

## Creativity and innovation in management

~ Ph. D. Professor **Paul Marinescu** (*University of Bucharest, Faculty of Business and Administration, Romania*)

**E-mail:** paulmarinescu1@gmail.com

~ Ph. D. Professor **Sorin-George Toma** (*University of Bucharest, Faculty of Business and Administration, Romania*)

**E-mail:** tomagsorin62@yahoo.com

**Abstract:** *The paper aims to briefly present the relation between creativity and innovation and the ways in which a modern management can favourably influence the employees' attitude in various contexts so that they are creative and, at the same time, finishers. We can mark out the fact that the management of a company can design intensive learning methods and facilitate the exchange of ideas in order to increase the speed of innovation in business. Intensive learning methods, collecting significant information from case studies generate value and powerful business solutions. Facing avant-garde competitors and the real improvement of internal processes represent the stakes of high-performance companies. Opportunities also mean taking risks that make the difference between conventional solutions and unconventional solutions. In such circumstances, the differences are also achieved by the quality of the evaluation and the selection of team members.*

**Keywords:** Creativity, innovation, management, leadership, competencies, roles

## Introduction

Management should be concerned with encouraging employees to generate new ideas on the one hand and creating the conditions to be put into practice on the other hand. In the current context, creativity and innovation are becoming the ingredients needed to increase the organizational performance on the one hand and motivate employees on the other. This is the reason why of high-performance companies are looking for solutions to promote creative employees and, at the same time, to identify executives who can turn to profit the ideas of the creative and innovative employees. In the world of globalization, the distance between the moment of the emergence of an idea and its materialization is very small. Modern technologies facilitate the transmission of ideas and this is the reason why in today's world, the traditional company is replaced by the virtual company.

This is why organizations need creative and innovative staff. There are enough situations where decision-makers, through poor management, hinder the creation of an organizational culture that has as ingredients creativity and innovation. Unfortunately, in such situations, leaders are incapable of stimulating a creative climate. Successful management needs to focus on: designing high-performance teams, creating a climate to facilitate collaboration, encouraging employee creativity, creating the conditions for benefitting from creative ideas. In many situations, managers are more concerned about maintaining order and controlling costs without taking into account that creative people are nonconformist and, most of the times, neglect financial issues. Even if they seem apparently incompatible, managers and creative people are complementary,

and the success of the organization depends on the collaboration between them.

Freedom and flexibility at work provides innovating employees the opportunity to have more vision and therefore they have to work with conventional colleagues who have the ability to focus on details and processes.

Benchmarking and synergy become powerful arguments of organizations that encourage creative people and facilitate their collaboration with human profiles centred on details and processes.

For that matter, there are models within the field of human resources that mention the importance of complementarities in designing teams. The relationship between role and competencies becomes decisive (Belbin).

## Creativity and innovation - organizational realities

Organizational life is decisively influenced by the creativity of each employee and by the organization's teams as well. The ability of a company to find new solutions to emerging issues (conflict situations, stress situations, poor use of time) may lead to the creation of new technologies, new methods of organization and leadership. Enhancing creativity allows the anticipation of change and the process of finding new operational methods. The dynamic environment and the tolerance in which the routine is eliminated, the stimulation of the creative behaviour, as well as the creation of control and modelling methods for creative ideas, are of utmost significance in encouraging creativity.

## Creativity and innovation

Creativity involves generating new

ideas and innovation means using ideas to create new products / services.

Thus, Creativity creates mutations within us and innovation creates mutations within our existence. Naturally, the shift from creativity to innovation is made through action. Educating people in a creative and innovative spirit requires an adequate selection, but also a permanent training. Implementing ideas for the benefit of organizations and the community requires another management model (more creative and innovative).

“Creating Ideas” implies a coherent way of thinking and action that takes into account the unfolding of some stages in which ideas emerge and actions are defined; such ideas and actions will be promoted through a process that takes into account the following stages: defining the problem, the collection and assessment of information, incubation, illumination, verification and application.

In fact, the creative process requires: generating new ideas, solving the problem (developing ideas), and implementing it.

The restrictions imposed by the market determine companies to find solutions in terms of resources, processes and

relationships with markets. From this perspective, we can speak of a creative and innovative management.

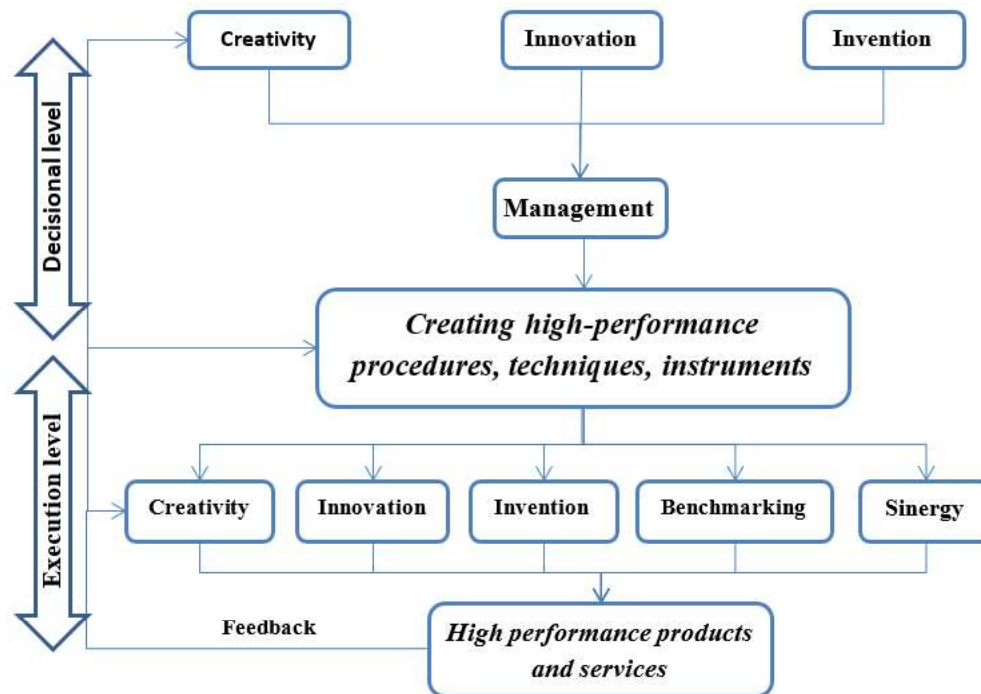
Benchmarking and synergy become methods by which companies can adapt themselves using either the experiences of others or by building their own experiences.

The process of generating ideas can become innovation when such ideas come from all levels of the organization through the involvement of as many employees as possible. These radical changes can cause real collisions inside the company and within the relationships of the company with the external environment.

Within the process of innovation, a close collaboration between technical specialists, financial specialists and administrative staff is needed in order to keep the costs of innovation within acceptable limits (Toma, Gradinaru & Papuc, 2013).

Figure 1 presents a model for improving the managerial processes and the quality of products and services through creativity, innovation and invention.

Figure 1 - Model for improving the managerial processes and the quality of products and services through creativity, innovation and invention



Author: Paul Marinescu

Performing companies use creativity, innovation and invention as catalysts not only at product, services and events level, but also at decision level. Thus, we can speak of a “network” of creativity, invention and innovation at the level of the entire organizational system. The methodological-managerial system by means of the methods, techniques and procedures used in carrying out the managerial processes and relationships within some organizations also becomes a “creative laboratory”. Thus not only the employees are creative, but also the organization is creative.

Furthermore, avant-garde companies (GOOGLE, FACEBOOK, APPLE, etc.) have

revolutionized management just because of creative managers. Thus, the idea that management is just a form of efficient business management is no longer valid. It also becomes a means by which creative contexts are built. The organizational environment thus becomes a laboratory in which the solutions imposed by the market are validated. The presented model suggests that the signals we receive from the market has the ability to influence the components of creativity, invention and innovation both at the level of the decision makers, as well as at the level of those working in the research and creative departments. We can talk about “pyramidal”

creativity, invention and innovation because the creative management of the company influences the specialized departments that in turn produce creative products. In this "economic equation" we have introduced as absolutely necessary "ingredients" both synergy and benchmarking as elements that significantly improve the end result.

By creating a favourable climate, the quality of the communication process decisively influences the organizational performance in the context of some complex changes.

There are researchers who argue that competitive leadership is essential to create a climate favourable to creativity and innovation at the level of working groups (Amabile et al., 2004) and at the level of research and development groups, as well as at the level of the management of organizations (Woodman, Sawyer & Griffin 1993). Unfortunately, leadership is rarely studied as a motor of creativity (Mumford et al., 2002).

Fjóla Björk Hauksdóttir presents in the thesis *Positivity: a key to enhancing creativity* ([http://skemman.is/stream/get/1946/7400/19813/1/Master\\_thesis.pdf](http://skemman.is/stream/get/1946/7400/19813/1/Master_thesis.pdf)) the way in which creativity can be improved through a quality leadership. Obviously there are certain behaviours of leaders that encourage employee creativity. The author made a qualitative study based on nine interviews at three companies in the Icelandic creative industry (PCC, CAOZ and the Icelandic Advertising Agency).

The results of the processing reveal that positive attitude and thinking represent key factors that contribute to the increase of creativity, motivation of employees and the setting of a psychological well-being. The feeling of belonging to the group is created,

the desire to treat people with respect is manifested, and one learns that the quality of the effort increases and the organization of work and performance are improved. The experience of freedom (autonomy) at work, the consistency of the mission, good morale, and meaningful dialogues with the manager can lead to constructive solutions. It would be extremely useful to have an indicator that highlights how creativity can be improved. Specialised literature mentions several variables which can contribute to the increase of creative capacity: intelligence, abilities, beliefs, values and cognitive styles (Nickerson, 1999). It is encouraging to observe that creativity can be improved (Amabile, 1983; Sternberg & Lubart, 1996), as well as the motivation of those involved in the creative process. Analysing the perspectives of several authors regarding the stages of a creative process, we note the significance of the catalyst role of the management within the cause-effect relationship between creativity and innovation.

The analyses of Wallas, Rossman, Osborn and Amabile emphasize the relationships that exist between preparation, incubation and understanding the problem as elements that lead to creative solutions.

We further mention a few of their contributions to defining the relationship between the problem and the creative solution, enumerating the phases that each author considers to be edifying in the process of creativity:

Wallas (1926) - preparation (exploring the dimensions of the problem), incubation (internalizing the problem in the unconscious mind); "intimation" (a feeling that a solution is on its way), illumination or understanding, insight (the idea is consciously verified and applied). (In numerous publications, the

referral stage is considered to be a sub-stage and, in this case, the model has four stages).

Rossman (1931) - observing a need or a difficulty, the analysis of a need, a study of all the available information, a definition of all objective solutions, a critical analysis, the birth of the new idea, experimentation, selection and the final improvement, achievement.

Osborn (1953) - emphasizing the problem, preparation, analysis, idea, incubation, synthesis, evaluation.

Amabile (1983) - presentation of the task, preparation, generation of ideas, validation of the idea, evaluation of the results.

It is of interest how Trott defines the innovation cycle (Trott, 2008, p. 97). The following are the elements of the innovation cycle that Trott takes into account: the attraction of creative people, the organizational encouragement of creativity and innovation, the development of innovative products, the willingness within the organization to accept new ideas, the motivation of the people within the organization, the organization and its concern to reduce frustration, the process of identifying the motivational components to facilitate the growth of the morale and the encouragement of creative people.

The strategies specific to the innovation process are influenced by the quality of the decision to innovate. Innovative organizations rely on their own resources, as well as on ideas and technologies from outside. An important source of ideas and technologies is related to the partnerships with universities and government institutions. From a theoretical point of view, the stages are distinct, but, from a practical point of view, it is difficult to make a distinction between them. Innovations with a major impact are based

on teamwork because it has the virtue of enhancing the complementary competencies of team members. The analysis of the organizational environment, the stakeholder analysis and the SWOT analysis provide convenient signals in reference to: performance issues, technical information, financial resources needs. The structure of the organization can facilitate: its relationship with its environment, the creation of ideas, and the transition to and between the stages of the innovation process.

### Conclusions

The practice of systematic innovation demonstrates that some innovations that seem very large can become technical virtuosity, and some, with modest claims or expectations, can become huge profitable businesses. No matter their individual motivation (money, power, curiosity, or desire for fame and recognition), successful innovators aim as high as possible.

The size of a company does not constitute an impediment to innovation and there are no rules regarding the amount of resources or the size of the business. The innovative system and innovation can be taught and, if perceived as a training investment, they can generate success. If we see change as opportunity, we shall be able to facilitate a creative climate. Managing innovation requires an encouraging behaviour towards staff. This is why there is a close relationship in cause-effect relationship between creativity, invention and innovation, as the triggering factor of a relationship between the aforementioned can be any of them. Therefore, the management of an organization can use the results of

these causal relationships to increase performance and, at the same time, it can increase their efficiency to the extent that it is actively involved in creating a favourable climate for ideas.

Unexpected success offers excellent opportunities for successful innovations, but also risky situations whose analysis is difficult. In no other area, innovative opportunities are no less risky and their pursuit less tedious. Unexpected failure cannot be avoided if there are contexts where mistakes are

perpetuated, managers are incompetent, and the economic analyses are brief.

Innovative leadership must be constantly concerned with remuneration, incentive and reward, and at the same time with a flexible monitoring, control and assessment system. Innovation and creativity must not be a casual result, but rather the result of a carefully elaborated process in which all human, financial, informational resources are of extraordinary importance.

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