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IMPROVEMENT OF THE MANAGEMENT CREATIVE SYSTEM

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УДОСКОНАЛЕННЯ СИСТЕМИ КРЕАТИВНОГО МЕНЕДЖМЕНТУ

With growing competition, companies seek ways to create high-level competitive advantages and develop and maintain leadership. The article emphasizes that creative management is one essential tool for achieving these goals.

Given the rapid pace of change in the market and increasing competition, businesses must be innovative, creative and adaptive. It has been proven that using creative management tools is necessary to promote the development and implementation of new ideas and projects, solve non-standard tasks, and make managerial decisions. The tools of creative management that can be applied at the enterprise to promote the development and implementation of new ideas and projects, problem solving, improvement of communication and motivation of

employees are considered. It is important to balance the process of implementing creative management with the enterprise's mission, taking into account its features and implementation possibilities and the advantages and disadvantages of using its tools. It is necessary to develop a culture of creativity, create a favorable environment for the generation of ideas, stimulate cooperation and innovation. That is, the ability to think outside the box, to look at a difficult situation not as a problem, but as an opportunity to achieve the organization's goals, is the key to a manager's success.

Indicators characterizing the effectiveness of the organization's creative management system are considered. A logical model of forming indicators for evaluating the organization's creative management system has been developed, which will provide an opportunity to form effective "working" parameters that, when applied comprehensively, can provide an accurate picture of the level of development of creative management at enterprises. In view of the diversity of elements, processes of forming the composition of indicators of the creative management system, it is proposed to consider them as closely as possible to each other as a single set of system characteristics, transforming in the process of system implementation into new, more comprehensive characteristics.

Practical recommendations on increasing the effectiveness of the creative management system in organizations are proposed, which managers can use when developing development programs and projects.

В умовах зростаючої конкуренції підприємства шукають способи створити конкурентні переваги високого рівня, розвиватися й зберігати лідерство. У статті наголошено, що креативний менеджмент є одним з ключових інструментів, спрямований на залучення та розвиток творчих здібностей співробітників, створення сприятливої атмосфери для генерації ідей і просування новаторських проєктів.

Доведено, що для сприяння розробки й впровадження нових ідей і проєктів, вирішення нестандартних задач, прийняття управлінських рішень та покращення комунікації в колективі необхідно ефективно застосування інструментів креативного менеджменту. Важливо збалансувати процес впровадження креативного менеджменту з місією підприємства, враховуючи його особливості й можливості реалізації та переваги й недоліки щодо застосування його інструментів.

Розглянуто показники, що характеризують ефективність системи креативного менеджменту підприємства. З метою формування ефективних параметрів оцінки системи креативного менеджменту розроблено логічну модель процесу формування показників оцінки системи креативного менеджменту організації у вигляді трьох блоків, а саме: формування конкурентоспроможності «входу» - «ресурсів» щодо вирішення задач; «внутрішнє середовище» системи креативного менеджменту, що забезпечить ефективний процес його здійснення, створює конкурентні можливості, переваги та умови реалізації та «вихід» системи, що забезпечить конкурентні переваги організації в умовах жорсткої конкуренції. З огляду на різноманіття елементів, процесів формування складу показників оцінки системи креативного менеджменту запропоновано їх розглядати в максимальному наближенні один до одного як єдину сукупність характеристик систем, трансформуючи у процесі реалізації системи в нові, більш ємні характеристики. Застосування розробленої моделі надасть можливість сформувати ефективні «працюючі» параметри, які при комплексному застосуванні можуть надати цілком реальну картину стосовно рівня розвитку креативного менеджменту на підприємствах.

Запропоновано практичні рекомендації стосовно підвищення ефективності системи креативного менеджменту підприємств, які можуть бути використані менеджерами при розробці програм і проєктів розвитку.

Keywords: *creative potential, idea generation, development, creativity, creative management tools, competitiveness, efficiency.*

Ключові слова: *творчий потенціал, генерація нових ідей, розвиток, креативність, інструменти креативного менеджменту, конкурентоспроможність, ефективність.*

Statement of the problem generally and its connection with important scientific or practical tasks. Creative management is aimed at developing the creative potential of an individual, creating conditions for the manifestation of a synergistic effect for working in a team in order to achieve the intended goals. Namely, applying creative management tools in enterprise work is an essential

topic in the modern business environment. In the conditions of increasing competition, companies are looking for ways to create high-level competitive advantages, to develop and maintain leadership. Creative management is one of the key tools that helps achieve these goals. That is, creative management is based on the principles of stimulating creativity, innovation, and innovation. It is aimed at attracting and developing the creative abilities of employees, creating a favorable atmosphere for the generation of ideas and the promotion of innovative projects.

Analysis of recent research and publications. Regarding the significance of the use of creative management tools and methods of evaluating the creative activity of the organization, considerable attention is paid by scientists such as Vasylyk N. [2], Zadorozhniuk N. [8], Benoeva M. [8], Vartanova O., Bozhydarnik T., Solovyov I. [20], Shashkova N. [20], Kovalova V. [11], Shester I., Banchuk – Petrosova O. [16], Galakhova T. [4, 5], Kuzmin O. [12], Zinkevich D. [9, 10], Gudz O. [6], Brych V. Korman M., Ostrovska G. [15], Lytvyn I. [13], Prohnimak O. [17], Petrosov V. [16], Vynohradskyi M. [3], Dovgan L. [7], Sytnyk N. [7], Svidruk I., Galkina T., Prodius O. [18], Verbytska H., Chushak-Holoborodko A. [12], Uzun M., Doroshenko O., Kolot A., Sytnyk N., Mumford M. [14], Barron F. [1], Gustafson S. [14], Harrington D. [1].

Scientist T. Galakhova offers a complex multi-component model of creative management with integration and detailing of its key interrelated components, including the motivation of creativity, creative thinking, creative employees, creative top managers, creative management technologies, creative corporate culture, taking into account the factors of influence of internal and external environment [4, 5]. Ostrovska G. proves the need for management and motivation of creative activity and substantiates the priority of the creative direction of development as a priority in the system of creative management of the organization, emphasizes the strengthening of the cooperation of enterprise managers with relevant ministries and agencies that carry out the development and implementation of scientific and technical achievements in the sectoral practical activities of enterprises [15]. Offers practical recommendations for developing

creative management as dominant in innovative enterprises in the conditions of forming a knowledge-based economy. Zadorozhniuk N. and Benoeva M. consider the provision and development of management creativity, considering the psychological foundations of management [8]. Prove the importance of creative management of creative (creative) abilities of a person, necessary in practical activities.

In her research, Vasylyk N. suggested supplementing the existing system of evaluating the creative management of the enterprise with the method of evaluating the internal and external subsystems that provide it with quantitative and qualitative evaluation indicators, reduced to a point evaluation system [2]. Solovyov I. and Shashkova N. offer priority tasks for developing the creative management system, which must be solved at the state level [20]. Prodius O. emphasizes the need to develop the creativity of managers in the process of professional training with mandatory diagnostic monitoring of the level of their competencies [18]. Proposes the implementation of a state-institutional approach in order to increase the effectiveness of the development of managers' creativity.

However, despite significant scientific work on the topic under research, it is worth noting that in the conditions of fierce competition in the activities of enterprises, there is an urgent need for further improvement of the methodology-applied aspects of the development of the creative management system.

Statement of objectives of the article (task setting). The purpose of the study is to improve the creative management system and develop practical recommendations for increasing the effectiveness of its tools in organizations.

Presentation of the main research material. An objective prerequisite for the practical application of creative management tools in the practice of managing organizations is the uncertainty of the external environment; fierce competition, which requires the search for revolutionary solutions; solving non-standard situations and problems; the individual's need for development and self-expression; the need of the economy for the results of creative activity as the primary condition for increasing the competitiveness of the organization.

Using creative management tools in business practice can bring many benefits. Given the rapid pace of change in the market and increasing competition, businesses must be innovative, creative, and adaptive. Let us consider some of the creative management tools and their practical application.

Brainstorming. It is used to gather ideas and jointly generate new solutions, organize brainstorming sessions with employees to stimulate creativity, generate new ideas, and find innovative solutions to solve problems or improve business processes at the enterprise.

Design-thinking (Design Thinking). This approach aims to find a deeper understanding of consumer needs and develop innovative solutions. Design thinking can help businesses create products, services, and processes that meet consumer needs and differentiate them from competitors.

SCRUM methodology. It is an iterative and incremental approach to project management. SCRUM allows us to organize work groups effectively, set task priorities, implement changes, and ensure high interaction between team members. This tool is handy for product development or new enterprise initiatives.

Design Your Destiny approach. It is a methodology that helps people define their goals, create their future vision, and develop their creative potential. Applying this approach in an enterprise can help employees find motivation, develop, and achieve higher results.

Game approach (Gamification). Using game elements such as ratings, achievements, competition, and rewards can motivate employees, improve collaboration, and encourage creative thinking. Using a game approach can make work processes more enjoyable and promote the development of new ideas.

Facilitation. In conditions of uncertainty, companies need to agree on a strategy to constantly generate ideas for new products to remain competitive in the market, increase the profit of their business, and develop optimal strategies for the organization's activities. Applying this method in organizations provides an opportunity to systematically produce new ideas, work effectively in a team,

activate the intellectual potential of the organization's employees, and speed up the decision-making process.

These and many other creative management tools can be applied in the enterprise to facilitate the development and implementing of new ideas and projects, solve problems, and improve communication and employee motivation. Using creative management tools in business practice has advantages and disadvantages. The advantages include:

- innovativeness. Creative management stimulates the generation of new ideas, which can help the enterprise become more competitive in the market;

- development of creative abilities. The use of creative approaches helps to develop the creativity and innovative potential of employees, which contributes to the emergence of new ideas and improvement of work processes;

- employee motivation. The application of creative management can increase the motivation of employees because they feel their value and influence in the decision-making process. This fact can lead to improved job satisfaction and productivity [2];

- team cooperation. Creative management promotes joint problem-solving and the development of new ideas, which supports cooperation and interaction between different team members. It can improve communication and help solve complex tasks.

The disadvantages of using creative management tools are:

- instability. Implementing creative management can cause change and instability, especially if new ideas or processes require reorganization or changes to standard practices. This fact can cause corresponding difficulties and resistance among employees;

- the risk of failure. Not all ideas and innovations proposed within the framework of creative management can be successful. Sometimes, innovations may need to be more receptive to the market or bring the expected results. It is associated with certain financial and resource risks;

- time limits. The processes of generating and implementing new ideas can take a long time and can affect the speed of the company's response to changes in the market or the implementation of new strategies;

- the need for specialists. The application of creative management may require the presence of specialists in innovation management, design, and facilitation. Businesses may need additional costs and resources to attract such specialists in outsourcing terms.

Considering the advantages and disadvantages, it is essential to balance the implementation of creative management with the requirements and goals of the enterprise, taking into account its features and implementation possibilities. It is crucial to develop a culture of creativity, create a favorable environment for generating ideas, and stimulate cooperation and innovation. The key to a manager's success is the ability to think outside the box and look at a problematic situation not as a problem but as an opportunity to achieve the organization's goals.

Let us consider the indicators characterizing the effectiveness of the creative management system in the organization. In order to assess the effectiveness of the creative management system, some indicators are used in the economic literature and the practice of the work of organizations for all types of economic activity.

Thus, scientists L. E. Dovgan and N. I. Sytnyk propose to evaluate the organization's creative activity by combining direct (quantitative) and indirect (qualitative) indicators. For the quantitative characterization of the effects of creative activity, scientists suggest using direct indicators, namely economic and scientific-cognitive. Mediated indicators include social-psychological and image indicators. They characterize both the influence of organizational creativity on the internal environment of the organization and its perception by the external environment, as well as the conditions for increasing the creative and intellectual potential of the organization [7].

In the works of O. E. Gudz, the system of indicators of the effectiveness of the mechanism of creative management of an innovative enterprise is considered, to which the scientist includes the index of implementation of creative solutions,

the index of successfully completed tasks of creative management, the index of the intensity of the process of generating creative ideas, the index of education of employees in creative management groups, the index of productivity of employees in creative management groups, index of practicality of creative ideas, index of discipline of employees in creative management groups, index of intensity of development of creative management tasks, etc., and signs of the effectiveness of the creative management mechanism are highlighted, namely: increase in the values of indexes that outline the productivity of employees in creative management groups; number of generation and implementation of creative ideas; the number of adopted and successfully implemented creative solutions; the number of employees involved in creative projects, etc [6].

D. K. Zinkevich emphasizes that the improvement of the creative management system of the enterprise is preceded by the identification of signs of its development. These signs are changes in coefficient values that characterize the creative management system, the number of areas of production and application of creative ideas and solutions, the number of developed and implemented creative ideas and solutions, the number of subjects involved in creative searches, the support of employees in the implementation of creative ideas and solutions. The scientist proposes to use as the principal coefficients characterizing the creative management system of the enterprise: the coefficient of consistency of goals in the creative management system, the coefficient of realization of goals in the creative management system, the coefficient of the frequency of updating goals in the creative management system; the coefficient of education of subjects in the creative management system; productivity coefficient of subjects in the creative management system; coefficient of discipline of subjects in the creative management system; coefficient of realization of creative ideas; coefficient of intensity of the creative decision-making process; coefficient of rationality of creative solutions; coefficient of completeness of information provision of management entities in creative management; coefficient of development of communications in the system of creative management [9, 10].

V. A. Petrosov, O. V. Banchuk - O. V. Petrosova propose to refine D. K. Zinkevich's methodology regarding the system of coefficients that characterize the system of creative management of an enterprise for its application at the national level and for evaluating the development of creativity of individual managers [16].

Scientist T. Galakhova calculates the creativity index of the management system, which characterizes the innovative and creative component of the management of IT companies and is an integral indicator of its development. The following are offered as components of the innovative and creative management system of companies in the field of software and computer services: a new system of technological leadership, a management system based on the priority of new investment values, a system of the latest learning technologies, as well as professional motivation of personnel [4, 5].

Among the existing indicators characterizing the effectiveness of the creative management system, their system-forming criterion evaluations still need to be identified. The composition of the indicators does not include scientifically based evaluation criteria, which does not allow getting a complete picture of the state of the organization's creative management system. Each indicator of the system must "work" to determine specific situations. In order to form effective evaluation parameters for the creative management system, we offer a model in the form of three blocks:

- formation of competitiveness of "input" - "resources" in solving problems;
- the "internal environment" of the creative management system, which will ensure an effective process of its implementation, creates competitive opportunities, advantages and implementation conditions;
- the "output" of the system, which will ensure the competitive advantages of the organization in conditions of fierce competition (Fig. 1).

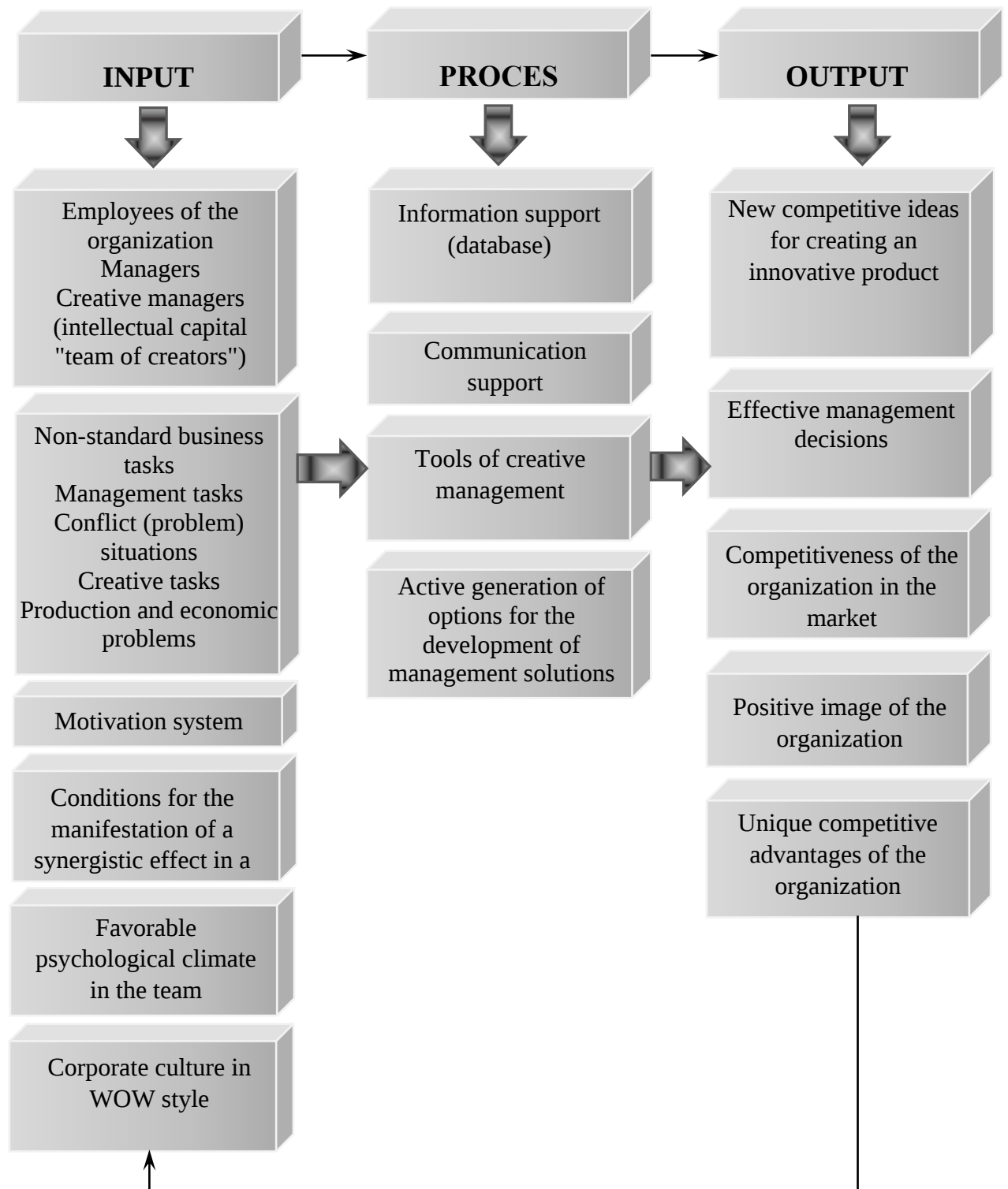


Fig. 1. Logical model of the process of formation of evaluation indicators of the organization's creative management system.

Source: generated by the author

Considering the variety of elements, processes of formation of the composition of evaluation indicators of the creative management system, they must be considered as close as possible to each other as a single aggregate system of characteristics, transforming the process of system implementation into new, more comprehensive characteristics. Indicators at the "input" turn into process indicators and result indicators. A new level of "entry" indicators is formed, and the process is repeated. The number of indicators should be limited to keep their use in the evaluation process simple.

The methods for evaluating the creative management system discussed above complement each other and, with complex application and improvement, can give an accurate picture of the level of development of creative management in organizations.

Creativity is an essential prerequisite for innovation in all areas of the organization. Moreover, innovation is a powerful tool of competitive struggle, the main factor in the successful activity of the organization. However, domestic organizations' development and implementation of creative management tools are progressing slowly. Some problems cause it, the main of which are reluctance to overcome stereotypes and dogmas that persisted in the management of the organization and limit the creative approach to the development of competitive ideas for the creation of an innovative product (solving a non-standard business problem, problematic situation, production, and economic problems); solving problems with "old" methods; lack of the required level of professional competence among the majority of managers; low - innovative, organizational - communicative, subject and entrepreneurial - competence of managers regarding the implementation of creative tools and methods; lack of material interest among the employees of the organization; insufficient number of management personnel capable of adopting the latest technologies; inertia in solving management problems.

Conclusions and prospects for further investigations in this direction. In order to increase the effectiveness of the creative management system in organizations, increase their competitiveness, and form a positive image on the market in conditions of uncertainty and variability of the external environment, it is necessary to:

- to create conditions in the organization for the manifestation of a synergistic effect in the team, namely to provide an opportunity to express one's point of view freely; maintain correct behavior within the team, ensure heterogeneity in the team, maintain confidentiality, provide objective feedback, use resources of the team outside its boundaries in case it does not harm any member, manage group dynamics using creative techniques to activate the creative thinking of members;

- to have a manager and a group of workers in the team with a desire for continuous systematic self-development, the desire and the ability to engage in innovation and creativity; ready and capable of initiative, able to make non-standard management decisions in conditions of uncertainty and risk;

- to ensure a creative organizational culture within the organization;

- to create and maintain a creative atmosphere in the team. The most effective motivators for this are positive feedback, material incentives, transition to informal relationships, team building, flexible work schedules, and self-realization. It is important to constantly encourage, support constantly, and, if necessary, monitor and adjust the activities of the team's workers;

- maximally use all resources of the organization to create practical cooperation of workers, aimed at solving problematic situations and non-standard tasks; focus on the effective use of knowledge resources, create conditions for knowledge exchange, develop a knowledge management strategy, build an effective knowledge management system in the organization that will correspond to its mission;

- to implement a flexible system of motivation for all subjects of the organization involved in the process of solving non-standard business problems; stimulate the development of the process of self-realization and self-improvement of workers;
- to develop a model of managerial professionalism of a creative manager.

The practical recommendations proposed for increasing the effectiveness of the creative management system in organizations can be used by managers when developing development programs and projects.

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