

**Sotnikova Yu.V.**

PhD, Associate Professor

*Simon Kuznets Kharkiv National University of Economics*

**THREE “D” OF CREATIVE MANAGEMENT: DEFINITION,  
DEVELOPMENT AND DISTRIBUTION**

*Approaches to the definition creativity, creative management have been considered. The role and development of creative management in modern economy have been defined. The main features of nowadays creative management have been presented.*

**Key words.** *Creativity, creative management, creative type manager.*

**Actuality.** Society is changing in large part because we want it. Moreover, these changes are not random and chaotic as they are not the product of a mysterious collective unconscious. They are absolutely reasonable and rational. The logic of these reforms is still hidden from us, because change itself is still ongoing. Recently, however, different and seemingly disparate trends are beginning to be built into the overall picture. Now we are able to identify the basic principle, the power that controls these shifts. This was the driving force of human creativity, which plays a key role in the economy and society. In their professional activities and other spheres of life today, we appreciate the creativity like never high and cultivate it with special zeal. Creative activity - a distinctive feature of the human species - in our time takes on an unprecedented scale. It is considered that we are now living in the "information" economy and "knowledge economy" [1, p.19]. However, the modern economy is driven by human creativity. Creativity - "the ability to create meaningful new forms", according to Webster - has become a major source of competitive advantage. Virtually every area of production, from the automotive to the fashion industry, the food industry and information technology, wins in the end the one who has a creative potential.

For the first time Business Week magazine introduced the concept of the creative economy in August 2000. Then John Hawkins in his book appropriately named "Creative Economy" (2001) made an attempt to trace its influence on a global

scale. He proposed to divide the creative economy for fifteen industries - "creative industries", which include programming, research and design work, as well as industry, creative content, such as movies and music. These industries generate intellectual property in the form of patents, copyrights, trademarks and original designs. The annual income from these fifteen creative industries for 1999 Hawkins estimated at 2.24 trillion dollars. Creative US economy leads the world by a wide margin: its revenue of 960 billion US dollars over 40% of total revenue, while in the world of R & D spending US also spends more than 40% [1]. Creativity - is not the solution to all problems, but there are some areas that require creativity, such as the creation of new technologies, improvement of working environment, image formation, development of corporate culture.

**The extent of research problems.** Scientists have paid sufficient attention to the understanding, learning and the formulation of the concept of "creativity" in general and "creative management" as a guarantee of the success of the organization. So, William E. Coyne, Charles Davies, Gareth Jones stand out from the crowd is the fact that recognize the strategic importance of creativity for business development. Determination of Albert Szent-Györgyi creativity based on a reassessment of the concept, that is, look at the situation from the other side. G. Eysenck, Uaysberg R. Lerner creativity associated with intellectual giftedness and ability to think creatively. Vygotsky sees creativity as a product of human imagination and previously assimilated experience. Such scholars as J. Guilford, C. Taylor, G. Gruber, J.A Ponomarev, considered the concept of intelligence and creativity separately. Most clearly this can be seen in "the theory of intellectual threshold" by E.P. Torrance [2].

**Main material.** Creative Intelligence, called by many specialists of creative thinking, as originality, ingenuity, is the basis for any new ideas that might suddenly appear in human head. Creativity was to an extent an integral part of our lives that we sometimes do not notice as to indulge in their creativity. Creative intelligence is the basis for each invention and innovation.

Creativity - a combination of high capacity for the generation of original ideas and unconventional ways of using intellectual activity with the need for it. Creators - people are not only able to solve complex intellectual tasks, but also feel need in this.

Different authors have different trips to the interpretation of the concept of creativity. Analyses of this definitions allows them to generalize and note that the creativity is the human ability to create a brand new product with the help of specific intellectual procedures. Creativity enables continuous improvement of the process of transforming knowledge, investment and material resources in the final product of the enterprise. It relies on creative ways of work with information. It mainly individually work.

Creativity, along with the control culture is determined by the conditions of creative management. Such management involves [3]:

- clear directional idea and policy making with the involvement employees to operations;
- continuous process of personnel development;
- leadership style based on trust and cooperation;
- motivation of cooperation and innovation;
- the development of creative climate in parts of the organization (enterprise).

Creative Management is designed not to only manage the high technology manufactures and creative teams, but also accept non-standard solutions non-routine tasks. Creative management can be seen from this vantage point system, functional, situational, behavioral and administrative approaches. Most scientists [2] notes that creative management becomes the most practical importance, when it considered from the perspective of system and functional approaches (Table 1) [2].

Table 1

The approaches to the interpretation the concept of creative management

Approach	The essence of definition “creative management”
System	Subsystem of innovative management, provides the ability to control subjects to put forward and develop new ideas that take the form of scientific or

	technological information
Functional	one of the functions of management, which aims to ensure the ability to control the subjects put forward and develop new ideas that take the form of scientific, technological information and accumulation of new ideas
Situational	set of favorable conditions created by the leaders of the company for the creative development of the labor collective and individual employees to accumulate creative ideas to address the production and economic problems, to overcome their consequences, etc.
Behavioral	targeted set of actions and behavior of the enterprise managers, aimed at accumulation of creative ideas to address the production and economic problems, to overcome their consequences, etc., as well as facilitating the creative development of the labor collective and individual employees
Administrative	set of administrative relations between managers and subordinates to establish goals to find creative ideas and their implementation, related to the solution of industrial and economic problems, overcoming their consequences, etc.

The decisive factor in the effective development of the strategic management of the company is to create a single organization-managerial potential with common spirit of management team that has the necessary professional level of knowledge and strategic mindset. The current strategy is based on entrepreneurship, not only leadership, but also on the whole team, that is the majority, most interested in the positive image and the prosperity of the company. Therefore it is necessary to use the potential of all staff of the organization, which is aimed in creative management mechanism [4, p.37].

In the past, managers had the desire for clear executives. A well-regarded leader was the leader who knew how to execute orders or instructions of higher

authorities, standards; consistent with accepted types of business conduct. Nowadays valued the managers that are independent.

Today is born the concept of the creative manager, or the manager of the research and strategic type.

Now in the category of general abilities of managers include such abilities of the person, as the creativity, learning, reflexivity. They're having a clear identity, while at the same perform in the activities in close connection with the intellect, and, moreover, became the basis for new characteristics of intellectual activity leaders.

The authors of [4, p.38] the main features of the creative type manager is characterized as follows:

- problematic vision of the world, the ability to think strategically, to see the prospects in advance to recognize the problem;
- the ability to advance pose problems when they are still in its infancy;
- system and a panoramic perception of reality, the functioning of processes and development managed object;
- the ability to think logically, to do right, and the successful conclusion at the lack of information;
- development of psychological self-regulation, which determines the attitude to the problems and their evaluation;
- the ability to mimic the functions of the different members of the team;
- psychological insight that allows to see and distinguish the people especially in their behavior, the ability to perceive, understand, accept and use point of view different from their own, or even opposed to them. Compensator insight is psychodiagnostics;
- innovation and strategic thinking, the ability to go beyond the formal, familiar, proven, traditional;
- activity - the ability to attract people to work together, without the need for tools or material administrative coercion;
- the ability to quickly readjust psychologically conditions change or transition activities to address fundamentally new challenges;

- the ability to not only delegate authority and responsibility, but also the leader of the authority;
- the ability to latent (hidden) manual is intended to include people in the activity is not on the formal subordinative basis, and by "Fade", the ability to ask for advice and help.

**Conclusions.** Ukraine's transition to a market economy makes it necessary to expand the methods of work with the staff, which has recently seen not as a factor of production, as well as the key competitive advantage of any organization. Creative management becomes the key to the success of operations in a competitive environment. Creative management and the formation of a new creative manager type allow to cope with the rapidly changing conditions of the environment, adapt to them and turn weaknesses into opportunities for further development.

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