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Креативне лідерство як фактор ефективного розвитку в сучасних умовах
Creative leadership as a factor of effective development in modern conditions

The mental problems that Ukraine is now facing are creating changes in consciousness aimed at rethinking the theoretical foundations and technologies for preparing future ceramics for various professional activities. The development of a reproductive style of training future leaders and the transition to a new paradigm opens up new opportunities for training future leaders to ensure cognitive activity, creativity and self-sufficiency. An idea emerges of the features and strategic directions of modernization and overcoming an important period of dry problems.

The article presents an analysis of creative leadership as an effective tool of informal management in modern conditions. The research methodology is based on systemic and activity-based approaches and includes conceptual and terminological analysis, methods of comparison and generalization. Creative leadership is considered as a tool of informal management, increasing the intensity of the organization's innovative activities, promoting the humanization of organization management methods with the active introduction of modern technologies into management practice. A number of soft skills that determine the nature of his managerial influence on the organization's employees are analyzed as key characteristics of a creative leader. The unconventional thinking of a leader is explored, which has as its essential feature

the promotion of new, non-standard ideas and can become a catalyst for the collective development of new knowledge necessary for making the necessary innovative decisions in the organization. The 15 most effective leadership qualities and their characteristics have been studied and presented, which show the specification of creativity as an attributive quality of a leader, revealed through the characteristics of his creative thinking, the results of which have a sign of "secondary" novelty, related not to the production of knowledge, but to its practical implementation, transformation innovation in innovation. Creatively new characterizes original, non-standard ways of external design of previously created new products for their successful promotion to the market. Based on the results obtained, a conclusion is made about the need to develop creative leadership as a tool that promotes innovation, increasing competitiveness and the efficiency of the functioning and development of companies in difficult modern realities.

Keywords: creativity, leadership, creative thinking, creative leadership, leadership qualities

У статті проведено аналіз креативного лідерства як ефективного інструменту неформального менеджменту в сучасних умовах. Методологія дослідження базується на системному та діяльнісному підходах і включає концептуально-термінологічний аналіз, методи порівняння та узагальнення. У статті ккретареативне лідерство розглядається як інструмент неформального управління, підвищення інтенсивності інноваційної діяльності організації, сприяння гуманізації методів управління організацією з активним впровадженням сучасних технологій у практику управління. Ментальні проблеми, з якими зараз стикається Україна, породжують зміни у свідомості, спрямовані на переосмислення теоретичних засад і технологій підготовки майбутньої креативності до різноманітної професійної діяльності. Розвиток репродуктивного стилю підготовки майбутніх лідерів і перехід до нової парадигми відкриває нові можливості підготовки майбутніх лідерів до забезпечення пізнавальної активності, креативності та самодостатності. Виникає

уявлення про особливості та стратегічні напрями модернізації та подолання важливого періоду, який переиває Україна.

Досліджено та представлено 15 найефективніших лідерських якостей і їхні характеристики, які свідчать про специфікацію креативності як атрибутивної якості лідера, що виявляється через характеристики його творчого мислення, результати якого мають ознаку «вторинної» новизни, пов'язані не з виробництвом знань, а з їхньою практичною реалізацією, перетворенням креативності в інновацію. Доказано, що практикуючи кожну з цих 15 рис, ви не тільки розвинете лідерські навички та постійно вдосконалюватимете свої навички, але й збільшите свій вплив на організацію та допоможуть ефективно керувати своєю командою та мотивувати її на успіх. Досліджені якості хорошого лідера характеризують оригінальні, нестандартні способи зовнішнього оформлення раніше створених нових товарів для їхнього успішного просування на ринок. На основі отриманих результатів зроблено висновок про необхідність розвитку креативного лідерства як інструменту, що сприяє інноваціям, підвищенню конкурентоспроможності та ефективності функціонування та розвитку компаній у складних сучасних реаліях.

Ключові слова: креативність, лідерство, креативне мислення, креативне лідерство, лідерські якості.

Introduction

At the current stage, before all the initial steps, there is a task to reorient the initial process towards the formation of creative features that will independently generate knowledge from various sources of information and consolidate them in practical life. i.

It is leadership and creative thinking as a phenomenon of group management, when properly applied, that can ensure effectiveness and focus on the effective achievement of common goals.

In addition, leadership has attracted the attention of researchers around the world.

A review of leadership research shows that there is a wide variety of different theoretical approaches to explaining the complexity of the leadership process (e.g., Bass, 1990; Bryman, 1992; Bryman, Collinson, Grint, Jackson & Uhl-Bien, 2011; Day & Antonakis, 2012; Gardner, 1990; Hickman, 2009; Mumford, 2006; Rost, 1991). Some researchers conceptualize leadership as a trait or behavior, while others view leadership in terms of information processing or relationships. Leadership has been studied using both qualitative and quantitative methods in many contexts, including small groups, therapeutic groups, and large organizations. Taken together, the results of leadership research from all these fields provide a picture of a process that is much more sophisticated and complex than the often simplistic view presented in some popular leadership books.

The problem of creativity was studied by many foreign and domestic scientists, in particular, such as: D. Bogoyavlenska, N. Vyshnyakova, J. Gilford, V. Klymenko, A. Luk, S. Mednik, L. Mishchikha, V. Molyako, M. Nikolayenko , Ya. Ponomaryov, V. Romenets, S. Rubinstein, K. Taylor, E. Torrens, M. Wallach, D. Halpern, M. Yaroshevsky, and others. Among the works on the psychology of creativity, you can find the development of various aspects of it.

The analysis of the latest researches and publications shows that among foreign researchers, R. Dilts [2], E. Dearing [3], A. Meneghetti [4], G. Minsberg [5], R. Stogdill [1] were concerned with the problem of leadership. Theories of leadership were studied: «situational theory of leadership» (T. Haylin, T. Jib, etc.), «interactional theory» (K. Gibb, K. Clifford, etc.), the probabilistic model of leadership effectiveness by F. Fiedler, the motivational theory of M. Evans, humanistic approach (R. Blake, R. Likert, etc.), attributive theories of leadership (R. Lord, J. Fotis, etc.), theory of normative decisions (V. Vroom and F. Yetton), transformational leadership (B. Avolio, B. Bas) and others. E. Arkin, P. Blonskyi, A. Zaluzhnyi, A. Makarenko, B. Parygin [6] and others worked on leadership research. Among domestic scientists, leadership was studied by: V. Mykhailychenko [7], O. Romanovsky [8], A. Rudska [9], L. Pashko, and others.

Formulation of the goals of the article

The purpose of this study is to generalize and form the main features of creative leadership as a factor of effective development in modern conditions.

Presentation of the main material

Researchers have repeatedly addressed the problem of creativity and, despite this, it remains the least researched in the context of the content of human activity. The analysis of scientific literature allows us to talk about different approaches to solving the given problem and trying to find rational ways to improve the quality of leaders' creativity.

Creativity is interpreted by scientists from different positions as:

personality ability (E. Torrens, J. Gilford, D. Chernilevskyi, D. Bogoyavlenska, V. Druzhinin, etc.);

personality trait (K. Taylor, A. Maslow, K. Rogers);

manifestation of giftedness (A. Matyushkin, J. Renzulli, V. Shadrykov);

creative activity (A. Khutorskyi) and others.

According to the position of V. Druzhinin [4, p. 48], at least three approaches to the problem of creative abilities (creativity) have been developed:

1. How such creative abilities do not exist. Intellectual giftedness is a necessary but not sufficient condition for the creative activity of an individual. The main role in the determination of creative

behavior is played by motivations, values, and personal traits (D. Bogoyavlenska, A. Maslow, A. Olokh, A. Tannenbaum, etc.).

2. Creative ability (creativity) is an independent factor, independent of intelligence (J. Gilford, G. Gruber, Ya. Ponomarev, K. Taylor, E. Torrens, etc.). The main content component of the concept of creativity in this case is divergent thinking. This theory states that there is little correlation between the level of intelligence and the level of creativity. The most developed concept is the "theory of the intellectual threshold" by E. Torrens.

3. A high level of intellectual development implies a high level of creative abilities and vice versa. There is no creative process as a specific form of activity. Creativity is understood as intellectual giftedness. This point of view was and is supported by almost all researchers of intelligence (H. Eysenck, R. Weisberg, D. Veksler, R. Sternberg, L. Termen, etc.).

The concept of creativity as a universal cognitive creative ability gained popularity after the publication of the works of J. Guilford. The basis of this concept was his cube-shaped model of the structure of intelligence. J. Gilford identified a fundamental difference between two types of mental operations - convergent and divergent. Convergent thinking

(descent) is actualized only when the person solving the problem needs to find the only correct solution. So, J. Gilford equated the ability with convergent

thinking with testable intelligence measured by high-speed IQ tests. Divergent thinking is defined as "a type of thinking that diverges in different directions" [3, p. 4]. This type of thinking involves varying ways of solving the problem, leads to unexpected conclusions and results. J. Gilford considered the operation of divergence to be the basis of creativity as a general creative ability. In this regard, he singled out four criteria of divergent thinking:

1) originality – the ability to produce individual associations, unusual responses;

2) semantic flexibility – the ability to identify the main property of an object and propose a new way of using it;

3) figurative adaptive flexibility – the ability to change the form of the stimulus in order to see in it new signs and opportunities for use;

4) semantic spontaneous flexibility – the ability to produce various ideas in an unregulated situation.

Creative management requires the skills not of a professional manager, who in his activities is usually engaged in finding solutions to everyday, current problems of the functioning of the organization, ensuring its uninterrupted operation, but of a creative leader who owns new management practices aimed at activating the abilities

and talents of the organization's members, the maximum using the heuristic potential of each employee. As rightly noted by V. Spivak [14], management and leadership are two sides of management.

Creative leadership management is a type of informal management that complements the formal management structure of an organization, and together they ensure the development of the organization.

Good leaders are self-aware, communicate and delegate effectively, encourage strategic thinking, and motivate teams to perform better. In table 1 The 15 most effective leadership qualities have been identified. By mastering the skills of strategic problem solving and listening, you too can inspire those around you.

Table 1. 15 most effective leadership qualities and their characteristics

Leadership qualities	Characteristics	Signs of use	Key features
1. Inspiration from colleagues	should be one of your most important goals as a leader. Your job is to help your team learn and succeed. This quality begins with daily motivation, building relationships, showing respect, and solving problems together.	encouraging team members for their willingness to solve new problems; ьotivating the team not to give up, even if something goes wrong; вealing with people honestly but respectfully	Having a source of necessary inspiration, each member of the team can brilliantly cope with his role and contributes to the achievement of overall success.
2. Focus on team development	Willingness to share his rich experience and knowledge is just one of the many qualities inherent in a leader. A good leader not only develops himself, but also spends time helping others grow. This can be implemented in the form of trainings, joint seminars, or even through joint problem solving with team members.	paying attention to what interests your colleagues using mistakes as a learning oppoprtunity; using constructive criticism, even if it is difficult	It is important to remember that colleagues should be encouraged and trained as you would like to be encouraged and trained.

3. Ensure effective interaction	Your communication skills must ensure efficiency, and this requires direct communication with an individual approach. These skills include project communication, as well as team building.	asking colleagues to express their opinion; listening to the interlocutor before starting to speak; answering questions directly; adapting the communicated information for the target audience	The best part: effective interaction can be easily taught. So, if you need help, don't be afraid to ask for it.
4. Demonstrate high emotional intelligence	it is extremely important to be on an equal footing with your colleagues so that they feel comfortable and free in your presence.	trying to understand what your colleagues feel; studying how your words or actions affect others; putting oneself in the place of others in one or another situation; reacting constructively to conflicts and difficult situations	If in doubt, ask your colleagues what they think. A simple sincere greeting can have a lasting effect.
5. Apply problem solving skills	Of all the professional qualities necessary for a leader, one of the most important are problem-solving skills. Colleagues will surely come to you with problems that require solutions. You should be ready to give advice, no matter what it is about. This does not mean that you should have all the questions answered. No, but you will have to acquire the resources that will allow your team to solve this problem on their own.	supporting advice with data or experience; asking leading questions that will help colleagues find the right path; offering the team to try different solutions; carefully listening to the interlocutor so that they clearly hear what is being said	You just need to direct the team in the right direction, so that colleagues can solve the problems they face on their own. Taking too long to make decisions can make things worse, so don't let your perfectionism get in the way of solving problems effectively.
6. Consider others	Showing consideration for others helps to create a healthy dynamic in the team based on mutual respect.	communicating with colleagues on an equal footing regardless of position; listening to someone else's point of view, even if you don't agree; marking a job well done; showing a positive attitude	Good leaders know that a positive attitude and respect are valuable. It is best to act according to the principle that every team member is a partner in your common business.

7. Put personal development first	Personal development is an important part of career growth, regardless of where you are on your professional path. Developing your skills will help you and your team increase the effectiveness of the organization in the long term.	attending specialized conferences; studying on courses; interacting with other departments	These actions will not only help you constantly learn and gather like-minded people around you, but also bring fresh ideas that increase your influence in the team and organization.
8. Encourage strategic thinking	Leaders are constantly looking for ways to develop their team and organization. It can be anything from internal processes like roadmaps and technological progress to external factors like SWOT analysis and product offerings.	listening to all ideas, even if you don't agree with them conducting brainstorming sessions; providing feedback backed by data; giving the team the opportunity to implement their ideas and learn from mistakes	Strategic thinking is important both for your own self-awareness and for the entire team, so be sure to encourage new ideas.
9. Listen carefully to your interlocutor	To be a leader, it is not enough just to be able to speak well. Your job is to recognize the organizational problems and aspirations of team members so that you can become a change agent for them. It is also important to listen to those around you, treating them with respect and understanding.	listening carefully to the opinions and feedback of colleagues; asking questions before you speak yourself; communicating regularly with the team; by attending meetings held by your team	Listening is a very important but often overlooked element of leadership. A truly good leader inspires not only with beautiful words, but also with the ability to listen.
10. Delegate work	A good leader knows that delegating work can increase the level of professionalism of the team and ensure the smooth implementation of the project. After all, you can't do all the work yourself all the time. Rely on your colleagues to do the job just as well.	taking into account the wishes of colleagues regarding what projects they would like to work on; providing a general outline or task for particularly complex projects; providing transparent feedback for successful performance; practicing time management skills to get work done on time	Not delegating work is bad for both leaders and employees who could grow professionally if they had more autonomy. When something goes wrong in your mind, you instinctively take on the work yourself to fix the situation.

11. Take responsibility	It's important to support your team and take responsibility when things start to go wrong. The main thing to remember is that it is not always possible to achieve all goals. Unfulfilled expectations open up new opportunities for growth	taking proactive action and offering solutions if any goals are not achieved; explaining what exactly didn't work and why; regularly monitoring the implementation of key initiatives	Taking responsibility means admitting failure and continuing to work toward a solution with your team.
12. Show genuine dedication to your work	True leaders inspire you to achieve your best results, despite all possible difficulties. Leaders are those who pave the way for your achievements. It is this dedication to the task that distinguishes a leader from a manager. Without this, it is difficult to become a good leader	are you happy with what you do? Are you excited about new projects? Does successfully motivating people bring you satisfaction? Do you believe in the business you are doing?	By reflecting on your involvement, you can find true inspiration and become a better leader for the long term.
13. Be a visionary	Seers are able to see the end result even before creating anything tangible. This is why business owners and entrepreneurs are usually visionaries. They see how to implement a good idea long before the result appears.	visualizing what your group will achieve in a year; practicing brainstorming and combining ideas into a single concept; motivating others to think critically	Foresight is akin to strategic thinking. Both are important for making decisions and setting clear goals.
14. Show concern for others	Caring for others is different from respect. The main difference is that you not only talk, but also show care in action. Both respect and caring are necessary to gain the trust of the team. To inspire others to achieve, it is important to invest in them and their careers. Without establishing such a personal connection, the leadership process can be more commanding	communicating with colleagues not only on work issues; taking an interest in the goals and interests of team members; learning to listen carefully and put yourself in others' shoes; taking part in team building games	Creating personal connections with co-workers helps improve work relationships. This even helps to develop effective teamwork and strengthen team spirit.

| 15. Constantly follow trends | An excellent team differs from a simply good one in that it is ahead of its competitors in new technologies, such as business process automation, artificial intelligence, and many other parameters | Devoting part of your time to acquiring new knowledge
Watching industry leaders and technology trends
By participating in conferences and networking events
Communicating with someone who can teach you something new | Because trends are constantly changing, it is quite useful to practice these tips even if you already have experience in this field. This way you can share innovative ideas that will help your organization develop and reach the next level. |

Source: created by the author

By honing the qualities of a good leader, you too can effectively lead and motivate your team to succeed. By practicing each of these 15 traits, you will not only develop leadership skills and continually improve your skills, but also increase your impact on the organization.

Conclusions

In the difficult conditions of modern realities, the problem of the growing need for creative leaders who are able to overcome inertia and established stereotypes in the activities of an organization and contribute to its innovative development arises with all severity. In the proposed concept of creative leadership, the leader, thanks to the presence of such «soft» skills as socially oriented management thinking, emotional intelligence, complemented by emotional creativity, and non-violent communication, implements the tasks of informal management of the organization. As an attributive quality of a leader, creativity is manifested through his unconventional thinking associated with the emergence of new ideas necessary for the organization for innovative development, as well as through creative thinking aimed at creating "secondary" novelty for the successful promotion of already produced new products to the market. The managerial practice of a creative leader in completing innovative activities with a practical result that has the sign of «secondary» novelty is the most important competence of the leader of the organization. From which it can be concluded that creative leadership in modern conditions of organizational management

increases the intensity of innovative activity, contributes to the organization's implementation of innovative breakthroughs, thereby increasing its efficiency and competitiveness. A more detailed analysis of the possibilities and existing limitations of creative leadership requires further research.

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