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UDC 658.3:316.77

JEL Classification: M12; O31; O39

DOI: <https://doi.org/10.32983/2222-4459-2025-4-459-475>

## MANAGEMENT OF CREATIVITY OF MANAGERIAL STAFF OF ENTERPRISES: A THEORETICAL AND PRACTICAL REVIEW

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UDC 658.3:316.77

JEL Classification: M12; O31; O39

### Iastremska O. M., Stamatina G. V., Yaroshenko V. V. Management of Creativity of Managerial Staff of Enterprises: A Theoretical and Practical Review

The article is devoted to the study of the issue of managing the creativity of enterprise managerial staff. The article's relevance is determined by the need to intensify the innovative activities of enterprises, which should be based on creative management methods and the creative competencies of managerial staff, allowing managers to make unconventional decisions using methods that stimulate creative thinking. The aim of the article is to systematize theoretical and methodological developments in periodical publications over the last five years as the latest approaches to improving the management of creativity among enterprise managerial staff during innovative activities. The object of the study is the process of managing the creativity of managerial staff in the context of innovative activities. The theoretical and methodological provisions, practical recommendations for managing the creativity of managerial staff in the context of innovative activities. The methods used to obtain results are: analysis, synthesis, structural-logical analysis, theoretical generalization, and a system approach – for the systematization of scientific periodical publications over the last five years, expert survey method – for surveying management personnel of enterprises on issues of creativity management, statistical calculations – for processing the results of the survey. The article systematizes periodical publications from the last 5 years based on the article's theme in four areas: creative management as a factor in the development of organizations, innovative entrepreneurship and its impact on economic development, personnel management methods in the context of creative management, modern innovative technologies in enterprise management. For each area, the advantages, methods, and disadvantages of the publications are identified. Based on this, measures for managing the creativity of managerial staff in enterprises are proposed. The theoretical generalization is supported by the results of an expert survey of the managerial staff of enterprises regarding the perception of creativity management in enterprises, the satisfaction with the methods used to ensure creativity management, and the shortcomings of creativity management. The generalization of theoretical conclusions and practical results of the survey has allowed the proposal of measures to activate creativity management among the managerial staff in enterprises.

**Keywords:** creativity, managerial staff, creative management, survey, satisfaction, innovative activities, personnel, enterprise, motivation, obstacles.

**Tabl.:** 4. **Bibl.:** 25.

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УДК 658.3:316.77

JEL Classification: M12; O31; O39

### Ястремська О. М., Стаматін Г. В., Ярошенко В. В. Управління креативністю управлінського персоналу підприємств: теоретико-практичне ревію

Стаття присвячена дослідженню питання управління креативністю управлінського персоналу підприємств. Її актуальність зумовлюється необхідністю активізації інноваційної діяльності підприємств, яку доцільно ґрунтувати на методах креативного менеджменту, креативних компетентностях управлінського персоналу, які дозволяють приймати менеджерам нестандартні рішення з використанням методів активізації творчого мислення. Метою статті є систематизація теоретико-методичних напрацювань у періодичних виданнях за останні п'ять років як новітніх у вирішенні питання вдосконалення управління креативністю управлінського персоналу підприємства в процесі інноваційної діяльності. Об'єктом дослідження є процес управління креативністю персоналу підприємства. Предметом – теоретичні та методичні положення, практичні рекомендації з управління креативністю управлінського персоналу в умовах інноваційної діяльності. Методами, використаними для отримання результатів, є: аналіз, синтез, структурно-логічний аналіз, теоретичне узагальнення, системний підхід – для систематизації наукових періодичних публікацій за останні п'ять років, метод експертного опитування – для анкетування управлінського персоналу підприємств з питань управління креативністю, статистичних обчислень – для оброблення результатів опитування. У статті систематизовано періодичні публікації за останні 5 років за тематикою статті за чотирма напрямками: креативний менеджмент як фактор розвитку організації;

інноваційне підприємництво та його вплив на економічний розвиток; методи управління персоналом у контексті креативного менеджменту; сучасні інноваційні технології в управлінні підприємством. За кожним напрямом виділено переваги, методи, недоліки публікацій. На їх основі запропоновано заходи з управління креативністю управлінського персоналу підприємств. Теоретичне узагальнення підтримано результатами експертного опитування управлінського персоналу підприємств за питаннями сприйняття управління креативністю на підприємствах, задоволеністю використовуваними методами забезпечення управління креативністю, недоліками управління креативністю. Узагальнення теоретичних висновків та практичних результатів опитування дозволило запропонувати заходи з активізації управління креативністю управлінського персоналу на підприємствах.

**Ключові слова:** креативність, управлінський персонал, креативний менеджмент, опитування, задоволеність, інноваційна діяльність, персонал, підприємство, мотивація, перешкоди.

Табл.: 4. Бібл.: 25.

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The management of creativity among managerial staff is a key factor in the efficiency of innovative activities, allowing organizations to maintain competitiveness and adapt to changes, particularly in the context of post-war recovery. The relevance of the research is dictated by the need for enterprises to adopt new approaches to personnel management, focusing on the development of creative ideas and innovative strategies.

It is important to study the creative potential of managers, as it can serve as the foundation for transforming organizations and creating new, promising market products and services. Thanks to numerous works by leading scholars, significant theoretical contributions related to creative management and innovative management have already been achieved. However, there remain a number of unresolved issues regarding the practical implementation of efficient mechanisms for creative management in enterprises across various sectors of the economy.

Methodological aspects of improving creative personnel management are also actively developing, particularly through tools of digital technologies, adaptation to new economic conditions, and changes in personnel policy.

However, there is a need to improve practical methods for the effective implementation of creative management, which becomes possible through in-depth analysis and substantiation of innovative approaches to the activities of managerial staff, who, for the success of organizational activities, must distin-

guish themselves by creativity in applying competencies within the management process.

**Analysis of recent publications.** The issue of developing the creativity of enterprise personnel is actively researched by contemporary scientists. Significant contributions to the study of this issue have been made by V. Bilyk, S. Fimyar, N. Chen, Y. Kravchuk, O. Harafonova, M. Kapranov, V. Demydova, L. Pasternak, O. Zhydiak, A. Bondar, H. Yamnenko, I. Petrova. However, the main directions of research on the creativity of managers have not been sufficiently generalized to ensure the adequacy of their competencies regarding the provision of creativity in managerial decisions, which is particularly important under the conditions of martial law and post-war economic recovery in Ukraine. Therefore, the aim of the research is to systematize theoretical and methodological developments in periodicals over the last five years as the latest in addressing the issue of improving the management of creativity among the managerial staff of enterprises during the process of innovative activity. In accordance with the aim, the following objectives were set and addressed: the publications on creative management in scientometric databases were analyzed; theoretical and methodological provisions highlighted by the authors in the direction of improving creative management were studied; the main changes and trends in the field of creative management and innovative entrepreneurship were identified; expert surveys on the research topic were summarized using a Google Forms questionnaire.

The object of the study is the process of managing the creativity of the enterprise's personnel, while the subject includes theoretical and methodological provisions, as well as practical recommendations for managing the creativity of managerial staff in the context of innovative activities.

The methods used to obtain the results include: analysis, synthesis, structural-logical analysis, theoretical generalization, and system approach – for systematizing scientific periodic publications over the last five years, expert survey method – for surveying the managerial staff of enterprises on issues of creativity management, and method of statistical calculations – for processing the survey results.

The novelty of the research lies in the systematization of theoretical approaches to managing the creativity of managerial staff in the context of innovative activities and the practical perception on the part of employees regarding the results of their application. A comprehensive analysis of scientific periodic publications over the last 5 years has been conducted, which allowed identifying key factors that facilitate and barriers to the development of creativity. The results enable the development of recommendations to enhance the innovative potential of enterprises through the improvement of management processes in innovative activities, which is of practical significance for business leaders, HR managers, and staff management consultants.

**Main findings of the research.** During the analysis of periodic literature on the topic of creative management and its role in the innovative activities of enterprises, a classification of sources was carried out based on the main research directions. This allowed for a more structured approach to addressing the issues, identifying the key aspects of each direction, and

forming conclusions about the trends in the development of creative management.

Based on the presented content, the analyzed literature was distributed according to the following directions.

1. Creative management as a factor in the development of organizations [1; 2; 3; 5; 13; 19; 21].
2. Innovative entrepreneurship and its impact on economic development [4; 11; 14; 15; 24; 25].
3. Methods of personnel management in the context of creative management [6; 7; 8; 10; 12; 16; 17; 18; 20].
4. Modern innovative technologies in enterprise management [9; 22; 23].

The systematization carried out allowed us to identify the main directions of research that reveal the interconnection between creative management and the innovative activities of enterprises. In the further analysis, each group is examined separately, with a detailed study of the main provisions and conclusions of scientific works.

The first direction chosen for analysis is the group of studies dedicated to the role of creative management in the development of organizations. It includes works that reveal the importance of a creative approach in management, mechanisms for stimulating staff creativity, and the impact of innovative thinking on the competitiveness of enterprises. An important element of this group's research is the analysis of practical aspects of applying creative management in modern organizations.

Tab. 1 presents key literary sources on this topic, along with a brief description of their content, main advantages, and possible limitations.

Table 1

Creative management as a factor in the development of organizations			
Literature Number	Description	Advantages	Disadvantages
1	2	3	4
1	The article examines the importance of creative management in organizational talent management, and suggests ways to implement and optimize it to achieve the strategic goals of sustainable development of enterprise	A comprehensive approach to the relationship between creative management and talent management.  Practical significance – motivational mechanisms and the role of managers in staff development are discussed	There are few real examples, making it difficult to verify how the ideas work in practice.  Insufficient analysis of specific tools for implementing strategies
2	The article analyzes the role of creative management in enhancing management efficiency, particularly	The authors highlight the significance of creative management in times of change,	The article focuses solely on clusters, which limits the applicability of its

1	2	3	4
	in cluster structures. The authors emphasize the importance of innovation in unstable conditions and suggest ways to improve management	making the research relevant. The article includes practical advice for implementing a creative approach, which will be beneficial for managers and entrepreneurs	conclusions. There are also no real examples to demonstrate how the proposed solutions work
3	The article thoroughly analyzes modern tools of creative management used for effective personnel management in organizations. Special attention is given to digital platforms that enhance communication and collaboration, as well as tools for talent management and organizing training	The article examines modern digital platforms and methods that help improve personnel management.  The proposed approaches may be useful for managers and HR specialists in actual companies	The article does not explore in detail how to implement creative management tools at various stages of personnel management.  There is a lack of empirical data to support the effectiveness of the proposed solutions
5	The article examines the impact of creative approaches on the effectiveness of management and the competitiveness of organizations. The author emphasizes the importance of integrating technologies such as design thinking, agile methodologies, gamification, VR/AR, and artificial intelligence to enhance the innovative potential of organizations. She also provides recommendations for fostering a corporate culture that supports innovation, develops leadership qualities, and utilizes modern technologies	The author stresses the necessity of integrating creative technologies into management to improve the competitiveness of organizations.  The article presents specific approaches and technologies that can be implemented to enhance the innovative potential of organizations	The article mainly focuses on technological aspects, not paying enough attention to organizational and cultural factors that can affect the implementation of creative technologies.  The article is based on theoretical generalizations, which limits the possibility of testing the proposed concepts in practice
13	The article explores the role of creative management in enhancing competitiveness. The authors analyze the impact of innovative approaches on product quality and propose strategies to ensure the competitiveness of enterprises	The authors underscore the necessity of integrating creative management into management practices to enhance the competitiveness of enterprise products.  A comprehensive approach that encompasses theoretical foundations and strategies	The article primarily focuses on the situation in Ukraine, which may limit the applicability of the conclusions to enterprises in other countries.  The lack of specific examples of the application of creative management in practice
19	The article explores the role of creative management in enhancing the competitiveness of enterprises. The authors emphasize the importance of innovative approaches to management and the development of the creative abilities of leadership and staff to ensure competitiveness	The authors examine creative management in connection with other management processes, which helps to better understand its significance.  The article provides general advice on the implementation of creative approaches in enterprise management	Limited attention to theoretical aspects reduces practical value.  There is a lack of specific examples of the implementation of creative management
21	The article analyzes the role of employee creativity in stimulating	The connection between staff creativity and the innovative	Insufficient attention is paid to the mechanisms for

1	2	3	4
	innovation and enhancing the competitiveness of enterprises. The author emphasizes the importance of developing creative abilities for effective innovation management	development of the enterprise is clearly demonstrated.  Key elements of creativity management that may be useful for strategic planning are highlighted	stimulating creativity in real conditions.  There is a lack of analysis of the risks that may arise when implementing creative management

The analyzed articles (Tab. 1) are devoted to the study of creative management as a key factor in the development of organizations. The main focus is on its impact on the effectiveness of personnel management, enterprise competitiveness, and strategic planning. It has been determined that the implementation of innovative methods, such as gamification, design thinking, agile methodologies, VR/AR, and artificial intelligence, contributes to the increased efficiency of business processes. Significant attention is paid to digital platforms as tools for improving communication, training, and talent management within organizations.

The main advantages of the analyzed bibliography in Tab. 1 are as follows.

A comprehensive approach to analyzing creative management – the study examines the interrelationship between creative management, motivational mechanisms, and staff development.

Practical significance – the authors provide specific tools and methods that can be applied in human resource management and strategic planning.

The focus on modern technologies – digital tools are examined that facilitate effective management of innovations and the creative potential of organizations.

Consideration of market conditions – special attention is paid to the significance of creative management in conditions of instability, which is relevant to the contemporary business environment.

However, these articles have certain underdeveloped issues.

Insufficient empirical data – most articles are based on theoretical generalizations without real cases, limiting the practical applicability of the findings.

Limitations in analyzing the mechanisms of implementation – although the authors propose conceptual approaches, it is not always detailed how to integrate creative management into various business processes.

The focus on specific sectors – part of the research examines only specific sectors (for example, cluster structures or the Ukrainian market), which may limit the applicability of the conclusions.

The lack of risk analysis – creative management entails certain challenges, particularly resistance on

the part of the staff to change or high costs of implementing innovative technologies. Including risk analysis would make the research more balanced.

The studies on creative management presented in the literature provide a thorough analysis of the significance of a creative approach for organizational development, personnel management, and enhancing competitiveness. Despite certain shortcomings, they contain valuable information on modern management methods and digital technologies. To increase practical value, it is recommended to supplement theoretical generalizations with empirical research and case analyses of real companies. This will enable a better understanding of the effectiveness of creative management in today's business environment.

Innovative entrepreneurship plays a key role in modern economic processes, as it fosters the creation of new markets, enhances competitiveness, implements technological changes, and ensures sustainable economic growth. On a global scale, innovative enterprises lay the foundation for the development of national economies by creating new jobs, stimulating research activities, and attracting investments.

The second highlighted aspect of the analysis of literary sources is the significance of innovative entrepreneurship for Ukraine, which is particularly relevant in the context of current economic challenges related to military actions, the necessity for post-war recovery, and integration into the global economic space. The development of innovative businesses can become a driving force for economic stabilization, ensuring competitive advantages in the international market and creating an efficient entrepreneurial ecosystem.

The analysis of scientific publications indicates the diversity of approaches to studying the impact of innovative entrepreneurship on economic development. Researchers regard it as a mechanism for modernizing the economy, a means of increasing productivity, and a tool for overcoming structural issues. Tab. 2 summarizes the main research on this topic, illuminating the advantages, challenges, and prospects of developing innovative entrepreneurship in Ukraine and around the world.

Table 2

Innovative entrepreneurship and its impact on economic development			
Literature Number	Description	Advantages	Disadvantages
1	2	3	4
4	The article analyzes the role of innovative entrepreneurship in the recovery and development of regions in Ukraine after military conflicts. The article highlights its significance for competitiveness, production efficiency, infrastructure, investments, and social development. Successful innovative projects that have contributed to regional economic growth are presented. The research confirms that innovative entrepreneurship is a key factor in the post-war development of the country	The analysis of innovative entrepreneurship in the post-war recovery of Ukraine emphasizes its importance for the economy and social development. The successful projects mentioned could serve as models for other regions	The article lacks specific data and a more detailed analysis of risks, making it difficult to assess the impact of innovative projects in the post-war period
11	The article examines the role of innovative entrepreneurship in creative management, defining it as a managerial activity that promotes the development of innovations. It classifies creativity into technological, economic, artistic, and cultural categories and analyzes international indicators for its evaluation. The author emphasizes that the creative ecosystem, which includes human resources, infrastructure, and social capital, is the foundation of long-term innovative development	The article reveals the interconnection between innovative entrepreneurship and creative management, analyzes international indicators of creativity in Ukraine, and offers recommendations for innovative development strategies	The article is primarily based on theoretical analysis; the addition of empirical research or specific examples could strengthen the argument.  It would be useful to consider in more detail the potential obstacles and challenges in implementing creative management in Ukrainian enterprises
14	The article examines the significance of innovative entrepreneurship for the economic growth of Ukraine. The author identifies key factors affecting the development of entrepreneurship and outlines the main issues that hinder the economic progress of innovative enterprises. Among these issues are the gap between science and economic practice, the lack of clear government development priorities, an unstable legislative framework, and insufficient funding for research and technological development	The author thoroughly analyzes both internal and external factors that influence the development of innovative entrepreneurship in Ukraine.  The article proposes specific measures to improve the institutional structure and government policy in the field of innovation	The article is primarily based on theoretical analysis.  It would be useful to compare the Ukrainian experience with practices from other countries that could serve as models for implementing effective innovative strategies
15	The article explores the role of innovative management in enhancing the efficiency of agricultural enterprises. The authors define innovative management as a management approach aimed at the implementation of new technologies, production methods, and management of innovative projects. The main emphasis is placed on the importance of innovations for the competitiveness of enterprises	The authors define «innovative management of agrarian enterprise» and analyze its technological, procedural, and cultural aspects for a comprehensive review of the topic	It would be useful to provide real examples of successful innovation implementation in agrarian enterprises.  An analysis of practices from other countries would help identify effective strategies for Ukraine

End tbl. 2

1	2	3	4
24	The article surveys the factors that contribute to the development of innovative entrepreneurship and startups in post-war Ukraine. The authors conducted 24 in-depth interviews with entrepreneurs, scholars, and government officials, identifying key obstacles: inadequate legislation, bureaucracy, municipal passivity, and a lack of funding. An important conclusion is the need to remove these barriers to stimulate the innovative environment	Using interviews with various stakeholders allows for a comprehensive understanding of the problematic issues.  The study focuses on the post-war recovery of Ukraine, which is extremely important in the current context.  Identifying specific obstacles and favorable factors can aid in shaping effective policies to support startups	Although the interviews provide deep insights, a sample of 24 individuals may not fully reflect the diversity of opinions in the field of innovative entrepreneurship.  Adding statistical data could strengthen the conclusions and provide a more objective assessment of the identified factors
25	The article examines the relationship between cultural and creative industries and sustainable development in EU countries, the UK, and Ukraine. The authors analyze the impact of the pandemic and the war as asymmetric shocks that slow economic growth. Econometric models are employed to assess the dynamics of these processes. The research uncovers the complexity of the influence of creative industries on sustainable development and emphasizes their potential and risks	The use of various econometric models enables a thorough analysis of the relationship between creative industries and sustainable development.  Considering the effects of contemporary global challenges, such as the pandemic and the war, on creative industries is extremely timely.  The findings of the research can be utilized to formulate policies supporting creative industries in the context of sustainable development	The use of complex econometric models may complicate the understanding of results for practitioners without specialized training.  It would be useful to examine the impact of specific political decisions on the development of creative industries in the countries under study

The review of literature (Tab. 2) proves that innovative entrepreneurship plays a key role in the recovery and development of the economy, especially in the post-war period. The article by Svitlana Belous-Sergeeva [4] underscores the significance of innovative approaches for enhancing competitiveness and socioeconomic development in the regions of Ukraine. An important advantage of this work is the presentation of real examples of successful innovative projects that can be used as models for further recovery. However, the article is limited in the amount of specific data and risk analysis, which may reduce its practical value for policymakers and entrepreneurs.

In the article by A. Kniazevych [11], the author emphasizes the interrelationship between innovative entrepreneurship and creative management. The

analysis of international rankings allows for an assessment of Ukraine's position in the area of creativity and innovation, which is a significant advantage for its study. However, the lack of empirical research and insufficient analysis of the challenges in implementing creative management may diminish its practical significance.

The study by V. Kuraksina [14] focuses on the key issues in the development of innovative entrepreneurship, including an unstable legislative environment, inadequate funding, and the gap between science and business. The article suggests ways to enhance State policy in the area of innovation, which is its strength. At the same time, the study heavily relies on theoretical analysis, and to strengthen its arguments, it would be beneficial to include more statistical data and comparative analysis with other countries.

The article by A. Minkovska and A. Molchanov [15] surveys the impact of innovative management on the effectiveness of agrarian enterprises. The work is distinguished by its systematic approach to analyzing the technological, process, and cultural aspects of innovation management. However, as in previous articles, there is a lack of practical cases of successful implementation of innovations in Ukrainian agrarian enterprises. A comparison of experiences from other countries in this field would also be useful.

The study by O. Khymych and E. Masurel [24] is significant in the context of the modern economy of Ukraine, as it analyzes the factors that promote the development of startups in the post-war period. The use of interviews with entrepreneurs, researchers, and civil servants provides a real understanding of the barriers and opportunities for innovative business. However, the sample of 24 persons may not be sufficiently representative, and the lack of in-depth statistical analysis decreases the analytical value of the study.

Yet another article [25] presents a detailed analysis of the impact of cultural and creative industries on sustainable development, using econometric models.

This enables an in-depth examination of the relationships between economic factors, the pandemic, the war, and the development of innovative entrepreneurship. Still, the use of complex mathematical models may complicate the understanding of results for the general public, especially practitioners without appropriate training. In addition, the article lacks specific

recommendations on the impact of political decisions on the development of creative industries.

The literature review indicates that innovative entrepreneurship is a critically important factor in economic development, especially in the post-war period. The studies explore both theoretical and practical aspects of innovation; however, many of them are limited in empirical data, statistical analysis, and comparison with international experience. The most valuable works are those that analyze specific cases and utilize quantitative evaluation methods, which enable well-founded managerial decisions to be made. Further research should focus on a thorough analysis of government policy effectiveness in the field of innovation, as well as empirical studies of successful entrepreneurial practices in Ukraine and beyond.

The next, third area of research is the analysis of a group of literary sources dedicated to the topic «Methods of personnel management in the context of creative management». This area will explore the main approaches to human resource management that foster the development of the organization's creative potential and stimulate innovative activities. Particular attention will be given to modern methods and practices that create a supportive environment for creativity, enhance employee motivation, and form effective teams.

The main characteristic of the literature on this topic is presented in *Tab. 3*, which will summarize the scientific approaches to creative management in personnel management and identify the most promising methods for application in practical activities.

Table 3

Methods of personnel management in the context of creative management

Literature Number	Description	Advantages	Disadvantages
1	2	3	4
6	The article substantiates the need for improving creative management in corporations against the backdrop of multi-level digital transformation. The authors define the economic essence of creative management, assess the impact of corporate culture on its effectiveness, and uncover the theoretical foundations for the development of improvement directions for creative management in the context of digital changes	The topic of adapting creative management to digital transformation is very important in today's business environment. The article thoroughly examines creative management and its interaction with corporate culture, making it a valuable theoretical contribution	The article lacks examples of real companies or empirical research, which limits the verification of theoretical approaches. Some of the proposed improvement directions require more precise detailing for application in real-world conditions
7	The article analyzes the implementation of creative management in telecommunications enterprises, examines the characteristics of the creative	The authors propose specific methodological aspects of implementing creative management, which can be useful for practitioners in the field	The article is more focused on the specifics of telecommunications enterprises, which limits its applicability to other sectors.

1	2	3	4
	product and the principles of its implementation, emphasizing the importance of a creative leader	of personnel management and business strategy. The study of the specifics of creative management in telecommunications enterprises provides valuable insights for this industry	While the emphasis on the importance of a creative leader is significant, the article does not provide a clear explanation of how to construct leadership in different types of enterprises
8	The article examines the interaction between creative management and talent management, as well as their influence on the competitiveness of the enterprise. The authors propose an approach to integrating these two aspects of management, emphasizing the importance of developing talented employees and forming creative teams to achieve innovative results. They also outline directions for improving creative management in conjunction with talent management, which contributes to employee development, enhanced performance, and the creation of competitive advantages	The study of the importance of integrating creative management and talent management is highly relevant in today's business environment, where innovation and effective use of human resources are key success factors. The authors suggest specific areas for improving the processes of creative management and talent management, which could be beneficial for practitioners in the fields of personnel management and business strategy	The article does not provide specific examples or results of empirical research, which limits the ability to test the proposed approaches in practice. Some of the suggested areas for enhancing creative management require more detailed examination and clarification
10	The article analyzes the impact of creative personnel on the success of the business. The authors emphasize the importance of developing employees' creative abilities, creating a high-performance working environment, and engaging talented managers to achieve competitive advantages. The research shows that creativity is a key factor in shaping unique products and services that contribute to the success of the business	The study underscores the importance of creative personnel in the context of modern competition, which is particularly relevant for business. The authors provide specific recommendations for enhancing employees' creativity, which could be useful for practitioners in the field of personnel management	There is a lack of detailed recommendations for practical implementation. The study does not provide sufficient general conclusions for application in various types of businesses, mainly focusing on general conceptions
12	The article is dedicated to analyzing methods for evaluating the performance of managerial staff, focusing on the development of the organization's creative potential	The author emphasizes the application of cutting-edge technologies for performance evaluation, which is important for businesses oriented towards digital transformation. The article offers clear theoretical approaches to assessing the effectiveness of managers	There is a lack of examples that would show how these technologies work in practice. The proposed methods require further explanations and examples
16	The article discusses aspects of managing the creative potential of personnel in the context of the enterprise management system. The authors analyze factors affecting the development of employees' creativity and propose approaches to integrating creative potential into	The authors detail how managers can integrate creative potential into the company's strategy, making the article useful for managers. The research focuses on specific methods that can be applied in the	The article does not take into account the specifics of different enterprises, which limits the universality of the proposed approaches.

1	2	3	4
	the management processes of the enterprise	personnel management process to enhance creativity	The influence of external factors on the development of creative potential in enterprises is not discussed
17	The article examines the role of creativity in the management processes of a company's innovative activities. The author highlights how an innovative approach and creativity can stimulate the development of new products and services, as well as improve the company's strategy. The key factors influencing the development of innovative potential through creative management are identified	The article emphasizes how creativity contributes to innovative processes, which is important for companies that want to remain competitive.  The discussion of the importance of creativity in modern management is extremely relevant for innovation-oriented companies	The article does not sufficiently detail specific tools or methods for implementing creativity in the company's innovation process.  The lack of real examples of implementing creativity in innovative activities diminishes the article's value for practitioners
18	The article is dedicated to the study of innovative methods of personnel management in telecommunications enterprises in the context of the digital economy. The work analyzes the latest management tools, such as flexible forms of employment, digital platforms for recruitment, automated HR systems, and artificial intelligence in decision-making. Significant attention is paid to the role of employees' digital competencies and the necessity of their continuous training	The article contains specific recommendations for implementing innovative management methods that can be applied in enterprises.  The author employs an analytical approach and statistical data, which strengthens the argumentation.  Various aspects of digital personnel management are analyzed, from process automation to changes in employment models	The work is predominantly theoretical and lacks a detailed analysis of specific implementation cases.  The article insufficiently addresses the potential problems of implementing digital tools in the field of personnel management
20	The article is dedicated to the study of the impact of innovative management methods on employee productivity in conditions of economic uncertainty. The authors emphasize the importance of adapting management approaches to changing circumstances and propose strategies to enhance labor efficiency through the use of innovative management technologies	The article addresses current management issues in conditions of uncertainty, making it very useful for practitioners in a turbulent market.  Studying innovative management methods and their impact on employee productivity is crucial for enterprises aiming to optimize their operations	More examples or data are needed to assess the effectiveness of these methods in real-world conditions.  The article focuses more on employee productivity but does not sufficiently consider other important aspects of the impact of innovative methods on business

The analyzed literature (Tab. 3) covers a wide range of issues related to creative management and personnel management, particularly in the context of digital transformation, innovative changes, and the need to integrate the latest management methods. All the sources reviewed illuminate relevant topics, but they have both strengths and limitations.

The strengths of the analyzed literary sources include the following.

**Relevance of research.** Most articles address important issues of digital transformation, innovative approaches to personnel management, and the necessity of developing creative potential in the modern business environment. Some studies [8; 10; 12] emphasize the connection between creative management and the competitiveness of the enterprise, which is especially important for modern management.

**Examination of theoretical foundations and conceptions.** The studies [6] and [7] propose a comprehensive approach to defining creative management, its impact on corporate culture, and key factors of effectiveness. The article [16] analyzes in detail the process of integrating the creative potential of personnel into the management processes of the enterprise, making it useful for developing a human resource management strategy.

**Practical orientation of some studies.** The articles [7] and [18] contain methodological aspects of implementing creative management in enterprises, which can be valuable for practical application. The studies [12] and [20] explore methods for assessing the effectiveness of managerial staff and the impact of innovative approaches on employee productivity.

The limitations and shortcomings of the present studies are characterized as follows.

**The absence of empirical research and case studies.** Many articles focus on theoretical aspects and do not contain specific examples of the implementation of the proposed approaches in real companies. This reduces the ability to verify the effectiveness of personnel management methods and the integration of creative management into business practice.

**Limited industry universality.** The studies [7] and [18] are predominantly oriented towards the telecommunications sector, which narrows the ability to

adapt their conclusions to other areas of business. The article [16] does not take into account the specifics of different enterprises, which complicates the application of its conclusions in a broader context.

**Insufficient detail in the proposed approaches.** Although some articles [8; 10; 12] suggest directions for improving creative management, they require more detail for practical application. The article [20] discusses innovative methods of personnel management; however, it lacks specific examples of their implementation under conditions of economic instability.

The gathered research well explains creative management and its role in personnel management, but to enhance their practical value, it is worth supplementing theoretical conceptions with real examples and studies, considering the possibilities of applying these approaches in various areas of business, as well as explaining in more detail how to integrate employee creativity into the operations of companies and their corporate culture.

The next, fourth area of research is the analysis of a body of literature dedicated to modern innovative technologies in enterprise management. Tab. 4 presents the number of the literature, its general description, advantages, and disadvantages that will assist in the analysis of this group.

Table 4

Modern innovative technologies in enterprise management

Literature Number	Description	Advantages	Disadvantages
1	2	3	4
9	The article explores the management of enterprise development in the context of diversification and integration under changing technologies. The author analyzes the impact of modern technologies on company strategies, specifically how diversification helps adapt to market changes. Significant attention is given to the relationship between innovation, integration strategies, and enterprise efficiency, as well as the factors influencing the formation of diversification policies and management approaches for their implementation	Modern economic approaches and methods for assessing enterprise development have been applied.  The article addresses issues of economics, management, and innovative development, making it useful for various categories of researchers	The author does not consider the problems of diversification, such as rising costs or challenges in integrating new areas. The article is based on theoretical analysis without the use of statistical data or real case studies
22	The article surveys the management of innovative development of enterprises in the digital age. Researchers focus on strategic modeling of innovations, considering modern technological trends and the challenges of digitalization. Approaches to creating effective management strategies that allow enterprises to adapt to changes in the business environment, enhance competitiveness, and	The research is focused on the strategic management of innovations for the long-term development of enterprises. The research covers both local and global trends of digitalization and their impact on management.	The authors emphasize the advantages of digitalization, but do not address the potential problems of its implementation, such as cybersecurity or the need for significant investments.

1	2	3	4
	implement innovations are discussed. The authors analyze the success factors of digital transformations and propose management models for various sectors of the economy	The proposed models can be used for analyzing and planning the digital transformation of enterprises	Some of the proposed models may require adaptation to specific sectors and types of enterprises
23	The article is dedicated to the development of an analytical method for stimulating the work of top managers. Researchers analyze contemporary approaches to motivating high-level managers and propose mathematical models for evaluating the effectiveness of incentives. The main focus is on the relationship between the performance outcomes of managers and the incentive system, which enables improving the effectiveness of their work and influencing the strategic development of companies. The article discusses various stimulation methods, including material and non-material factors, as well as their impact on the productivity and loyalty of top managers	<p>The authors employ mathematical and statistical methods to assess the efficiency of incentives, which strengthens the scientific validity of the conclusions.</p> <p>The proposed method may be used in real business for developing efficient motivation systems.</p> <p>The research covers both financial and non-financial incentive tools</p>	<p>The article includes mathematical models but lacks a detailed analysis of their application in real enterprises.</p> <p>The methods suggested by the authors may be complex to implement without specialized training or additional research.</p> <p>The model is focused on top management, thus its effectiveness for middle management or ordinary employees is not considered</p>

The literature review (Tab. 4) demonstrates that modern innovative technologies in enterprise management are crucial for development and adaptation in a rapidly changing technological environment. The article [9] examines the management of enterprise development in the context of diversification and integration under changing technologies. The author underscores the significance of innovations and integration strategies for enhancing the efficiency of companies. A key advantage of this work is the application of contemporary economic approaches; however, the article is confined to theoretical analysis and lacks real case studies, which diminishes its applied value for practitioners.

The article [22] examines the management of innovative development in enterprises in the digital age, specifically the role of digitalization in enhancing competitiveness and adapting businesses to changes in the business environment. A significant advantage of this work is that the authors analyze global and local trends in digitalization and propose strategies for digital transformations. However, despite the relevance of the topic, the authors do not address potential issues in the implementation of digital technologies, such as cybersecurity or high investments, which limits the depth of the analysis.

In the article [23], the authors analyze an analytical method for stimulating the labor of top managers,

using mathematical models to assess the effectiveness of motivation systems. A strong point of this work is its scientific substantiation and the applicability of the proposed method in real business. However, the article is limited to top managers, without consideration of the middle-level managers. Moreover, incentive methods can be complex to implement without special training, which limits their application in a broader context.

The literature review on the fourth direction demonstrates that all the reviewed articles offer useful theoretical approaches to enterprise management in the context of technological changes. However, they have limitations regarding practical application, as they do not contain enough real examples, statistical data, or comparisons with other countries. To enhance the practical value of these studies, it is advisable to focus on an in-depth analysis of specific cases, which will allow these approaches to be more convincingly applied in real business activities.

The analysis of literary sources has confirmed that creative management is a key factor in the innovative development of enterprises, contributing to increased competitiveness, effective personnel management, and the creation of a favorable environment for innovation. The main directions of research have been identified, covering creative

management as a tool for organizational development, innovative entrepreneurship, modern personnel management technologies, and strategic planning.

The advantages of the literature reviewed include a holistic approach to studying the inter-relationship between creativity, management, and technological changes, as well as the consideration of digital tools for optimizing managerial processes. Along with this, the main drawbacks are the insufficient number of empirical studies, the limited universality of some propositions, and the lack of perception of creative management methods and the creativity of managerial personnel from the perspective of practical workers. Therefore, the next stage of the research involved surveying the managerial staff of food industry enterprises in Ukraine. Thus, 20 mid-level managers of enterprises aged between 20 and 35 years were surveyed. The aim is to evaluate the factors, tools, and approaches that foster the development of creativity among managers in contemporary conditions. It is focused on identifying the most effective management practices, as well as the barriers that hinder the development of innovative potential within organizations.

Link to the survey:

[https://docs.google.com/forms/d/e/1FAIpQLSe9JigAOEhjrOpuWE0bJ8BQM\\_L3aLSDbX3l9TeGH-wKiIF1Bg/viewform?usp=header](https://docs.google.com/forms/d/e/1FAIpQLSe9JigAOEhjrOpuWE0bJ8BQM_L3aLSDbX3l9TeGH-wKiIF1Bg/viewform?usp=header)

The results obtained will help to form recommendations for improving the management of creativity among managerial staff, as well as to identify the necessary tools and conditions to support innovative activities. The survey results indicate that the most important factors for the development of creativity among managerial staff are professional development and training, alongside the support of a creative atmosphere. 30% of respondents highlighted these two factors as the most favorable for fostering creativity. Most respondents believe that effective tools for stimulating creativity are training and courses (45%), as well as motivational programs and rewards (40%). This confirms that investing in the professional development of employees and creating a reward system can significantly enhance the levels of innovativeness and creativity in organizations.

For 70% of respondents, the corporate environment is very important for the development of creativity. This testifies to the importance of creating an open, supportive, and inclusive environment to stimulate innovation. Most respondents (80%) indicated that leadership actively fosters the development of employee creativity, which underscores the role of leaders in supporting an innovative culture and providing opportunities for the development of creative ideas.

Support for a democratic management style that encourages initiative has also received support from respondents, 40% of whom believe that this style contributes most to the development of creativity. At the same time, innovations, identified as the foundation for the development of creativity by half of the respondents (50%), are an important factor in stimulating new ideas and solutions in the workplace. This highlights the significance of innovative approaches for developing the creative capabilities of managers.

Most respondents indicated the need for regular activities aimed at developing the creative abilities of management personnel (65%). This showcases the necessity for continuous improvement of skills and knowledge that enhance creativity. Simultaneously, a significant percentage of respondents (35%) noted that in order to stimulate creativity, it is important to introduce financial or non-material rewards, as well as to assign innovative tasks and projects.

Among the main barriers hindering the development of creativity, respondents highlight the fear of mistakes and punishment (35%), lack of financial incentives (25%), high levels of bureaucracy (20%), and insufficient support from management (20%). This indicates that to effectively develop creativity, conditions must be created that lower the risks of punishment for mistakes and provide support for initiatives from management.

To increase the engagement level of managerial staff in creative processes, most respondents suggested providing training in creative thinking (40%) and allowing for flexible work schedules (35%). This indicates the need for organizations to create flexible conditions for the development of creative abilities.

Innovative approaches that include the use of artificial intelligence and digital technologies (35%) and the introduction of design thinking (30%) enjoy the greatest support among respondents as means to develop creativity in management. This confirms organizations' readiness to apply cutting-edge technologies and approaches to stimulate innovative processes and enhance the creative abilities of managerial staff.

The overall conclusion from the survey results indicates that the development of creativity among managerial staff directly depends on several key factors. Professional development and training, as well as the creation of a supportive and creative atmosphere, are the most important factors for stimulating innovation. Investments in the professional development of employees and reward systems can significantly increase the level of creativity in enterprises.

The corporate environment and active support from management play a crucial role in creating conditions for the development of creative ideas. A demo-

cratic management style that encourages initiative, along with innovative approaches and regular activities for developing creative abilities, creates favorable conditions for creativity and innovation.

On the other hand, the main barriers are the fear of making mistakes, lack of financial incentives, and bureaucratic obstacles. Therefore, it is important to lower these barriers by creating conditions for experimentation and supporting employee initiatives.

It is recommended to continue implementing innovative approaches such as the use of artificial intelligence and design thinking, as well as to create flexible working conditions to stimulate creativity. For effective development of creativity, it is necessary to provide regular training and motivation for managers, as well as to reduce bureaucratic hurdles and support an open and inclusive corporate culture.

## CONCLUSIONS

As a result of the research, it is determined that managing the creativity of managerial staff is an important tool for the development of enterprises and their innovative activities. It contributes to enhancing competitiveness, the effectiveness of managerial decisions, and the rapid adaptation to changes in the external environment.

The analysis of literature allowed for the systematization of the main theoretical and methodological aspects of managing the creativity of managerial staff. It is determined that creative management, as a separate management area, focuses on creating conditions for the development of employees' creative potential, implementing new technologies, forming a favorable corporate environment, and utilizing modern management approaches. The research has shown that effective creativity management is impossible without the establishment of an innovation culture that fosters experimentation, tolerance for failure, and continuous improvement of processes.

An important aspect of the study was the identification of the main methods for stimulating the creativity of managerial staff, confirmed by the results of a survey of employees at enterprises. It is found that the most effective tools are: the use of design thinking for developing new products and services; the application of agile methodology to enhance the flexibility of business processes; the implementation of digital platforms for talent management and team development; the use of gamification to improve employee motivation; the development of a corporate culture that supports openness to experimentation and ideas.

The main issues that hinder the effective development of creativity among managerial staff in Ukrainian enterprises are also identified. Among them: bureaucratic barriers and insufficient support for innovation from the government; weak integration of modern digital technologies into management processes; low motivation of staff due to the lack of effective mechanisms for stimulating creativity; insufficient level of training for managers regarding creative management methods; instability of funding for innovative programs.

Based on the obtained results, a number of recommendations have been formulated to enhance the effectiveness of managing the creativity of managerial staff, the main ones being as follows.

Strengthening the corporate culture of innovation – companies should create an environment that promotes the development of creativity, encouraging experiments and unconventional approaches to problem-solving.

Introduction of modern technologies – the use of artificial intelligence, automation of business processes, and digital platforms for personnel management will significantly improve communication, work organization, and decision-making processes.

Strengthening the employee motivation system – it is important to develop special programs to stimulate creative activity, including financial and non-financial incentive methods.

Increasing the training level of managers – it is essential to create educational programs aimed at developing creative thinking and innovation management skills.

Optimizing the State support for innovation – mechanisms for funding innovative projects should be improved and bureaucratic obstacles for enterprises wishing to develop creative management should be eliminated.

Therefore, the research results confirm that managing creativity is one of the key factors for the successful development of enterprises within the framework of innovative activities. The adoption of modern methods of creative management, digital technologies, and an effective employee motivation system will enhance productivity, competitiveness, and the resilience of businesses to external challenges.

**Directions for future research.** Future research in this area should focus on assessing the effectiveness of the implemented measures, developing mechanisms for adapting creative management to different sectors of the economy, and conducting a thorough analysis of international experience in this sphere. ■

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