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## CREATIVITY AS AN ESSENTIAL COMPONENT OF ORGANIZATIONAL MANAGEMENT

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Under new conditions within the framework of innovative management, a new, fourth management style has emerged – creative management. It is a fusion of a drive for creative thinking and the pursuit of maximally comfortable working conditions. Naturally, it will continue to evolve over time. However, we can already define its fundamental components: fostering original thinking and striving for the most comfortable work environment.

The use of the creative style within the framework of innovative management creates conditions for the continuous development of creative projects in dynamic environments. This explains its name, as the word «creative» in English translates to «innovative» or «artistic» emphasizing the pursuit and creation of something new. Therefore, creative style is also a constant search in conditions of rapidly changing factors.

If, in an authoritarian management style, the relationship between the manager and employees is expressed by the formula «manager - subordinate», in a democratic management style - «manager - partner», and in a liberal style – «manager – coordinator», then in a creative style the formula «manager – manager» comes to the fore [1].

The creative style aims at employees always being in search, without limiting them in its many conditions. In such conditions, breakthrough projects can be created, with the help of which it will be possible to significantly change or diversify the product range, and therefore quickly adapt to the requirements of the external environment [2]. Creative activity, innovative communication, and the manager's personality serve as the main focal points of the organization's team, around which the core activities are concentrated.

Creative management is a field of knowledge that is still in the process of formation. One of its main objectives is the development of technologies for stimulating creative thinking and methodologies for generating innovative ideas. Creative thinking serves as a key approach to solving the challenges faced by modern managers.

The ability to think outside the box and view a complex situation not as a problem but as an opportunity to achieve goals is the key to a manager's success.

In the case of competition, the trial and error method, based on a search for options, becomes ineffective. Choosing an unsuccessful option can delay the implementation of the project for a long time and lead to unjustified costs.

Objectively necessary is the transition to a qualitatively new stage of the organization of the creative process - management of the creative activity of specialists. The transition requires overcoming the psychological barrier, breaking the idea that creativity cannot be learned, and the creative process cannot be managed. The successes achieved in the development of methods for stimulating creative activity refute previously formed ideas. Currently, the science of managing the creative process is being formed, which is the result of the integration of several scientific areas.

Creativity not only enables the development of unique products and services but also facilitates effective adaptation to change. Here are the key advantages of a creative approach [1-5]:

- Solving complex problems: Non-standard thinking helps discover new ways to tackle challenges.
- Enhancing competitiveness: Unique ideas help businesses stand out among competitors.

– Employee motivation: A creative work environment inspires the team to achieve new milestones.

Understanding processes is a prerequisite for making quick and appropriate management decisions. This will inevitably lead to a strengthening of the intellectual component of management. Experts believe that the «hunt» for creative employees will soon begin. Managers who are able to create a team and retain effective (intellectual-creative) employees will be especially highly valued. Proactive and ambitious managers should be replaced by proactive, intellectual and creative managers who are able to set goals and find non-standard ways to achieve them.

The last decade has clearly demonstrated that achieving sustainable economic growth and building an efficient economy is impossible without prioritizing the development of the working individual. In the 21st century, labor will take its rightful place.

The growth of the information base and the degree of variability requires the implementation of new approaches in the training of creative workers. The following characteristics are especially important in modern conditions: level of education and intellectual development; degree of professional training (knowledge and competence); ability to creativity, self-improvement; level of information and technological training; creativity, etc.

The new general qualification requirements for emerging modern professions include the ability to think critically, respond quickly to changing situations, and understand the functional interconnections of economic, technological, and sociological systems.

To foster the frequent generation of creative ideas, it is essential to create the right work atmosphere:

– Support for initiatives: Encourage employees to experiment and propose new ideas.

– Space for creativity: Design comfortable areas for discussions and creative work.

– Learning and development: Conduct regular training sessions to enhance creative thinking [4].

One of the key benefits of business creativity is its ability to increase productivity. Exploring new, unexplored areas motivates each team member to maximize their potential and overcome their own limitations, which, in turn, contributes to achieving higher results and receiving well-deserved recognition.

In addition, business creativity helps to form a sense of self-importance in employees. The realization that they are able to go beyond the usual framework and exceed expectations, creating innovative and exciting ideas, has a positive impact on their professional and personal development.

Creative thinking as a problem-solving skill helps identify new opportunities and view challenges not as obstacles but as chances for improvement. When combined with a growth mindset and a deep interest in understanding how different processes function, as well as the reasons behind specific approaches, creativity becomes a powerful catalyst for innovation [6].

The process of creative problem-solving is highly structured, involving a transition from problem identification to the implementation of effective solutions through innovative approaches. This method allows for analyzing issues from multiple perspectives, often transforming them into new opportunities or unconventional solutions.

Thus, creativity is an important component of organizational management, as it contributes to the generation of innovative ideas necessary for adaptation to changing market conditions and the competitive environment. The combination of a creative approach with a growth mindset and a deep understanding of management principles help managers make non-standard decisions that increase the efficiency of the team and the organization as a whole. A structured approach to creative problem solving allows not only to find new opportunities for business development, but also to effectively implement strategic initiatives. Viewing challenges from a different angle helps transform obstacles into opportunities for growth, which makes the organization more flexible and resilient to crisis situations. Thus, creativity in management is a key factor in increasing competitiveness, introducing innovations, and achieving long-term success of the organization.

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