

## ЕКОНОМІКА ТА УПРАВЛІННЯ ПІДПРИЄМСТВАМИ ECONOMY AND ENTERPRISE MANAGEMENT

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### STUDY OF THEORETICAL AND METHODOLOGICAL ASPECTS OF CRATIVE MANAGEMENT

### ДОСЛІДЖЕННЯ ТЕОРЕТИКО-МЕТОДИЧНИХ АСПЕКТІВ КРЕАТИВНОГО МЕНЕДЖМЕНТУ

*The article defines the role of creative management in ensuring sustainable competitive advantages for the organization. It is emphasized that intellectual activity plays a vital role in the management of the business processes of the organization.*

*The concept of creative management, which performs an organizational and guiding role in achieving the set goals in the organization, has been developed.*

*The significance of using creative management tools as an effective lever for solving complex problems and making unconventional and original management decisions at enterprises in the conditions of the innovative economy is revealed. It has been proven that the introduction of modern methods of creative thinking and decision-making into the management process, the creation of a creative atmosphere within the team stimulates the development of the process of self-realization and self-improvement of employees, which leads to the successful resolution of problems in the organization, the adoption of extraordinary unique decisions, the creation of an innovative product, i.e., the increased efficiency of modern business.*

*The proposed concept of creative management and the collective solution of creative problems are a source of practical recommendations regarding the development of creative thinking of personnel and the adoption of competitive decisions.*

**Keywords:** development, creative potential, creative ideas, efficiency improvement, management, competitiveness.

*У статті визначено роль креативного менеджменту у забезпеченні стійких конкурентних переваг організації. Наголошено, що в управлінні бізнес – процесами організації ключова роль відводиться інтелектуальній діяльності.*

*Розроблено концепцію креативного менеджменту, що виконує організаційно - напрямну роль стосовно досягнення поставлених цілей в організації. Виділено цілі, задачі, функції, принципи, методи та критерії креативного менеджменту. Побудова концепції базується на загальній теорії менеджменту, але акцентована на увазі суб'єктів управління на проблемах використання творчого потенціалу організації, творчого потенціалу всіх її співробітників під*

час розроблення та ухвалення управлінських рішень, на завданнях підвищення їхньої кваліфікації, впровадження в процес управління сучасних методів креативного мислення та ухвалення рішень, створення творчої атмосфери всередині колективу.

Розкрито значущість застосування інструментів креативного менеджменту як ефективного важеля щодо розв'язання складних задач, прийняття нетрадиційних і оригінальних управлінських рішень на підприємствах в умовах інноваційної економіки. Доведено, що інструментарій креативного менеджменту доцільно застосовувати як у надзвичайних ситуаціях, так і постійно, що буде сприяти стратегічному розвитку за допомогою прийняття інноваційних рішень, що забезпечують конкурентні переваги організації на ринку в умовах жорсткої конкуренції.

Доведено, що впровадження в процес управління сучасних методів креативного мислення та ухвалення рішень, створення творчої атмосфери всередині колективу стимулює розвиток процесу самореалізації та самовдосконалення співробітників, що призводить до успішного розв'язання проблем в організації, прийняття неординарних унікальних рішень, створення інноваційного продукту, тобто підвищення ефективності сучасного бізнесу.

Розроблені концепція креативного менеджменту та модель колективного вирішення творчих задач є джерелом практичних рекомендацій стосовно розвитку креативного мислення персоналу та ухвалення конкурентоспроможних рішень.

**Ключові слова:** розвиток, творчий потенціал, креативні ідеї, підвищення ефективності, управління, конкурентоспроможність.

**JEL Classification:** D70, L29, M12

**Formulation of the problem.** Modern management trends require enterprises to change approaches and tools for solving particular tasks since standard approaches have already exhausted their reserves to improve their activities' efficiency and competitiveness. In this regard, priority is given to intellectual activity and its application in the management of business processes of the organization, regardless of the industry orientation or the specifics of the market.

One of the possible options for successfully solving problems faced by organizations in conditions of fierce competition is using creative management tools. Creative management promotes personal and professional self-development and self-improvement, the development of initiative of the company's personnel, which activates them to make original decisions in unpredictable and challenging business conditions, which provides an opportunity to increase the level of the organization's competitiveness on the market, strengthen its competitive advantages.

Effective creative management also contributes to forming a positive image of the organization. It makes it possible to use the resource base with the greatest return, which leads to an increase in profit. Given the above, the issues raised in this study are relevant and timely.

**Analysis of recent research and publications.** The concept of creativity gained popularity after the publication of the American psychologist J. Guilford (1967), who emphasized the fundamental difference between two types of mental operations, namely convergence and divergence. The author also initiated the development of psychological tests to study productive thinking and creative abilities. He emphasized that the more an individual decision deviates from the standard one, the higher it is evaluated as an indicator of the individual's creative abilities.

J. Guilford's research was further developed in the works of E. Torrens (1964, 1965). Torrens was the provider of tests for educational and methodical work on developing children's creative abilities. He proposed the basic parameters of creativity, such as ease, flexibility, and originality. He later added parameters such as the ability to analyze and synthesize, improve an object, generate a large number of ideas, and accuracy.

M. Wallach and N. Kogan followed the research of J. Guilford and E. Torrens. In their work, the authors changed the system of conducting creativity tests by canceling such a criterion of creativity as accuracy. They emphasized and proved the expediency of abolishing strict time limits and the atmosphere of competition when making decisions. The researchers concluded that the factor of intelligence and the factor of creativity are independent.

Sternberg R. and Lavert D. (1985), in their «investment theory», considered a creative person to be one who seeks and can «buy ideas at a low price and sell them at a high price». They believed that the manifestation of creativity is impossible without a creative environment.

Creativity is the ability to find and define a problem; generate a significant number of ideas; have the flexibility of thinking; find original answers and non-standard solutions; improve the object by adding individual details; see new features in the object, possibilities for its new use (that is, to analyze and generalize the elements of the problem). Creativity as a character trait is the basis of creative management.

Among modern researchers of this issue, the works of such scientists as M. Polenkova [11], A. Prigozhin, M. Leshchenko [9], V. Brych [2], M. Korman [2], O. Prodius [12], D. Zinkevicha [6, 7], N. Zadorozhnyuk [5], and K. Kuzmin [8] made a significant contribution O., Svydruk I. [13, 14], Lytvin I., Doroshenko O., Zimovin O., Mednyk S., Petryshin L., Moroz V., Dovgan L., Pozniak T., Pashchenko O., Krykunenko D., Klipkova O., and others. Scientists consider creative management a process, product, personality trait, and way of solving a non-standard business problem. One of the manifestations of a creative attitude is creative thinking. Such scientists as J. Gilford [17], E. Torrens [18], have also devoted research in this direction.

Positively assessing the scientific results of these scientific studies, we note that today, in the conditions of fierce competition, the raised problem needs further development and improvement.

**Formulation of the goals of the article.** The article aims to study the theoretical and methodological aspects and develop the concept and model of creative management, which is a source of practical recommendations regarding the development of creative thinking of personnel and the adoption of competitive decisions.

**Presentation of the main research material.** The term «creativity» comes from the English word «create». That is, creativity is the creative potential of a person, which helps him create something new and make unique competitive decisions. Creativity is one of the essential attributes of a successful modern manager.

The World Economic Forum in Davos regularly includes creativity in the TOP 10 most popular skills of the future. A person with creative thinking has a decisive competitive advantage even over artificial intelligence. Creative thinking is a crucial ability today.

Creative management is a specific management system of an organization that functions effectively under challenging conditions of instability and crises. It requires the manager to develop the ability to overcome the standards of professional thinking and actions and to develop the skills of an extraordinary and non-standard approach to making effective management decisions.

Creative management is a set of favorable conditions created by company managers for the creative development of the workforce and individual employees to accumulate creative ideas for solving industrial and economic problems and overcoming their consequences.

Creative management is a subsystem of innovative management that ensures the ability of management subjects to propose and develop new ideas that take the form of scientific or technological information. The concept of managing the creative potential of the company is based on the general theory of management, but focuses the attention of management subjects on the problems of using its creative potential and the creative potential of all its employees during the development and adoption of management decisions, on the tasks of improving their qualifications, introducing modern methods into the management process of creative thinking and decision-making, creation of a creative atmosphere within the team, stimulates the development of the process of self-realization and self-improvement of employees. This fact, in turn, leads to the formation of unique competitive advantages for the organization and increased competitiveness in the market in conditions of fierce competition. Let us present the concept of creative management, which performs an organizational and guiding role concerning the achievement of set goals in the organization (Fig. 1).

The main goal of creative management is the formation of innovative ideas, evaluation, and selection, making effective management decisions possible. Creative management is aimed at the comprehensive disclosure of people's creative abilities. At the same time, traditional administration is based on implementing firmly established rules by people. It is aimed at something other than their revealing of initiative and disclosure of all their abilities [7].

The implementation of the goals of creative management is carried out by employees of the organization, who are engaged in the formation and development of creative ideas; managers of the enterprise, who are responsible for planning, organizing creative activities and ensuring the process of motivating staff to generate creative ideas, as well as control and regulate the creative activities of the enterprise; a creative manager who organizes the work of the organization's creative departments and helps to develop creative ideas of process participants, activate their innovation and shape their style; responsible for presenting ideas to customers.

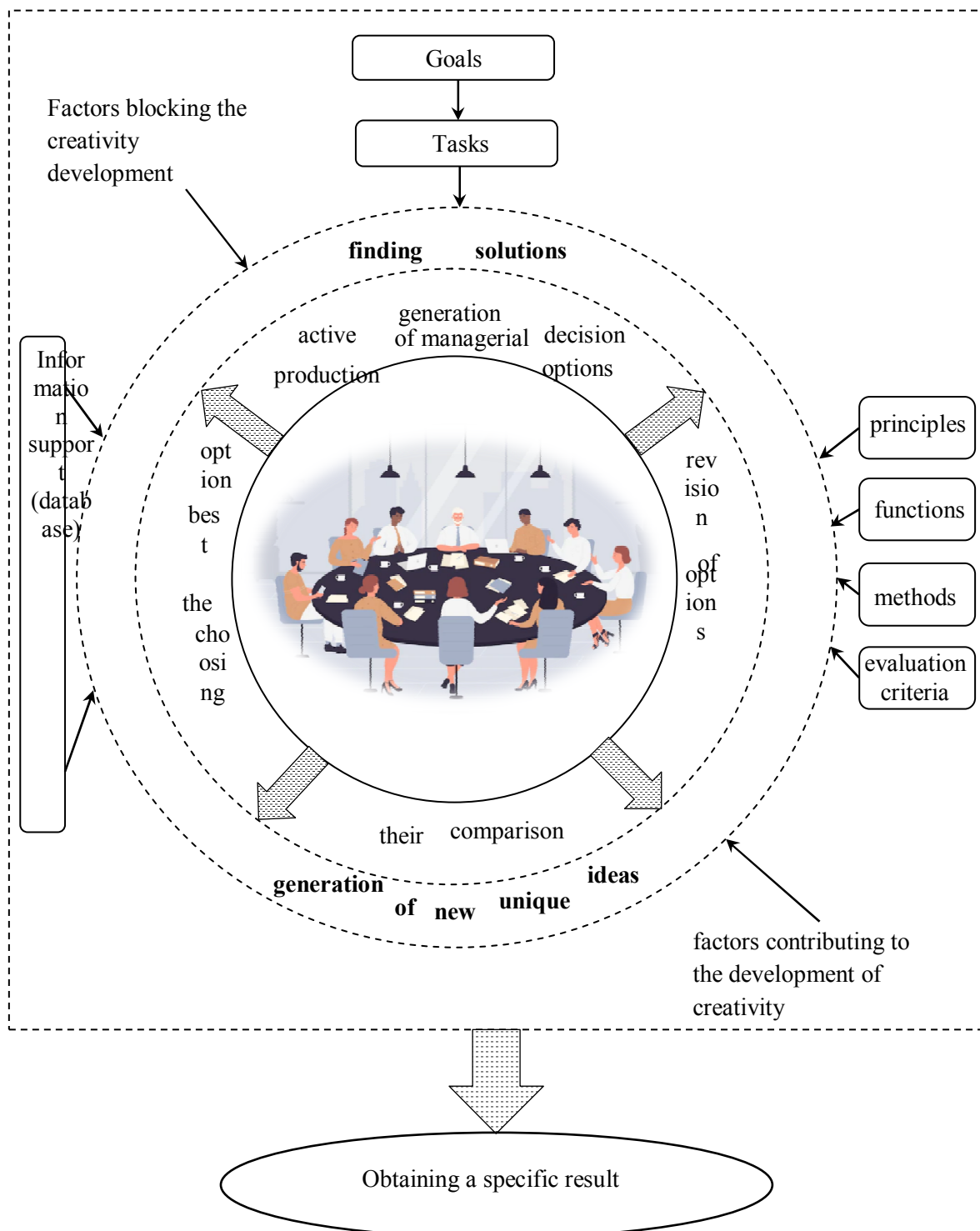


Fig. 1. The concept of creative management. Source: developed by the author

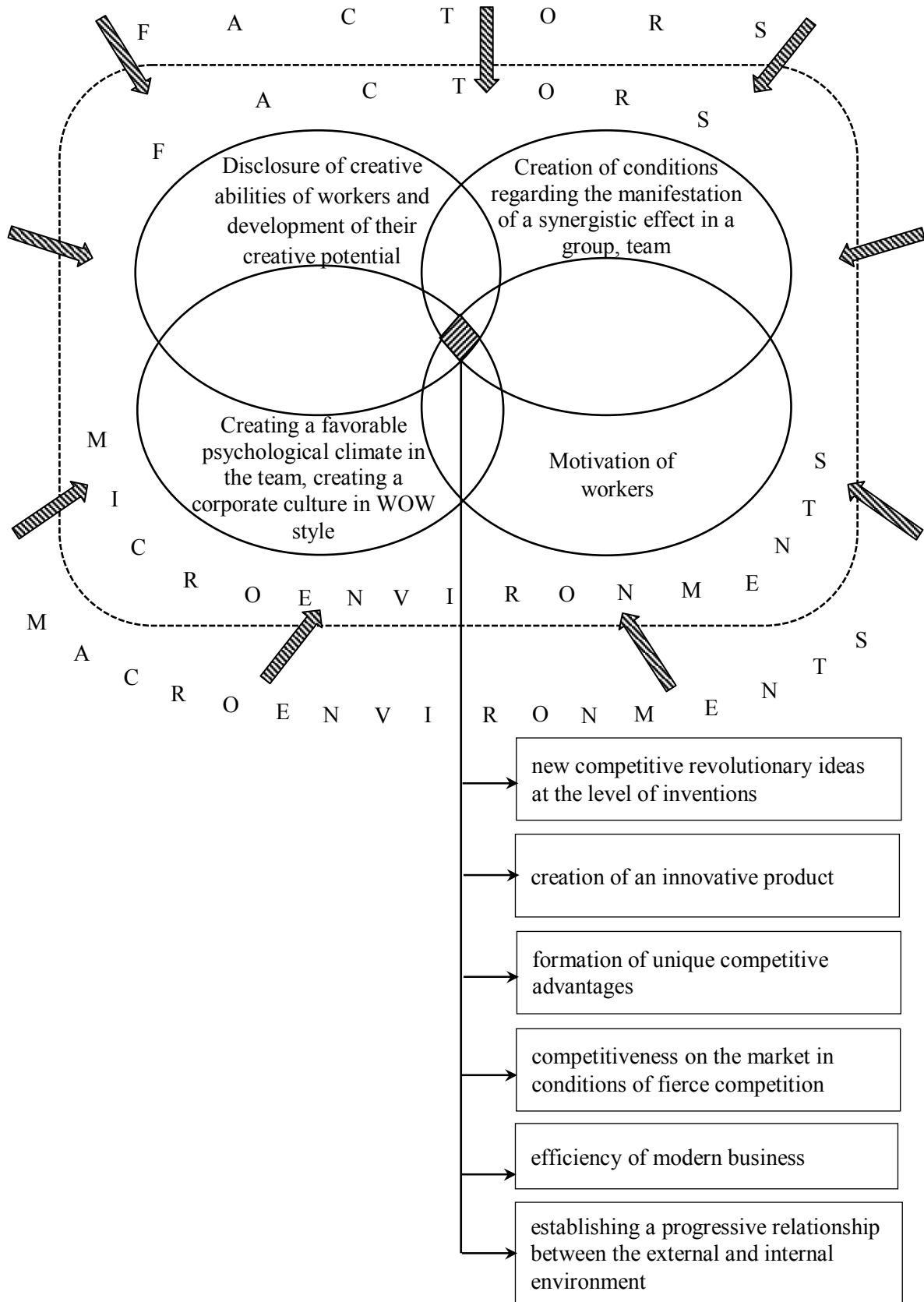


Fig. 2. Model of collective solution of creative problems. Source: developed by the author

The main task of creative management is to find new revolutionary solutions, that is, to achieve flexibility in the management process. The model of collective solutions to creative problems is presented in fig. 2.

Like any other way of managing an organization, creative management is based on certain principles, namely: effective leadership; purposefulness; innovation, market orientation; stimulation of experiments; constant self - improvement based on the latest knowledge; readiness for changes in the internal and external environment; emphasis on development strategy; focus on the uniqueness and originality of the product (service); effective motivation to realize creative potential.

Creative management, like all types of management, is aimed at managing the organization's resources, first of all intellectual capital, to achieve the organization's tactical, operational, and strategic goals and objectives. Such functions of creative management as forecasting and planning, analysis, organization, coordination, motivation, and control are distinguished.

Generation of solutions is a complex process. Creative thinking is developed using special methods. We list some of them in the tabl. 1.

Table 1. Methods of development of creative ideas

Name of the method	Essence	Result of application
1	2	3
Facilitation	professional organization of the process and space for the creation of a common understanding or decision-making by a group	revealing the participant potential of problem solving ; development of creative thinking of employees; transformation of the organization's personnel into a creative team; resolution or prevention of conflicts; making important, non-obvious decisions
Brain storm	selection of the best ideas, solutions to be implemented in the practical activities of the organization from a large number of options offered by qualified experts	finding new alternative options for solutions in problematic situations
JCAT - analysis («Strategic analysis of the donation of ideas» - strategic analysis of innovative ideas)	creative application of four main methods of activating creative thinking in the process of generating non-standard ideas, namely, taking analogy, retargeting, supplementing and combining	in order to develop, evaluate and choose effective non-standard solutions
The Kepner-Trego method	systematic activity on the consistent cutting off of all unnecessary factors, which is based on the maximum use of knowledge and experience	analysis of the situation and search for the root cause that led to the problematic situation
Organization of the «Intellectual Breakthrough Group»	creation of groups consisting of specialists - professionals in the field of competencies for solving a specific problem and representatives of related activities, who see the essence and ways of solving the problem from a non-professional point of view, which makes it possible to avoid acceptable professional stereotypes in this community	solving non-standard management problems

Continuation of Table 1

1	2	3
Mind mapping	visual display of information that allows you to structure and process it effectively	the technique of intelligent maps provides an opportunity for better perception, understanding and association of information
Scamper (Substitute, Combine, Adapt, Modify, Put, Eliminate, Rearrange/Reverse)	solving problems in the form of a list of actions and modifications, which includes dozens of questions, hundreds of words that contribute to the emergence of associations	provides an opportunity to generate new ideas, create new products or modify existing ones. Gives an opportunity to activate creative potential
TSIP (theory of solving inventive problems)	a set of algorithms and methods for improving the creative process	increasing the efficiency of creative activity; departure from traditional ways of solving problems; development of logical, illogical and systematic thinking; reduction of time for finding solutions
Brainwriting	cross-recording ideas	provides an opportunity to generate a greater number of creative ideas and solutions in a short time - less than when using brainstorming
Walt Disney's strategy	purposeful selection of four positions of thinking (positions of perception) - dreamer, observer, realist, critic - as a single mechanism	organization of a person's mental process during planning in such a way that it contributes to the activation of his creative potential at any time and in any place; development of the most effective way of implementing any project
Method of six hats	allows you to look at the problem from six independent points of view	provides an opportunity to form a complete picture of the problem situation. At the logical and emotional levels, evaluate the advantages and disadvantages of the discussion topic

The toolkit of creative management is used both in emergencies and constantly, contributing to strategic development with the help of innovative solutions that provide competitive advantages in the market.

Among the creativity criteria, we can highlight flexibility, originality, the ability to generate as many ideas as possible in a given time, metaphorical, abstractness, receptivity, and development. The ability to think innovatively and creatively gives advantages over competitors. That is, developing creativity is an essential condition on the way to the organization's success.

To ensure the effective implementation of creative management and obtain the maximum result for the organization, it is necessary to consistently implement the creative management system, which includes: the creation of organizational structures that support creativity, development of organizational systems and procedures that contribute to the creation of new knowledge; organizational culture and creative leadership.

The enterprise's creative management system should be evaluated and analyzed in a particular sequence. It provides:

- identification of assessment objects (goals, subjects, objects, methods, and technologies of creative management, creative ideas, and solutions; information and communications);
- specifying the coefficients characterizing the evaluation objects in the creative management system and their calculation;
- identification and analysis of factors that influenced the actual state of the creative management system;
- summarization of analysis results.

Analysis of the organization's creative management system makes it possible to identify problem areas that lead to inefficient organizational functioning and helps to determine areas for

improvement of the creative management system. Applying creative management in practical activities is the primary source of competitive advantage. Practically in any field of production, in any field of activity, the one who possesses the creative potential and implements innovations win in the end.

**Conclusions.** Implementing the creative management system in the organization provides an opportunity to increase the efficiency of its activities, and using creative management tools enables managers to solve emerging problems quickly and creatively approach the management of business processes. If there is no creativity, there is no innovation. Creativity provides an opportunity to find non-standard solutions to complex problems. Creative and innovative thinking is a prerequisite for the survival and development of modern organizations in conditions of fierce competition.

The tasks of further research in this direction are the development of practical recommendations for developing and improving the effectiveness of using creative management tools by modern organizations.

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