

**TO THE ISSUE OF FORMATION OF CREATIVE MANAGEMENT SYSTEMS OF
THE ORGANIZATIONS**

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Abstract: The article reveals modern concepts of creative management, specificity of its application in practice of management of strategic priorities of organisations development on the basis of creation of management model "system of creative management of the organisation".

Keywords: concept, creative management, strategic management, model, system, organisation, formation

Introduction

At the stage of transformational transition from industrial to information and digital economy, strategic goals and directions of improvement of organisational and economic mechanisms of management are changing significantly. This is manifested in large-scale changes in management models, strategies and paradigms, their transition from classical management to creative management. Such a transition is a consequence of the accelerating pace of implementation of scientific and technological progress and, above all, digitalisation of

all spheres of the economy, as well as increasing uncertainty, turbulence and crisis in the development of socio-economic processes. This, of course, requires the development and improvement of a number of provisions of the theory, methodology and practice of development and adoption of highly effective creative non-standard strategic decisions.

Methodology

The methodology of heuristic and system analysis, abstract-logical and causal methods of research, methodological provisions of creative-authoritative analysis of complex problems in relation to conditions of total uncertainty were used as the basis for the development of the concept of strategic planning of priorities of socio-economic development in the system of creative management of organisations.

Discussion

The solution to the problem of formation of effective management of strategic priorities in the system of creative management of organisations is conditioned by the fact that creative management becomes a highly effective tool for strategic management of organisations' development in crisis and non-standard situations characterised by an increased degree of uncertainty.

The objective demand for the development and adoption of creative management systems in the practice of managerial activity of organisations in the conditions of digital transformation is due to a number of specific reasons, which primarily include:

- emergence in various spheres of socio-economic development of new and new, previously unrecognised problematic and non-standard situations and processes as a consequence of accelerated implementation of scientific and technological progress and innovations, which required from the management of organisations the skills to develop highly effective ways and methods of their solution on the spot in the organisation;
- regularly arising new, previously not encountered in practice crisis circumstances that require search and justification of highly effective unconventional and non-copyable creative solutions in emergency situations;
- accelerating processes of replication of innovative advantages by competitors, which requires the management of organisations to constantly improve the reproduction of new non-copyable creative solutions and products;

- the market demand for organisations capable of becoming leaders of advanced innovative development, and, consequently, the presence in organisations of management capable of creative thinking, generating, acting and putting into practice new highly effective original ideas, solutions and products.

At the same time, science and practice to this day have not formed adequate theoretical and methodological foundations for the application of creative management systems, and their development has not been given due attention.

So far, the scientific literature has not formulated a general idea of the essence and content of the concept of "creative management", its role and importance in improving the efficiency of organisations in the specific conditions of innovation economy.

According to V.A. Zhuravlev, the creative management of an organisation should be considered as such management, which purposefully ensures the liberation and use of the creative potential of organisations at the project stages of the "innovation cycle to create new, competitive ideas at the level of inventions in various areas of human activity" [Zhuravlev, 2008, pp. 4]. That is, such management is a specific, special type of management of organisations on the basis of increasing the efficiency of creative and innovative work of personnel. In accordance with this concept, the goal of creative management is the process of constantly putting forward innovative concepts and models and on this basis the formation of organisational and economic mechanisms for achieving key objectives of socio-economic development of organisations. The author especially emphasises that the development of non-standard innovative management solutions can be carried out both outside organisations on the basis of their interaction with research and innovation organisations, and inside it, directly by the personnel.

G.I. Vanyurikhin, considering the concept of creative management, defines it as a specific type of management of potential resources of the organisation by improving intra-organisational structures and management processes on the basis of effective use of non-standard creative tools and methods [Vanyurkhin, 2007, pp. 128]. We should certainly agree with the author of this definition, because it is obvious that creative management is characterised, first of all, by a specific methodology of making original, non-copyable, non-standard decisions.

Systematisation of the currently presented scientific concepts on the essence of creative management leads a number of authors to the conclusion that on an aggregated scale they can be combined into four main blocks:

- block 1: creative management as a methodology for managing the rational and effective use of the creative potential of the personnel of organisations;
- block 2: creative management is the management of the system of creative processes in the organisation in order to achieve the general goals of its socio-economic development;
- block 3: creative management - a free, original, non-algorithmised, non-regulated process of developing, making and implementing highly effective decisions;
- block 4: creative management - generation of unusual, rare, uncommon ideas and non-copyable management solutions.

According to English-speaking authors, creative management should be understood as the process of studying and applying management theory and practice based on the tools and methods of managing the creative process and their "individual, group and organisational application" [Xu, 2013].

The beginning of the science and practice of creative management dates back to the first half of the 80s of the XX century. The term "creative management" in this period was widely used along with such concepts as "creative business", "organisational creativity", "corporate creativity" and others.

Researchers of the development of scientific thought on creative management note that this term can be attributed to interdisciplinary terms. And in this case, on the one hand, it is research on management, on the other. Studies of creative approaches to the management of organisations. Creative management, according to a number of authors, appeared as an inevitable result of the evolution of the science of organisation management [Xu, 2013].

Results. In our opinion, the peculiarity of creative management, as compared to classical, traditional management, is as follows:

- in the rejection of template stereotypical and regulated management models and solutions to problems;
- in empowering you to create unique and original ideas, both to solve problems in already known and unknown circumstances;
- in the possibility of introducing something fundamentally new, which goes beyond the boundaries of known in practice and science solutions to problems.

But the main feature of creative management is a specific model of creative thinking. The main characteristics of creative thinking include:

- figurative adaptive flexibility, i.e. the ability to change the forms of stimuli to see them as fundamentally new possibilities for their realisation;
- semantic flexibility - the ability to define and describe fundamentally new, previously unknown properties of processes and objects and generate new mechanisms for their effective use;
- spontaneity - flexibility, providing the process of producing non-standard diverse ideas in a state of unregulated process.

In the modern practice of socio-psychological research of creativity in managerial activity, the following fundamentally significant manifestations of creativity are distinguished:

- a) fluency - to generate unconventional thoughts in large numbers, i.e. the speed of being able to come up with unconventional (creative) ideas per unit of time;
- b) originality - the ability to generate complex non-copyable solutions that are essentially different from known solutions; metamorphic, ability to work with fantastic ideas, ability to switch from one idea to another flexibly and quickly;
- c) meaningfulness, i.e. meaningful adequacy in the process of implementation of the proposed solutions;
- d) transformability - the ability to transform the original source material by removing conventional barriers;
- e) metaphoricality - readiness to perceive and generate fantastic thoughts, solutions, ideas;
- f) susceptibility - special sensitivity to something new, fantastic, non-standard, unconventional;
- g) systematicity, i.e. the ability to combine and link separate elements of phenomena and objects in the process of creating new images and ideas.

In accordance with our scientific concept, the interpretation of the term "creative management" should be distinguished in narrow and broad meanings.

In a broad sense, creative management should be understood as the management of organisations (i.e. the management of a set of people interacting with each other in order to achieve a common joint goal) and aimed at increasing the activity and efficiency of the realisation of creative potential.

In a narrow sense, creative management can be interpreted as the process of developing, adopting and implementing original and non-copyable managerial decisions.

Nowadays, in the theory and practice of organisation management, creative management is increasingly important as an effective tool for solving problems through the application of organisational and managerial innovations.

The purpose of creative management is to intensify the processes of creating creative ideas, both by individual employees of organisations and by the staff as a whole.

Creative management is designed to ensure the organisation of activities for the development and implementation of innovative solutions in the sphere of management activity, performing all the key functions of management - planning, organisation, motivation and control.

The key challenges and strategic issues in the application of creative management in an organisation are presented in Figure 1.

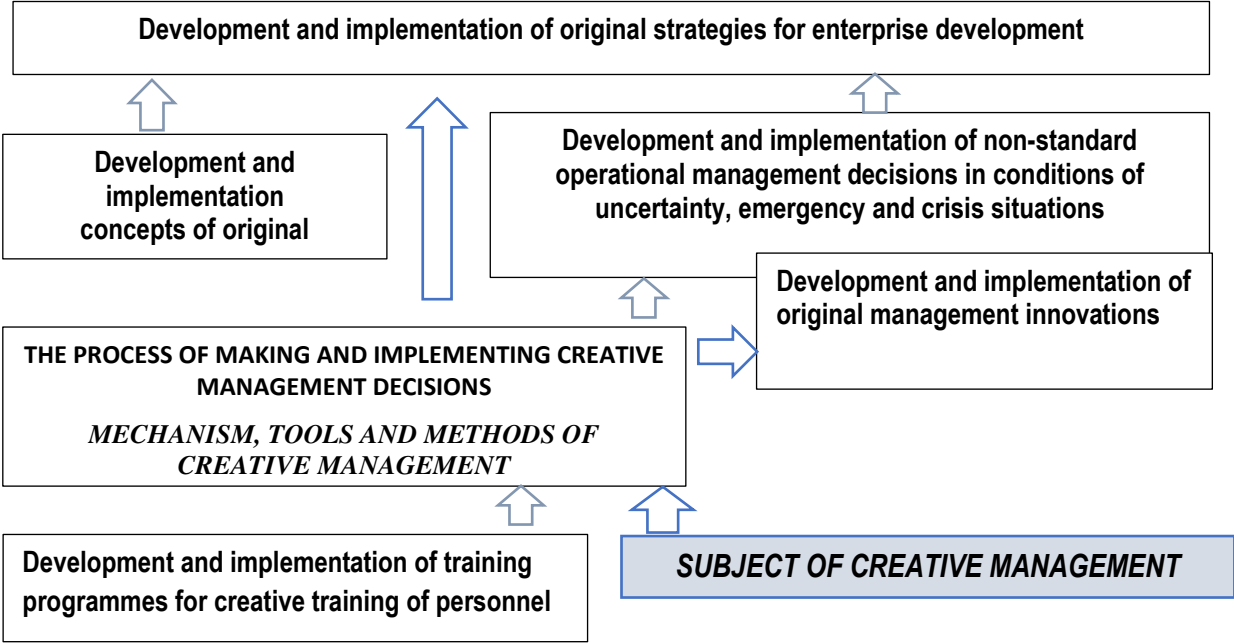


Figure 1. Key challenges and strategic issues in the application of creative management in an organisation
 Source: Compiled by the author on joint materials (Stepanov A.A., Kovalev A.M., Stepanov I.A.)

The creation of effective creative management systems in an organisation should be based on the following initial scientifically grounded principles.

The system of creative management is an integral complex of non-standard, adaptable and flexible to the constantly changing features of the external environment and aimed at improving the efficiency and sustainability of organisations' activities in conditions of uncertainty. Being a key element in the management system of modern organisations, it

represents a specific model of regulation of the creative process in the process of the organisation's activity.

The purpose of creative management systems in organisations is to justify the development and implementation of effective measures that can ensure effective innovative development of the organisation.

The tasks of creative management systems include, first and foremost:

- search for and justification of tools to develop non-standard, original and effective management decisions;
- activation and improvement of the efficiency of using the creative potential of organisations;
- development and substantiation of the organisational and economic mechanism for improving the efficiency of the use of creative potential of managerial personnel;
- preparation of a system of scientifically based recommendations on management of organisational, managerial and other innovations in the activities of organisations;
- development of recommendations for comprehensive assessment and management of the efficiency improvement of the implemented creative management innovations.

The implementation of goals and objectives for the formation of creative management system should be based on the creation of a conceptually new mechanism, principles, methods, tools, adequate to the peculiarities of search and implementation of innovative solutions.

Conclusion

Improvement of the theory, methodology and organisational and economic mechanism of management of creative management systems should be carried out on the basis of scientifically substantiated long-term, medium-term, short-term forecasts and concepts. Such forecasts and concepts should represent the anticipation of trends in technical, technological, organisational, economic, social, etc. development of organisations, both for the distant and near future.

The development of creative management systems for managing the effective use of creative potential of organisations should be carried out on the basis of taking into account the key system-forming factors, taking into account the specifics of creative management.

According to the proposed methodology, several key factors are highlighted:

- complex of personal potentials of both managerial personnel as a whole and individual managers who are involved in the process of development and implementation of creative innovation projects of the organisation. Such factors are socio-psychological specifics of personality types of the personnel involved in the process of development and implementation of innovative projects and, of course, the degree of development of professional knowledge, skills and abilities of the personnel;
- effective organisational and economic motivational mechanism for managing the activities of the personnel of the organisation in the process of development and implementation of innovative proposals;
- an effective toolkit (a system of methods, techniques, techniques and technologies) for the development and implementation of innovative creative activities adequate to the solution of the tasks set for the development and implementation of innovative projects.

Such a set of measures allows to create all necessary objective prerequisites for effective management of innovative development of organisations on the basis of implementation of a set of measures of the creative management system.

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