resource strategies in the context of need for enterprise and state support should aim to cultivate and balance a co-operation between employee imagination and its emotional dimension.

Condition 5: The fifth condition we propose is *Multiperspectivism*. This means that the individual can imagine many perspectives during an imagined episode. Goldie (2005) proposes two perspectives of imagination, which he advocates as inherently emotional in nature and learnt from the individual's culture.

First, one can adopt the perspective of the person imagining the situation. One sees through the eyes of the person (i.e. self or other) who is immersed in the imagined event (i.e. *one is imagining from the inside*). This is a sufficient condition for empathizing with others and for appreciating their feeling driven perspectives in the context of change. Second, an entrepreneur can imagine by looking from the outside into the situation. This is a godlike imagination where the entrepreneur is looking at a simulation of the organization in its conjured entirety (Wolheim, 1984; Goldie, 2000). The entrepreneurial leader stands at the top of the proverbial pyramid and in full view of the elements crafts a vision of change. During organizational change, one can employ either type of imagination to develop knowledge of the situation. In China the ability to imagine exploitive perspectives drove many entrepreneurs to take short term risks in early 2000's. This dampened the policy efforts of the state to improve life expectancy of enterprises (Yang, 2004). Of late however entrepreneurial leadership, a core part of which is the ability to imagine and create unique solutions, has been emphasized in Chinese MNC's. Entrepreneurial leaders in top positions should guide MNC change and development by formulating a vision emphasizing entrepreneurship across the business model and enhancement of human capital internationally (Ya-Hui and Jaw, 2011) across globally diverse cultures. This requires taking different perspective through the exercise of the imagination and learning to hone the imagination. For entrepreneurs multiperspectivism is useful in strategic decision making, teasing out uncertainties imaginatively, and planning ahead with culture creating vision (Schoemaker, 1997; Bueno Campos and Paz Salmador Sánchez, 2003). The misfortune of some employees over planned organizational changes may be imagined as both fortuitous for the organization and felt sympathetically in relation to the employee's limited prospects (Goldie, 2005). An entrepreneurial leader's ability to imagine different perspectives allows the identification of human capital building opportunities and risks across global markets (Ya-Hui and Jaw, 2011:121).

Condition 6: The sixth condition we propose for imagination is *intentionality*. This means imagination of entrepreneurs and leaders is directed at what it is about. The content of mental states like imagination is about things like events, market anomalies and behavior of actors (Crane, 1998; Fodor, 1990: 8-9). An employee like a musician can imagine through metaphor and poetry (Cornelissen and Clarke, 2010), she can also imagine through static or moving images (Mills, 1959: 201; Gordon, 1985), and through symbols and anthropomorphisms; all of these forms of attentiveness are about something or intentional. What imagination is about might be a static image such as a portrait on the wall, or it might be something imagined in process such as an unfolding scene in a meeting boardroom between employees in conversation (Kamporozos-Athanasίου and Fotaki, 2015:331). To the extent emotion is involved in imagination, it is also intrinsically an intentional experience. Entrepreneurs fear some fearful aspect of risk, rather than just feeling fear alone without directionality (Searle, 1983:1-3). The act of directing attention towards something that one imagines and may reserve feelings about presents intentionality as a form of attention. This is a necessary and sufficient condition for imagination as well as other mental states (Jacquette, 2011). The prudence of employee deliberation during imagined states instantiate intentionality at a fundamental level of

awareness. Fodor (1990: 9) notes that intentionality is certainly fundamental to conscious mental content; which stands at the crux of our definition of imagination.

Condition 7: Lastly, we propose the condition of language as a regulating medium of imagination. Language refers to the use of words and symbols in speech, writing, and conversations (Pinker, 1994; 149). We posit that the use of language in organizations stimulates images, conceptions and emotions within the employee's mind. It impacts human motor mechanisms that alter biology and psychology (see Papeo, Corradi-Dell'Acqua and Rumati, 2011 on mirror systems related to imagination and verbs). If as Kant purports, the imagination is the mental capacity for organizing mental images and precepts into coherent unities (Johnson, 2013: 165) then language here assigns i/ name of objects and ii/ correlating symbols and images manipulated in the process of imagining. Whilst there is no consensus on the extent to which thought depends on language (Carruthers, 2012: 382-283), it has been recognised that central cognitive faculties like the ability to imagine might depend on language as input-output stimulus (Fodor, 1975).

An entrepreneur's ability to speak different languages can affect how the mind works, which organizations recognize as an influence on choice of strategies (Andersson, Danilovic and Hanjun, 2015:33). We posit that imagination capacity and the entrepreneurial experience are moderated by language as a tool for innovative idea generation in businesses. In the social domain use of language can also enable the articulation of imagined experiences in conversations between employees and management involved in change (Honeycutt, Choi and DeBerry, 2009; Shaw, 2002: 8). This may lead to collective resistance or support, and the contagious spread of ideas, metaphors, images, creativity, and actions (Jo Hatch and Schultz, 1997; Cleary and Packard, 1992). The relationships between imagining creatively and human language may be rooted in developmental years of education. Yi et al (2013) found that creative school climates in the Jiangsu Province of China correlated with level of creativity displayed in adolescents, suggesting language has a crucial role to play in the development of future entrepreneurs and leaders. To this end, the education system is crucial and requires reforms to improve free thinking (Cooke, 2013:23) and affect wider cultural practices, nurturing creative and daring entrepreneurs.

In conjuring up novel and innovative ways to change organizational workings, routines, tasks or products, entrepreneurs may move from language to visualizations of moving images. For instance, one acts like a mathematician who reads an equation ($A = \pi r^2 = \text{the area of a circle}$) and proceeds to geometrically illustrate it as a circular image. In imagination, similarly one can transform propositions found in language into a rotating three dimensional image in the mind. The power of imagination bridges language and images, rendered transformable in private psychological spaces interacting socially. This has advantages for organizations in so far as employees in innovative industries can experiment and create competitive solutions through visualizations (Reckhenrich, Kupp and Anderson, 2009).

From a change management perspective the use of language can stimulate advantageous images in the employee's minds. The non- instrumental dimension of change management involves the use of symbolisms to entice imagination and secure employee confidence in entrepreneurial leaders and their moral advocacy (Prasad, 1993: 1401; Ke, 2015). The central idea is that symbols have no intrinsic meaning apart from the function assigned to them by language users, and in times of change, moral outcomes are potent factors for support. On example is at Honda motors a prominent Japanese company where the idea of innovation is stimulated by the slogan of project team leader Hiroo Watanabe "Theory of Automobile Evolution". This slogan guided employee imagination. Thinking differently, his team asked the question "If the automobile were an organism, how should it

evolve?” Consequently, “The “evolutionary trend the team articulated came to be embodied in the image of a sphere” (Nonaka, 2008: 100). Based on their leaders envisioned motto the team shared and extended possibilities until the logically acceptable model was adopted. This demonstrates interplay between imagination and language in a team innovation context, which remains an example of entrepreneurial “gift of the gab” and “thinking through imagination”.

Our findings integrated interdisciplinary debates about imagination, and applied them to entrepreneurial behavior studies of Chinese businesses operating through socio-cultural contexts of state supported change (Wang, 2010; O’Connor and Xin, 2006:277-78). The conditions of – non-correspondence relations, conceptual-perceptual confluence, non-sequential ordering, emotional experience, multiperspectivism, intentionality and language – were core factors in the use of imagination by entrepreneurial leaders and stakeholders facing change management issues. We define imagination as a process of producing meaningful experiences with the support of the proposed psychological conditions. Our paper provides a picture of what imagination might involve, and a way of thinking about imaginations resourcing potential for Chinese entrepreneurs building innovative social inventions. From a human resourcing perspective, this enables competitive advantage in so far as creative ideas and corresponding employee capacities are unique to individuals recognised as talent for the business. Meng et al (2016) propose the prospects of culturally nourishing talent for sustainable development of competitive advantage. We contend this depends largely on addressing out proposed conception of entrepreneurial imagination. Simultaneously there remain questions about the value and application of our ideas in the context of theory.

Theoretical Implications

At a macro level we contend that the proposed conditions highlight imagination as a resource worthy of the kind of long-term production change advocated by Wuwei (2011:26). The conditions are resourceful both in Industry and in Chinese education that offers potential human capital for creative and innovative capacity building (Cooke, 2013; Hui, 2006) and reflects future socio-cultural need for imaginative individuals (Cai, 2013; Abrami et al, 2014).

In terms of existing research, studies of creative and empowering leadership offer relevant topics for exploring imagination further. Consider that an entrepreneurial leaders ability to imagine creative new ways regarding what to produce, how to do it, and when to strike, constitute key determinants of performance by self and others (Zhang and Bartol, 2010; Tung and Chang, 2011). We assert that entrepreneurship adopted by leaders and entrepreneur’s defined as creative “ways of thinking” (Darling and Beebe, 2007) relies on imagination conditions proposed in our paper. For example, leaders who share power with others do so in part because they are able to adopt multiple perspectives within their approach and vision (*i.e. multiperspectivism*). The enterprising leader visualizes how empowering teams can germinate actions and lend voice to cultural concerns. He reaches this conclusion by sorting, re-combing and re-ordering mental images (*i.e. non-sequential ordering and non-correspondence relations*) to foster new meanings (Ryle, 2002; Andriopoulos and Gotsi, 2005). Some prospects may excite both leaders and teams (*i.e. emotional experience and intentionality*), and lead to better performance. In sum, our imagination conditions proposed in the current paper introduces psychological level relationships within minds of leaders and followers that explain the implicit role of imagination underlining better leader performance. For example, in a conversation about delineating a team members job and entrusting power to her (Zhang and Bartol,

2010) our proposed conditions of imagination explain the psychological toolkit of innovative and creative entrepreneurial leaders. From a human resourcing perspective, entrepreneurship amongst China's leaders requires tools that sharpen the imagination in supportive cultures. Training and development of aspiring leaders utilizes coaching, inspiring and mentoring (Chang et al, 2015), which draws on imagined and 'what if' scenarios of identifying with the organization (Martin, 2010). In this regard, entrepreneurship incubators can provide freedom to experiment in safe work spaces and share radical new ideas (Hong and Lu, 2016) to promote business image and innovation capacity (Bijaou, 2015).

The problem of how innovative leaders induce creativity in others (Kanter, 2008; Zahra, Sapienza and Davidsson, 2006) represents another fertile area for exploring our proposed conception of EI through psychological conditions. This examines the social and cultural aspects of imagination and thus places our conditions in a circuit where mental capacity and social settings are in confluence (i.e. the conceptual-perceptual condition). Questions arise from a human resource perspective about whether imagination can be educated and trained for competitive advantage. Our condition of language appears as both an individual level psychological influence, and simultaneously as a social tool that is used to condition how individuals and groups across China and Taiwanese cultures innovate (Chang and Shih, 2004:530). It is suggested that regional conditions and local arrangements are aided by language and culture of Universities and research institutes that encourage innovative thinking (Chen and Kenney, 2007). Methodologically, we propose the use of the repertory grids for further research into imagination. The technique was invented by Kelly (1955). The basic premise is the use of three components: the set of elements, the set of constructs, and ratings linking the constructs by elements (Bannister and Fransella, 2013; Fransella, 2005; Fransella, Bell and Bannister, 2004; Easterby-Smith, Thorpe and Holman, 1996; Smith and Ashton, 1975). Grids have been used in studying the adoption of innovative technology and the importance of the mental faculty of cognition (Swan, 1997) and managerial thought (Smith and Stewart, 1977). A study of this sort would potentially provide a narrative picture of how imagination functions both with respect to our proposed conditions of process and with respect to the employees reasoning and affective faculties.

A second methodological approach involves getting individuals to engage with science fiction narratives. Works of science fiction broaden the imagination (see Lamarque and Olsen, 1994) and also reflects flexible thinking assimilated from cultural settings. Mills (2000:8) notes that through imagination we understand possibilities of cultural and social order and become somewhat familiar and less surprised by the onset of change. Grant (1999: 19) presents a description of Richard Matheson's book *The Shrinking Man* (1956), which illuminates how it might be like for an alienated employee experiencing imagined new worlds of organizational change and feeling small in the midst of the unknown management scheme. About the protagonist embroiled in changing realities he writes

“...even as his body dwindles. At first Scott Carey is terrified by the new challenging world in which he finds himself....Why had he never thought of it; of the microscopic and the macroscopic worlds?...In horror, creatures are monstrous violations of ideological norms, while in science fiction monsters are often simply a different life form.

The passage demonstrates distortions in sense making that individuals go through in introducing entrepreneurial ideas and experiencing monstrous violations of ideological norms. Fictions have been associated with entrepreneurs attempting to integrate old and new worlds through the help of virtual worlds (Noke and Chesney, 2014). Imagination drives the possibility of new worlds in both science fiction and within the fiction of entrepreneurs visualizing new future worlds.

Overall, there is ample room for further research into the theoretical aspects of imagination in China's innovation hungry context. Consequently, technological advancements and investments in organizational change must be made with oversight of the resourcing potential of imagination for doing business.

Practical Managerial Implications

State reforms over past decades have developed human resourcing as a crucial function of China's growing and changing organizations. Creative ideas and innovation are key factors on the agenda and have supported entrepreneurial ventures (Ding et al, 2000; Wang, Lamond and Worm, 2010; Chang and Shih, 2004:532; Tsang, 1996). Underlying the innovation and creative results of high business performers is the ability to imagine in a culture that is transforming towards individualism. Our paper provides practitioners with knowledge to identify conditions in self and others that co-operate during imagined scenarios. Whilst improving knowledge of practitioners, this begs the question of relevant managerial practices for sharpening the proposed conditions as combinations of entrepreneurial skill and knowledge. We propose the potential use of imagination incubators. The notion of an incubator is not new to entrepreneurs (Chandra and Fealey, 2009; Chandra, He and Fealey, 2007; Chan and Lau, 2005; Grimaldi and Grandi, 2005). Technology incubators have been linked with the emergence of an innovation based economy (Lalkaka, 2002). China based entrepreneurial organizations may foster creative imagination and imagination that replicates results within appropriately designed incubators tailored to local socio-cultural contexts. This would provide dynamic environments for development of the proposed conditions and demonstrate experiential learning.

Conclusion

In this conceptual article we propose that employee imagination comprises of seven conditions. We have critically discussed the nature of each condition and justified why these conditions are important to Chinese entrepreneurs and their business management practices. We used real cases from China to illustrate the effects of the proposed conditions and examine their values and functions in change management contexts. From the viewpoint of human resource management, imagination is argued as a useful resource for managing changes in Chinese business cases. Consequently, coaching and developing imagination is crucial because employees with powerful imagination can enable businesses to stay competitive and adapt to environmental demands. Fundamentally, employee imagination underpins how individuals make sense of their organizations and better understand the process of organizational change. To conclude, our research has added new insights to the knowledge of a poorly understood organizational behavior topic – employee imagination. The research findings also provide managers with knowledge of conditions, which could be adopted as powerful tools in facilitating organizational change management.

Acknowledgements:

We would like to express our sincere gratitude to two colleagues Prof. Constantine Sedikides and Prof. Ralph Darlington who have offered valuable comments to an earlier version of this paper. The insight provided by our colleagues and their constructive criticism has greatly improved our paper.

Footnotes

1. We must highlight that being creative is one way of using imagination. The word ‘creative’ signifies a new idea. An individual can imagine new possibilities and in this sense imagination enables creative streaks. At the same time, the exercise of ‘imagining’ can also replicate more familiar objects – say visualizing older scenarios in service of producing or creating new ideas. In this sense, creativity is one instance of using imagination, where the latter includes generation of both old and new ideas.

2. There are basic and more complex emotions as defined by Izard (2011: 372) “First-order emotions require only the minimal cognitive processes of perceiving and imaging in order to trigger a rapid and sometimes automatic action. These processes may often occur without reportable awareness, particularly in early development. In contrast, emotion schemas always involve interactions among emotion feelings and higher order cognition – thoughts, strategies, and goals that complement and guide responding to the emotion experience.”

References

- Abrami, R. M., Kirby, W. C., & McFarlan, F. W. (2014). Why China can't innovate. *Harvard Business Review* 92, no. 3 (107–111).
- Akinci, C., & Sadler-Smith, E. (2012). Intuition in management research: A historical review. *International Journal of Management Reviews*, 14(1), 104-122.
- Alvarez, S. A., & Barney, J. B. (2005). How do entrepreneurs organize firms under conditions of uncertainty? *Journal of Management*, 31(5), 776–793.
- Amabile, T. M. 1997. Motivating Creativity in Organizations: On doing what you love and loving what you do. *California Management Review*, 40: 39-58.
- Andersson, S., Danilovic, M., & Hanjun, H. (2015). Success factors in western and Chinese born global companies. *iBusiness*, 7(1), 25-38.
- Anderson, A. R., & Yiu-chung Lee, E. (2008). From tradition to modern: Attitudes and applications of guanxi in Chinese entrepreneurship. *Journal of Small Business and Enterprise Development*, 15(4), 775-787.
- Anderson, N., Potočnik, K., & Zhou, J. (2014). Innovation and creativity in organizations: A state-of-the-science review, prospective commentary, and guiding framework. *Journal of Management*, 40(5), 1297-1333.
- Andriopoulos, C., & Gotsi, M. (2005). The Virtues of 'Blue Sky' Projects: How Lunar Design Taps into the Power of Imagination. *Creativity and Innovation Management*, vol. 14, no. 3 , 316-324.
- Anokhin, S., Grichnik, D., & Hisrich, R. D. (2008). The Journey from Novice to Serial Entrepreneurship in China and Germany: Are the drivers the same?. *Managing Global Transitions*, 6(2), 117.
- Aron, A., Aron, E. N., Tudor, M., & Nelson, G. (1991). Close relationships as including other in the self. *Journal of personality and social psychology*, 60(2), 241.

- Atuahene-Gima, K., & Li, H. (2004). Strategic decision comprehensiveness and new product development outcomes in new technology ventures. *Academy of Management Journal*, 47(4), 583-597.
- Banks, G. C., Kepes, S., Joshi, M., & Seers, A. (2015). Social identity and applicant attraction: Exploring the role of multiple levels of self. *Journal of Organizational Behavior*.
- Bannister, D., & Fransella, F. (2013). *Inquiring man: Theory of personal constructs*. Routledge.
- Beer, M. (1982). Performance appraisal: Dilemmas and possibilities. *Organizational Dynamics*, 9(3), 24-36.
- Beres, D. (1960). Perception, imagination and reality. *The International Journal of Psycho-Analysis*, 41, 327.
- Bergek, A. and Norrman, C. (2008) 'Incubator best practice: a framework', *Technovation*, No. 28, pp.20–28.
- Bijaoui, I. (2015). *The Open Incubator Model: Entrepreneurship, Open Innovation, and Economic Development in the Periphery*. New York: Springer.
- Blum, M. E. (2011). *Kafka's social discourse: an aesthetic search for community*. Lehigh University Press.
- BEISER, F. C. (2015). Gadamer on Dilthey. *Debates in Nineteenth-Century European Philosophy: Essential Readings and Contemporary Responses*, 302.
- Bronowski, J. (1967). The reach of imagination. *The American Scholar*, 193-201.
- Brown, A. D., & Humphreys, M. (2006). Organizational identity and place: A discursive exploration of hegemony and resistance. *Journal of management studies*, 43(2), 231-257.
- Bueno Campos, E., & Paz Salmador Sánchez, M. (2003). Knowledge management in the emerging strategic business process: information, complexity and imagination. *Journal of knowledge management*, 7(2), 5-17.
- Buckland, W. (2015). Inception's Video Game Logic. In Furby J. & Joy S. (Eds.), *The Cinema of Christopher Nolan: Imagining the Impossible* (pp. 189-200). Columbia University Press. Retrieved from <http://www.jstor.org/stable/10.7312/furb17396.19>

- Castoriadis, C. (1987) *The imaginary institution of society*. Cambridge: The MIT Press
- Cady, S. H., & Jones, G. E. (1997). Massage therapy as a workplace intervention for reduction of stress. *Perceptual and Motor Skills*, 84(1), 157-158.
- Cai, F. (2013). Human resource challenges in China after the leadership transition. *Journal of Chinese Human Resource Management*, 4(2), 137-143.
- Callan, V. J. (1993). Individual and organizational strategies for coping with organizational change. *Work & Stress*, 7(1), 63-75.
- Carruthers, P. (2012-05-01). Language in Cognition. *Oxford Handbooks Online*. Retrieved 24 Sep. 2016, from <http://www.oxfordhandbooks.com/view/10.1093/oxfordhb/9780195309799.001.0001/oxfordhb-9780195309799-e-16>.
- Carruthers, P. (2004). The mind is a system of modules shaped by natural selection. *Contemporary debates in philosophy of science*, 293-311.
- Casasanto, D., & Boroditsky, L. (2008). Time in the mind: Using space to think about time. *Cognition*, 106(2), 579-593. 2

- Chandra, A., & Fealey, T. (2009). Business incubation in the United States, China and Brazil: a comparison of role of government, incubator funding and financial services. *International Journal of Entrepreneurship*, 13, 67.
- Chandra, A., He, W., & Fealey, T. (2007). Business incubators in China: a financial services perspective. *Asia Pacific Business Review*, 13(1), 79-94.
- Chang, P. L., & Shih, H. Y. (2004). The innovation systems of Taiwan and China: a comparative analysis. *Technovation*, 24(7), 529-539.
- Chan, K. F., & Lau, T. (2005). Assessing technology incubator programs in the science park: the good, the bad and the ugly. *Technovation*, 25(10), 1215-1228.
- Chan, M. E., & McAllister, D. J. (2014). Abusive supervision through the lens of employee state paranoia. *Academy of management review*, 39(1), 44-66.
- Chen, K., & Kenney, M. (2007). Universities/research institutes and regional innovation systems: The cases of Beijing and Shenzhen. *World development*, 35(6), 1056-1074.
- Chesbrough, H. (2012). GE's ecomagination Challenge. *California Management Review*, 54(3), 140-154.
- Cleary, C., & Packard, T. (1992). The use of metaphors in organizational assessment and change. *Group & Organization Management*, 17(3), 229-241.
- Cojocaru, C., & Cojocaru, S. (2013). Leadership and Innovation-the Catalyst of IT&C Industry. A Case Study of BlackBerry Company. *Manager*, (17), 55.
- Chang, J., Bai, X., & Li, J. J. (2015). The influence of leadership on product and process innovations in China: The contingent role of knowledge acquisition capability. *Industrial marketing management*, 50, 18-29.
- Cooke, F. L., Saini, D. S., & Wang, J. (2014). Talent management in China and India: A comparison of management perceptions and human resource practices. *Journal of World Business*, 49(2), 225-235.
- Cooke, F. L. (2013). *Human resource management in China: New trends and practices*. New York: Routledge.

- Crisp, R. J., & Turner, R. N. (2009). Can imagined interactions produce positive perceptions?: Reducing prejudice through simulated social contact. *American Psychologist*, *64*(4), 231
- Cobb, E. (1959). The ecology of imagination in childhood. *Daedalus*, *88*(3), 537-548.
- Coghlan, D., Rashford, N. S., & de Figueiredo, J. N. (2015). *Organizational change and strategy: An interlevel dynamics approach*. Routledge.
- Collie, N. (2011). Cities of the imagination: Science fiction, urban space, and community engagement in urban planning. *Futures*, *43*(4), 424-431.
- Collins, J. C., & Porras, J. I. (1996). Building your company's vision. *Harvard business review*, *74*(5), 65.
- Cornelissen, J. P. and Clarke, J. S. (2010). Imagining and rationalizing opportunities: Inductive reasoning and the creation and justification of new ventures. *Academy of Management Review*, *35*(4):539–557
- Cooper, D., & Thatcher, S. M. (2010). Identification in organizations: The role of self-concept orientations and identification motives. *Academy of Management Review*, *35*(4), 516-538.
- Cosmides, L. and Tooby, J., 2000. Evolutionary psychology and the emotions. *Handbook of emotions*, *2*, pp.91-115.
- Cosmides, L. and Tooby, J., 2013. Evolutionary psychology: New perspectives on cognition and motivation. *Psychology*, *64*.
- Crane, T. (1998). Intentionality as the mark of the mental. *Royal Institute of Philosophy Supplement*, *43*, 229-251.
- Crane, T. (2009). Is perception a propositional attitude?. *The Philosophical Quarterly*, *59*(236), 452-469.
- Cummins, R. 1975. Functional analysis. *The Journal of Philosophy* LXXII, 20: 741-765.
- Davis, T. R. (1984). The influence of the physical environment in offices. *Academy of management review*, *9*(2), 271-283.
- Dane, E., & Pratt, M. G. (2007). Exploring intuition and its role in managerial decision making. *Academy of management review*, *32*(1), 33-54.
- Dear, P. R. (2003). Intelligibility in science. *Configurations*, *11*(2), 145-161.

Ding, D. Z., Goodall, K., & Warner, M. (2000). The end of the 'iron rice-bowl': whither Chinese human resource management?. *International journal of human resource management*, 11(2), 217-236.

3

- Dodgson, M., Gann, D. M., & Phillips, N. (2013). Organizational learning and the technology of foolishness: The case of virtual worlds at IBM. *Organization science*, 24(5), 1358-1376.
- Dormehl, L. (2013). *The Apple Revolution: The Real Story of how Steve Jobs and the Crazy Ones Took Over the World*. Virgin Books.
- Dobrołowicz, W. (1995). *Psychodydaktyka kreatywności*. Warszawa: WSPS
- Donaldson, L. (2009-09-02). Organization Theory as a Positive Science. *Oxford Handbooks Online*. Retrieved 9 Oct. 2016, from <http://www.oxfordhandbooks.com/view/10.1093/oxfordhb/9780199275250.001.0001/oxfordhb-9780199275250-e-2>.
- Drucker, P. F. (2002). The discipline of innovation. *Harvard business review*, 80, 95-104.
- Easterby-Smith, M., Thorpe, R., & Holman, D. (1996). Using repertory grids in management. *Journal of european industrial training*, 20(3), 3-30.
- Earle, H. A. (2003). Building a workplace of choice: Using the work environment to attract and retain top talent. *Journal of Facilities Management*, 2(3), 244-257.
- Egan, F (2007) Representationalism In The Oxford Handbook of Philosophy of Cognitive Science. *Oxford Handbooks Online*. Eds. Margolis, E., Samuels, R., & Stich, S.
- Evans, J. S. B. (2003). In two minds: dual-process accounts of reasoning. *Trends in cognitive sciences*, 7(10), 454-459.
- Evans, J. S. B., & Stanovich, K. E. (2013). Dual-process theories of higher cognition advancing the debate. *Perspectives on psychological science*, 8(3), 223-241.
- Favero, P. (2005). India dreams: cultural identity among young middle class men in New Delhi.
- Fiocco, M. O. (2007). Conceivability, imagination and modal knowledge. *Philosophy and Phenomenological Research*, 74(2), 364-380.
- Fodor, J. A. (1985). Precis of the modularity of mind. *Behavioral and brain sciences*, 8(01), 1-5.
- Fodor, J. A. (1990). *A theory of content and other essays*. The MIT press.
- Fransella, F. (Ed.). (2005). *The essential practitioner's handbook of personal construct psychology*. John Wiley & Sons.

- Fransella, F., Bell, R., & Bannister, D. (2004). *A manual for repertory grid technique*. John Wiley & Sons.
- Fuller, A., & Unwin, L. (2003). Fostering workplace learning: looking through the lens of apprenticeship. *European Educational Research Journal*, 2(1), 41-55.
- Gassmann, O., Enkel, E., & Chesbrough, H. (2010). The future of open innovation. *R&D Management*, 40(3), 213-221.
- Gill, R. (2002). Change management--or change leadership?. *Journal of change management*, 3(4), 307-318.
- Gioia, D. A., & Mehra, A. (1996). Sensemaking in organizations. *Academy of Management. The Academy of Management Review*, 21(4), 1226.
- Goldie, P. (2009). Narrative thinking, emotion, and planning. *The journal of aesthetics and art criticism*, 67(1), 97-106.
- Goldie, P. (2005). Imagination and the distorting power of emotion. *Journal of Consciousness Studies*, 12(8-9), 127-139.
- Goleman, D., Boyatzis, R., & McKee, A. (2001). Primal leadership. *Harvard Business Review*, 79(11), 42-51
- Goldman, A. (2012-05-01). Theory of Mind. *Oxford Handbooks Online*. Retrieved 1 Oct. 2016, from <http://www.oxfordhandbooks.com/view/10.1093/oxfordhb/9780195309799.001.0001/oxfordhb-9780195309799-e-17>.
- Gordon, R. (1985). Imagination as mediator between inner and outer reality. *Arts in Psychotherapy*, 12(1):11–15.
- Grabher, G. (2002). The project ecology of advertising: tasks, talents and teams. *Regional studies*, 36(3), 245-262.
- Grimaldi, R. and Grandi, A. (2005) 'Business incubators and new venture creation: an assessment of incubating models', *Technovation*, No. 25, pp.111–121.
- Guillot, A., Di Rienzo, F., MacIntyre, T., Moran, A., & Collet, C. (2012). Imagining is not doing but involves specific motor commands: a review of experimental data related to motor inhibition. *Frontiers in human neuroscience*, 6, 247. 4

- Guyer, P. (2015-05-05). Aesthetics. *Oxford Handbooks Online*. Retrieved 19 Sep. 2016, from <http://www.oxfordhandbooks.com/view/10.1093/oxfordhb/9780199696543.001.0001/oxfordhb-9780199696543-e-25>.
- Gusterson, H. (1999). Nuclear weapons and the other in the Western imagination. *Cultural Anthropology*, *14*(1), 111-143.
- Hart, S. L., & Sharma, S. (2004). Engaging fringe stakeholders for competitive imagination. *The Academy of Management Executive*, *18*(1), 7-18.
- Heath, C., Bell, C., & Sternberg, E. (2001). Emotional selection in memes: the case of urban legends. *Journal of personality and social psychology*, *81*(6), 1028.
- Heerwagen, J., Kelly, K., & Kampschroer, K. (2007). The Changing Nature of Organizations, Work, and Workplace. *Holland* (<http://www.wbdg.org/design/chngorgwork.php>)
- Heil, J. (2013). *Philosophy of mind: A contemporary introduction*. Routledge.
- Hoffman, D. D. (2006). The scrambling theorem: A simple proof of the logical possibility of spectrum inversion. *Consciousness and cognition*, *15*(1), 31-45.
- Honeycutt, J. M., Choi, C. W., & DeBerry, J. R. (2009). Communication apprehension and imagined interactions. *Communication Research Reports*, *26*(3), 228-236.
- Hong, J., & Lu, J. (2016). Assessing the effectiveness of business incubators in fostering SMEs: evidence from China. *International Journal of Entrepreneurship and Innovation Management*, *20*(1-2), 45-60.
- Hout, T., & Michael, D. (2014). A Chinese approach to management. *Harvard Business Review*, *92*(9), 103-107.
- Hui, D. (2006). From cultural to creative industries: Strategies for Chaoyang District, Beijing. *International journal of cultural studies*, *9*(3), 317-331.
- Izard, C. (2011). Forms and functions of emotions: Matters of emotion – cognition interactions. *Emotion Review*, *3*(4), 371-378.
- Jackson, F. (2006). three The Knowledge Argument, Diaphanousness, Representationalism. *Phenomenal concepts and phenomenal knowledge: new essays on consciousness and physicalism*, 52.

Jacquette, D.(2011-11-01). Evolutionary Emergence of Intentionality and Imagination. In *Turning Images in Philosophy, Science, and Religion: A New Book of Nature*. : Oxford University Press. Retrieved.18Oct.2016,from <http://www.oxfordscholarship.com/view/10.1093/acprof:oso/9780199563340.001.0001/acprof-9780199563340-chapter-5>.

Jo Hatch, M., & Schultz, M. (1997). Relations between organizational culture, identity and image. *European Journal of marketing*, 31(5/6), 356-365.

Jie Ke, (2015) "A mindful leader with persistence: An interview with Dr Bor-Shiuan Cheng, distinguished Professor of Organizational Behavior, National Taiwan University (Part II)", *Journal of Chinese Human Resource Management*, Vol. 6 Issue: 2, pp.110-119, <https://doi.org/10.1108/JCHRM-03-2015-0009>

Johnson, M. (2013). *The body in the mind: The bodily basis of meaning, imagination, and reason*. University of Chicago Press.

Kanter, R.M. (2008), "Transforming giants", *Harvard Business Review*, Vol. 86 No. 1, pp. 43-52.

Karwowski, M., & Soszynski, M. (2008). How to develop creative imagination?: Assumptions, aims and effectiveness of Role Play Training in Creativity (RPTC). *Thinking Skills and Creativity*, 3(2), 163-171.

Katz, M. (2013). Jerry Fodor and the representational theory of mind.*Philosophy of Mind: The Key Thinkers*, 169.

Kelly, G.A (1955) *The Psychology of Personal Constructs*. Norton, New York

Komporozos-Athanasiou, A., & Fotaki, M. (2014): "Creativity in organizations: Introducing the radical imagination of Cornelius Castoriadis." In: K. Kenny & M. Fotaki (eds.): *The Psychosocial in Organization Studies: Affect at Work*. London: Palgrave MacMillan.

Kranhold, K. (2007). GE's environment push hits business realities. *The Wall Street Journal*, Sep, 14, 1-10.

Lalkaka, R. (2002). Technology business incubators to help build an innovation-based economy. *Journal of Change Management*, 3(2), 167-176.

Lamarque, P., & Olsen, S. H. (1994). Truth, fiction, and literature: A philosophical perspective. 5

Lee, S. M., & Peterson, S. J. (2001). Culture, entrepreneurial orientation, and global competitiveness. *Journal of world business*, 35(4), 401-416

- Liguo Xu, Pinging Fu, Youmin Xi, (2014) "Suzhi: an indigenous criterion for human resource management in China", *Journal of Chinese Human Resource Management*, Vol. 5 Issue: 2, pp.129-143, <https://doi.org/10.1108/JCHRM-07-2014-0016>.
- Liu, Y., & Almor, T. (2016). How culture influences the way entrepreneurs deal with uncertainty in inter-organizational relationships: The case of returnee versus local entrepreneurs in China. *International Business Review*, 25(1), 4-14.
- Loasby, B. J. (2001). Time, knowledge and evolutionary dynamics: why connections matter. *Journal of Evolutionary Economics*, 11(4), 393-412.
- MacIntyre, P., & Gregersen, T. (2012). Emotions that facilitate language learning: The positive-broadening power of the imagination. *Studies in Second Language Learning and Teaching*, (II-2), 193-213.
- Mameli, M., 2007. Evolution and psychology in philosophical perspective. *Oxford handbook of evolutionary psychology*. Oxford University Press, Oxford, pp.21-34.
- March, J. G. (1995). The future, disposable organizations and the rigidities of imagination. *Organization*, 2(3-4), 427-440.
- Markman, K. D., Klein, W. M., & Suhr, J. A. (2009). Overview. In K. D. Markman, W. M. Klein, & J. A. Suhr (Eds.), *Handbook of imagination and mental simulation* (vii-xvi). New York, NY: Taylor & Francis.
- Martin, R. (2010). Management by Imagination. *Harvard Business Review*.
- Matthews, R. (2002). Competition archetypes and creative imagination. *Journal of Organizational Change Management*, 15(5), 461-476.
- McCurdy, H. E. (1995). Fiction and imagination: How they affect public administration. *Public Administration Review*, 499-506.
- Men, L. R., Ji, Y. G., & Chen, Z. F. (2017). Dialogues with entrepreneurs in China: How start-up companies cultivate relationships with strategic publics. *Journal of Public Relations Research*, 1-24.

- Meng, F., Meng, F., Wang, X., Wang, X., Chen, H., Chen, H and Wang, J. (2016). The influence of organizational culture on talent management: A case study of a real estate company. *Journal of Chinese Human Resource Management*, 7(2), 129-146.
- Mills, C. W. (1959). *The sociological imagination*. Oxford University Press, Oxford, United Kingdom.
- Morgan, G. (1980). Paradigms, metaphors, and puzzle solving in organization theory. *Administrative science quarterly*, 605-622.
- Necka, E. (2001). *Psychologia tworczości*. (Psychology of Creativity) Gdansk: GWP
- Noe, C., & Bader, A. (1993). Facts are better than dreams. *Chemistry in Britain*, 29(2), 126-128.
- Nohe, C., & Michaelis, B. (2016). Team OCB, leader charisma, and organizational change: A multilevel study. *The Leadership Quarterly*, 27(6), 883-895.
- Noke, H., & Chesney, T. (2014). Prior knowledge: the role of virtual worlds in venture creation. *Journal of Small Business and Enterprise Development*, 21(3), 403-413.
- Nonaka, I. (2008). *The knowledge-creating company*. Harvard Business Review Press.
- Nowak, K. L. (2004). The influence of anthropomorphism and agency on social judgment in virtual environments. *Journal of Computer-Mediated Communication*, 9(2), 00-00.
- O'Connor, J., & Xin, G. (2006). A new modernity? The arrival of 'creative industries' in China. *International journal of cultural studies*, 9(3), 271-283.
- Ogilvie, D. T. (1998). Creative action as a dynamic strategy: using imagination to improve strategic solutions in unstable environments. *Journal of Business Research*, 41(1), 49-56.
- Oreg, S., Vakola, M., & Armenakis, A. (2011). Change recipients' reactions to organizational change A 60-year review of quantitative studies. *The Journal of Applied Behavioral Science*, 47(4), 461-524.
- Owens, J. (1986). The failure of Lewis's functionalism. *The Philosophical Quarterly (1950-)*, 36(143), 159-173.
- Papeo, L., Corradi-Dell'Acqua, C., & Rumiati, R. I. (2011). "She" is not like "I": the tie between language and action is in our imagination. *Journal of cognitive neuroscience*, 23(12), 3939-3948.

Paulus, P. B. (2002) Different ponds for different fish: a contrasting perspective on team innovation. *Applied Psychology: An International Review*, 51: 394-399.

Peng, M. W., Sun, S. L., & Markóczy, L. (2015). Human capital and CEO compensation during institutional transitions. *Journal of Management Studies*, 52(1), 117-147.

Peshkin, A. (2000). The nature of interpretation in qualitative research. *Educational Researcher*, 29(9), 5-9.

Pinker, S. (1994). *The Language Instinct*. New York: William Morrow.

Prinz, J. (2011). Is attention necessary and sufficient for consciousness?. *Attention: Philosophical and psychological essays*, 174-203.

Prasad, P. (1993). Symbolic processes in the implementation of technological change: A symbolic interactionist study of work computerization. *Academy of Management Journal*, 36(6), 1400-1429.

Prokesch, S. (2009). How GE teaches teams to lead change. *harvard business review*, 87(1), 99-106. 6

- Reinecke, L. (2009). Games and recovery: The use of video and computer games to recuperate from stress and strain. *Journal of Media Psychology*, 21(3), 126-142.
- Rank, J., Nelson, N. E., Allen, T. D., & Xu, X. 2009. Leadership predictors of innovation and task performance: Subordinates' self-esteem and self-presentation as moderators. *Journal of Occupational and Organizational Psychology*, 82: 465-489.
- Reckhenrich, J., Kupp, M., & Anderson, J. (2009). Understanding creativity: The manager as artist. *Business Strategy Review*, 20(2), 68-73.
- Rouse, J. (1990). The narrative reconstruction of science 1. *Inquiry*, 33(2), 179-196.
- Ryle, G. (2002) *The concept of Mind*. China University Press: United States of America
- Salovey, P., & Mayer, J. D. (1990). Emotional intelligence. *Imagination, cognition and personality*, 9(3), 185-211.
- Sartre, J. P. (2013). *The psychology of the imagination*. Routledge.
- Searle, J. R. (1983). *Intentionality: An essay in the philosophy of mind*. Cambridge University Press.
- Senge, P. M. (2014). *The dance of change: The challenges to sustaining momentum in a learning organization*. Crown Business.
- Schoemaker, P. J. (1997). Disciplined imagination: from scenarios to strategic options. *International Studies of Management & Organization*, 27(2), 43-70.
- Schofield, M. (1995-11-09). Aristotle on the Imagination. In *Essays on Aristotle's De Anima*. : Oxford University Press. Retrieved 23 Oct. 2016, from <http://www.oxfordscholarship.com/view/10.1093/019823600X.001.0001/acprof-9780198236009-chapter-14>.
- Schulz, M. (2016). An Analysis of LEGO's Response to an Attack on its Partnership with Royal Dutch Shell. *Elon Journal of Undergraduate Research in Communications*, 7(1).
- Skrimshire, S. (Ed.). (2010). *Future ethics: Climate change and apocalyptic imagination*. Bloomsbury Publishing.
- Shapiro, L. 2000. Multiple Realizations, *The Journal of Philosophy*, 97, 635-654
- Shorr, J. E. (1978). Clinical use of categories of therapeutic imagery. In *The power of human imagination* (pp. 95-121). Springer US.

- Small, D. A., & Lerner, J. S. (2008). Emotional policy: Personal sadness and anger shape judgments about a welfare case. *Political Psychology*, 29(2), 149-168.
- Smilor, R.W. (1987) 'Commercializing technology through new business incubators', *Research Management*, September/October, Vol. 30, No. 5, pp.36-41
- Smith, M., & Ashton, D. (1975). Using repertory grid technique to evaluate management training. *Personnel Review*, 4(4), 15-21.
- Smith, M. and B. J. M. Stewart (1977). 'Repertory Grids: A Flexible Tool for Establishing the Content and Structure of a Manager's Thoughts'. In: D. Ashton (ed.), *Management Bibliographies and Reviews*. MCB Press, Bradford.
- Smith, G. F. (2003). Towards a logic of innovation. *International handbook on innovation*, 347-365.
- Spender, J. C. (2008). Organizational learning and knowledge management: whence and whither?. *Management Learning*, 39(2), 159-176.
- Stinnett, R. C., Hardy, E. E., & Waters, R. D. (2013). Who are we? The impacts of anthropomorphism and the humanization of nonprofits on brand personality. *International Review on Public and Nonprofit Marketing*, 10(1), 31-48.
- Stawarska, B. (2005). Defining imagination: Sartre between Husserl and Janet. *Phenomenology and the cognitive sciences*, 4(2), 133-153.
- Shaw, P. (2002). *Changing conversations in organizations: A complexity approach to change* (Vol. 6). Psychology Press.
- Swan, J. (1997). Using cognitive mapping in management research: decisions about technical innovation. *British Journal of Management*, 8(2), 183-198.
- Tan, J. (2002). Culture, nation, and entrepreneurial strategic orientations: Implications for an emerging economy.
- Taylor, G. H. (2006). Ricoeur's philosophy of imagination. *Journal of French Philosophy*, 16, 93.
- Tsang, E. W. (1996). In search of legitimacy: The private entrepreneur in China. *Entrepreneurship: Theory and Practice*, 21(1), 21-31.

Tidwell, L. C., & Walther, J. B. (2002). Computer-mediated effects on disclosure, impressions, and interpersonal evaluations: Getting to know one another a bit at a time. *Human Communication Research*, **28**(3), 314–348.

Tu, C., & Yang, S. (2013). The role of entrepreneurial creativity in entrepreneurial processes. *International Journal of Innovation, Management and Technology*, *4*(2), 286.

Tung, H. L., & Chang, Y. H. (2011). Effects of empowering leadership on performance in management team: Mediating effects of knowledge sharing and team cohesion. *Journal of Chinese Human Resources Management*, *2*(1), 43-60.

Thomas, N. J. (1999). Are theories of imagery theories of imagination?: An active perception approach to conscious mental content. *Cognitive science*, *23*(2), 207-245.

Thomas, D. R. (2006). A general inductive approach for analyzing qualitative evaluation data. *American journal of evaluation*, *27*(2), 237-246. 7

Tovar-Restrepo, M. (2013). *Castoriadis, Foucault, and autonomy: New approaches to subjectivity, society, and social change*. London: Continuum.

Tsoukas, H. (1998). The word and the world: A critique of representationalism in management research. *International Journal of Public Administration*, *21*(5), 781-817.

Tucker, R. B. (2001). Strategy innovation takes imagination. *Journal of Business Strategy*, *22*(3), 23-27.

Tung, H. L., & Chang, Y. H. (2011). Effects of empowering leadership on performance in management team: Mediating effects of knowledge sharing and team cohesion. *Journal of Chinese Human Resources Management*, *2*(1), 43-60.

Van der Ven, N. (2011). *The shame of reason in organizational change: A Levinassian perspective* (Vol. 32). Springer Science & Business Media.

Van de Ven, A. H., & Poole, M. S. (1995). Explaining development and change in organizations. *Academy of management review*, *20*(3), 510-540.

Van de Ven, A. H., & Poole, M. S. (2005). Alternative approaches for studying organizational change. *Organization studies*, *26*(9), 1377-1404.

- Van Gulick, R (2007) Consciousness and Cognition In The Oxford Handbook of Philosophy of Cognitive Science. *Oxford Handbooks Online*. Eds. Margolis, E., Samuels, R., & Stich, S.
- Wade, A. (1997). Small acts of living: Everyday resistance to violence and other forms of oppression. *Contemporary Family Therapy*, 19(1), 23-39.
- Wagner, R. (1990). Political institutions, discourse and imagination in China at Tiananmen. *IDS Bulletin*, 21(4), 16-23.
- Wang, R. (2012). Chinese culture and its potential influence on entrepreneurship. *International Business Research*, 5(10), 76.
- Wang, Z. M. (2010). Developing Chinese HRM under organizational change and entrepreneurship context. *Journal of Chinese Human Resources Management*, 1(1).
- Warner, M. (1996). Human resources in the People's Republic of China: the 'three systems' reforms. *Human Resource Management Journal*, 6(2), 32-43.
- Watson, G. (2013). Resistance to change. *R. Cohen, J. McManus, D. Fox, & C. Kastelnik, Psych City: A Simulated Community*, 246-257.
- Waytz, A., Cacioppo, J., & Epley, N. (2010). Who sees human? The stability and importance of individual differences in anthropomorphism. *Perspectives on Psychological Science*, 5(3), 219-232.
- Weick, K. E. (1989). Theory construction as disciplined imagination. *Academy of management review*, 14(4), 516-531.
- Werhane, P. H. (1999). *Moral imagination and management decision-making*. Oxford University Press, USA.
- Whiteley, A., Cheung, S., & Quan, Z. S. (2000). *Human resource strategies in China*. World Scientific.
- Witt, U. (1998). Imagination and leadership—the neglected dimension of an evolutionary theory of the firm. *Journal of Economic Behavior & Organization*, 35(2), 161-177.
- Witt, U. (2000). Changing cognitive frames-changing organizational forms: an entrepreneurial theory of organizational development. *Industrial and Corporate Change*, 9(4), 733-755.
- Wisniewska, E., & Karwowski, M. (2007). Efektywno ´ s´c treningów twórczo ´ sci – podej ´ scie metaanalityczne. ´ Ruch Pedagogiczny, 3–4, 27–57

Wollheim, R. (1974), 'Imagination and identification' in his *On Art and the Mind* (Cambridge, MA: Harvard University Press).

Woodman, R. W., Sawyer, J. E., & Griffin, R. W. (1993). Toward a theory of organizational creativity. *Academy of management review*, 18(2), 293-321.

Wuchty, S., Jones, B. F., & Uzzi, B. (2007). The increasing dominance of teams in production of knowledge. *Science*, 316(5827), 1036-1039. 8

- Wuwei, L. (2011). *How creativity is changing China*. New York: Bloomsbury Academic.
- Yi, X., Hu, W., Plucker, J. A., & McWilliams, J. (2013). Is there a developmental slump in creativity in China? The relationship between organizational climate and creativity development in Chinese adolescents. *The Journal of Creative Behavior*, 47(1), 22-40.
- Yang, K. (2004). Institutional holes and entrepreneurship in China. *The Sociological Review*, 52(3), 371-389.
- Yang, K. (2016). *Entrepreneurship in China*. New York :Routledge:.
- Ya-Hui, L., & Jaw, B. S. (2011). Entrepreneurial leadership, human capital management, and global competitiveness. *Journal of Chinese Human Resources Management*, 2(2), 117.
- Zaleznik, A. (2004). Managers and leaders. *Harvard Business Review*, 1.
- Zaltman, G., Duncan, R., & Holbek, J. 1973. *Innovations and organizations*. New York: Wiley.
- Zahra, S.A., Sapienza, H.J. and Davidsson, P. (2006), "Entrepreneurship and dynamic capabilities: a review, model and research agenda", *Journal of Management Studies*, Vol. 43 No. 4, pp. 918-95.
- Zhang, X.M. and Bartol, K.M. (2010), "Linking empowering leadership and employee creativity: the influence of psychological empowerment, intrinsic motivation, and creative process engagement", *Academy of Management Journal*, Vol. 53, pp. 107-28.
- Zhao, S. (1994). Human resource management in China. *Asia Pacific Journal of Human Resources*, 32(2), 3-12.
- Zhang, X. and K. M. Bartol (2010). 'Linking empowering leadership and employee creativity: the influence of psychological empowerment, intrinsic motivation, and creative process engagement', *Academy of Management Journal*, 53, pp. 107– 128
- Zheng, C. (2013). Theoretical contexts of managing people in emerging Chinese multinational enterprises. *Journal of Chinese Human Resources Management*, 4(1), 58-76.
- Zhou, J., & George, J. M. (2003). Awakening employee creativity: The role of leader emotional intelligence. *The leadership quarterly*, 14(4), 545-568.

Zhou, W. (2013). Political connections and entrepreneurial investment: Evidence from China's transition economy. *Journal of Business Venturing*, 28, 299–315.