

# Psychological features of creative and innovative thinking of managers

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**Annotation:** New types of thinking that have come to the attention of researchers in the last decade include innovative and creative ones. Innovative thinking is alien to the usual logic, because the basis of innovative activity is creativity. The innovative and creative thinking of the leader has common denominators, and together with managerial abilities leads to different results in the organization. For example, somewhere in a company, organization, a new product may appear, or it may not, that is, it may remain in words, in ideas, business plans. A successful manager is one who combines these two types of thinking.

**Keywords:** innovative intelligence, practical intelligence, logic, creative thinking, innovative thinking, managerial abilities, leadership style, innovative activity.

**Introduction:** A constant and practically unlimited source of new growth for any organization is the innovative thinking and cognizing out of box potential of a manager, which looks like a search for new ways to solve problems, the ability to focus, isolate a problem in your organization, and generally improve your structure based on unconventional ideas.

**Methodology:** in the presented work, we used an analysis of the methodological foundations of creative and innovative thinking in the professional activities of managers that affect the result of their work, generalization of managerial experience. Science on the management context analyzed the experience of the role of managers in creating an innovative environment in an organization. Analyzed positively and negatively influencing factors in the context of management style and its role in creating conditions that affect the implementation of innovative potential, methods of a systematic towards, comparative analysis, synthesis, classification and periodization of the studied material.

As a rule, those managers who by nature have the ability to think originitive and at the same time show innovative activity are successful and productive in their professional activities. They are also endowed and develop creative and strategic thinking, naturally inquisitive, often resort to non-traditional management methods, are capable of assimilating knowledge, that is, they are trainable, rely on previous experience, intuition and a non-standard approach in their activities.

Innovative thinking of managers, as already noted, can be effective or not. If it is implemented within the framework of the template stereotypical execution of ordinary procedures, then, of course, one should not expect results. Nevertheless, managerial thinking can be extremely effective and even, it would seem, in hopeless circumstances, it can achieve, thanks to cognitive abilities in combination with innovative potential, exceptionally high results [1;8].

Management thinking, which implies creativity and innovation as a phenomenon, is one of the most complex types of thinking and, from the point of view of management psychology, is in its essence a special kind of mental processes in its activity, aimed at understanding the patterns of processes, setting management problems and tasks, development of goals, principles, methods and ways of influencing control objects. This also includes a special vision, forecasting, building various ways to solve a problem, evaluating and searching for resources. Such complex thinking includes basic (universal) and specific types of thinking, depending on the tasks and activities being solved [1;11].

As a rule, the basis of managerial thinking is dialectical, which is based primarily on the ability to reason logically, the ability to detect contradictions; handle analysis and synthesis. The owners of such thinking not only have a penchant for logical thinking, they are able to build a chain of logical conclusions that help distinguish true conclusions from false ones, but they can also easily assess the truth and objectivity of facts [6; 20].

Therefore, effective managerial thinking is the most unique combination of the mental triad: logic, analysis and synthesis. In addition to the main methods of thinking, there are other types of it in the field of view of researchers. New types of such thinking, especially closely studied by researchers in recent years, include creative and innovative.

In management psychology, in management, organizational behavior, creative and innovative thinking is studied in combination with managerial, strategic, critical, socially oriented. Managerial thinking, being systemic, is the highest level of thinking that synthesizes all other types, in particular, creative and innovative. Creative thinking in the work of a manager means that he can come up with completely different original ideas and ways of solving problems, thereby realizing something innovative. That is, innovative thinking is the ability to bring your creative ideas to the final result. [6;24].

Creative thinking manager is an ability, as well as his special ability to look at things with a non-standard view, that is, in a way or method that was not previously considered. Creative thinking helps to invent or create something new: a concept, a solution to a problem, a technology, for example, to initiate a new project, etc.

In this regard, the role of creative thinking and the innovative potential of the individual in the psychology of management is important, since serious requirements for managers, especially those involved in managerial activities, are increasing [6; 24].

Thus, innovative thinking is, first of all, the ability of a manager to bring his creative ideas or one of his subordinates to the final result.

The regularity of the connection between the productivity of a person's innovative activity and his innovative intelligence was established experimentally. The productivity of innovative activity of a human (team) is the number of successfully implemented tasks in an innovative environment.

Innovation activity can be conveyed as a holistic process of creating, distributing and using a new practical tool [1;9]. Therefore, based on this definition, it can be argued that a person for successful innovative activity must develop his intellect in three directions: creative, analytical, practical.

Creative intelligence, first of all, is necessary for initiating, as already noted, original productive ideas, searching for new opportunities and their implementation based on solving problems using divergent thinking.

Analytical intelligence is required to work out any problem that has arisen, to critically rethink previously existing approaches to its solution.

Practical intelligence is necessary for the use and implementation of these ideas, that is, we are talking about achieving a result, in particular, managerial. With this understanding of the diversity of the nature of mentality that a person must have in order to achieve success in innovative activity, a new construct is proposed - innovative intelligence in the form of a pattern, the components of which are analytical, creative and practical intelligences.

Practical intelligence is the ability to turn theory into practice, and abstract ideas into concrete results. It is also necessary in order to single out, among the most interesting creative ideas, those for which a specific applied aspect can be found. A high level of ability to solve the task set by the manager for himself in the shortest possible time is, of course, an important part of practical intelligence [6; 149].

As numerous studies show, even people with a very high IQ, meaning academic intelligence, do not always demonstrate success in life from a generally accepted point of view. Thus, studies conducted at the University of California showed that a person who had a high IQ did not essentially possess the following qualities: independence and independence of thought and action, the ability to easily relate to difficulties, originality, the ability to study management information in many ways, flexibility and insight, somewhere and intuition. However, it is these characteristics that should be presented in the psychological portrait of a manager for his productive innovative activity. Owners of only analytical intelligence, as a rule, are good critics of other people's ideas, initiatives, however, they themselves are not able to offer anything non-standard

and original. And, finally, if a manager has a developed and high level of only practical intelligence, he can “sell” any idea he likes without presenting its true price [6; 46].

Therefore, to achieve success in innovation, a balance of all three components of innovative intelligence is necessary.

Competent team management is an important basic aspect of efficiency and requires a creative approach and the presence of a number of important character traits of the personality of both employees and the manager [8;628].

So, for example, if employees have the ability to think creatively, initiate interesting ideas, they, as a rule, can calmly perceive the emergence of innovations (as you know, people resist change), furthermore, without waiting for instructions from management, they themselves become an “idea generator” [3;78].

It should be emphasized that the innovative intelligence of a person is not simple a way of thinking of a manager, his non-standard original ideas, not only inventions invented by him, but also discoveries realized by him. Only in such a combination all these factors are a necessary condition for the implementation of innovative activity. That is, innovation activity requires not only the presence of creativity, but also special psychological traits that potential subjects of innovation should possess. Some researchers believe that the important qualities of an innovative type in the selection of managers should be initiative, risk-taking, readiness for innovative changes, the actualization of which depends on the willingness and ability to learn [9].

Let us clarify the important psychological qualities inherent in intellectual managers in an innovative society. These, according to the researchers, are: the ability to generate new knowledge, the ability to produce ideas based on new knowledge, orientation towards the practical implementation of original ideas, the desire for continuous education throughout life.

Thus, it is no longer in doubt, even theoretically, that there is a relationship between company profits and the quality of management, and, consequently, leaders with innovative and creative thinking.

Let's ask ourselves, what is the difference between a creative manager with innovative thinking? First of all, the absence of fear and fear of the stereotypical template solution to the problem. Such a leader does not take into account the traditions that have been established over many years and boldly introduces innovative solutions. This approach to daily activities allows the company not only to have a good reputation, to be popular, but also to outperform its competitors, that is, to take leadership positions.

An important detail: a creative manager understands that any technology, new product or type of service falls behind life very quickly. Therefore, he does not fight with changes, but anticipates them, making non-standard decisions and thereby bringing his company to the forefront.

Of course, the whole balance is formed a priori in favor of private companies, since state structures are more ponderous, not as flexible, and not able to quickly reorganize, like, for example, small enterprises. The data clearly indicate that the ability to think innovatively and creatively, in combination or separately, is vital to the economic and overall success of an organization.

With the help of a questionnaire (D. Bruner), in which 100 managers of public and private enterprises took part, we determined their basic type of thinking and measured the level of creativity, which, in our opinion, is transformed into innovative potential under favorable conditions. Let us give some questions from him to determine the types of thinking and the level of creativity: I do not like regimented work. It is easier for me to do something than to explain why I did it. I take any information as a guide to action. I am more attracted to the trademark of the company than its name. I am interested in understanding drawings and diagrams. I like the process of activity more than its end result.

In the course of a survey in which managers of both public and private enterprises took part, we found that it is often the leaders of private enterprises who have creative thinking and innovative courage, try to influence the viability of the organization through innovative activities in their production, always having mind a long-term development perspective.

The leaders of state enterprises, even in the presence of creative thinking and innovative potential, probably due to external circumstances that suppress and prevent the development of this type of thinking, do not try to influence the viability of the organization, obeying social norms, while being able to manipulate processes, directly using economic resources.

Thus, we found that the main variable that determines the long-term sustainability and profitability of an organization is the presence of leaders with creative thinking and innovative potential. They were found to lead private enterprises by a wide margin, but they also demonstrated the important skill of stimulating employee engagement and customer loyalty.

It should also be noted that an innovative personality has a special attitude to the world expressed in high cognitive activity and the desire to manage it, which is expressed in a persistent desire to learn in order to influence various phenomena and establish control. This is how the managerial result achieved through a combination of creative and innovative thinking of the chief.

As a rule, in behavioral characteristics, this combination is diagnosed by taking responsibility for subordinates, associated with attempts to make changes with the help of progressive solutions.

Such leaders are also distinguished by a loyal attitude towards their subordinates, good moral and psychological surrounding reigns in their teams, any initiative coming from an employee is encouraged, and an approving attitude towards their originality and a desire for innovation are cultivated.

Creativity that stimulates originality, the desire for novelty, indomitable curiosity - this is what distinguishes managers with creative and innovative thinking.

The absence, that is, the lack of the desire for creation, innovation distinguishes managers without creativity, as a rule, they are prone to an authoritarian management style. At the same time, they can have analytical logical thinking, practical intelligence. Their managerial activity is dictated by the desire to rely on tradition and authority. It is the desire to build one's managerial activities with an emphasis on strengthening one's authority in the eyes of subordinates that is the basic value of this type of leader. In relations with them, rigid firmness, excessive severity, control reign. Such managers demand from their subordinate's humility, obedience, servility, the need for dependence.

Thus, there is another important factor for the implementation of innovative reforms in the framework of practical activities. There is a strong natural connection between leadership style and innovative achievements. In organizations where excessive control (theory "X") is cultivated and enforced, dictate, as described in the well-known theory of McGregor, there is no innovative environment, just as innovations themselves are not implemented, because creativity is not realized in such conditions. Managers of this type are primarily focused on compliance with social norms, toughened and already outdated rules. It is quite natural that in such organizations there is no innovative environment, creative friendly atmosphere.

The relationship between a subordinate and a democratic leader, in our case, an innovative one, is completely different from the ideas of an authoritarian one. McGregor called this theory of behavior in the managerial sphere, that is, the relationship and view of the nature of such leaders, as the theory of "Y". He was sure that the need for labor is literally a natural need for a person. In his point of you, in any organization, the average employees are law-abiding people, with a sense of responsibility for their actions, ready to work honestly without establishing strict control. If the leaders in their organization are able to create favorable conditions, as well as a good moral and psychological climate. Employees will not only take responsibility, but will also try to improve their work area, that is, be creative. Many people have the ability to solve problems creatively, and the intellectual potential (in our understanding, innovative) of an ordinary average worker is used only partially [7;98].

A democratic leader with creative and innovative thinking, as a rule, avoids imposing his decisions on subordinates, in this way developing and strengthening his innovative environment, contributing to the realization of their creative potential.

As a rule, organizations where a democratic leadership style is adopted are characterized by a high degree of decentralization of power and authority, and employees of all levels take not only an active, but also an interested part in decision-making, enjoy freedom in performing tasks. Bringing the tasks facing the organization, the leader allows subordinates to define their goals in accordance with those that he has formulated, thereby evaluating a unique innovative atmosphere with complete freedom of action.

Thus, we consider it appropriate to develop important recommendations that contribute to the evolution of the innovation environment, which have a pronounced applied aspect.

First, managers need to formulate values, including the mission, corporate standards of their companies and consolidate them, that is, provide managerial support for creative reflection. Innovative activities are reserved, but if an employee with valuable original ideas voices them, acting as an expert, predict for

effectiveness, reliability and then provide financial support. This requires leaders to create a special, unique, if not invaluable, creative atmosphere, cultivating democratic and sometimes liberal leadership styles in special situations that encourage the development, selection and preservation of brilliant ideas, rather than punishing not very successful or unsuccessful attempts.

Secondly, it is advisable to select personnel, taking into account the results of psychological verifying, for example, to conduct tests of creativity. All these procedures will help determine the creative and innovative (this is already a test of entrepreneurial ability) level of future employees. Thus, it is possible to diagnose curiosity, openness to experience, motivation, creative thinking and cognitive abilities that contribute to innovation. Usually, during selection, attention is paid to the ability to adapt, taking into account the level of education, age pointers, biographical characteristics, etc.

Thirdly, it is important for managers to understand their important role in the effective promotion of thoughts, plans, and the ability to create a unique environment in which ideas are not only born, but also developed, improved and, most importantly, realized, thereby becoming an exclusive product, an innovation in their structures, bringing them to a significant market. Such a good example is the global IT giants, in which they managed to create such an innovative environment and spirit of innovation. Their leaders tend to have a creative and innovative mindset, which has enabled them to become mighty titans in the global marketplace.

To create an innovative environment, the top priority for managers is to involve employees in the creative procedure through training, developing their creative thinking: for example, brainstorming, business yoke, training, case solving, etc.

Innovative development of personnel begins from the moment when the manager rethinks the importance of employees in the company from the position of creative cognizing. At the same time, having intellectual and creative potential, he strives to involve the staff in the creative process so that his subordinates realize the importance of their contribution to the establishment's activities.

Thus, creative and innovative thinking in reaching its highest point, apogee, leads not only to success. Together with managerial abilities, these two types of thinking lead to victory, to the personal progress of the manager himself, a unique product appears in the organization, which, as a rule, takes the company not only to a new level, but also to the leaders.

### **Findings:**

1. Creative and innovative thinking are two different concepts that are often misunderstood.
2. Possessing creative and innovative thinking, managers achieve significant success, allowing them to occupy a significant niche and make the organization they lead a leader in their field.
3. The cultivated innovative intelligence of a manager is diagnosed by the presence of a creative atmosphere in the team he leads, in which the exchange of ideas would be welcome, sufficient freedom of action.
4. Probation, trial and dellucion, project development of innovative projects should be cultivated in the expectation of all employees and properly compensation.
5. The relationship between the developed creative thinking of the heads of public and private enterprises exists. It undoubtedly depends on the form of ownership and turned out to be right.
6. To achieve the result, managers, in addition to creating a special atmosphere, must provide the means and resources for the implementation of the plan; adhere to democratic and liberal leadership styles. Since innovations cannot be categorically introduced and carried out within the framework of bureaucratic or rigid management methods.
7. For the formation and development of innovative thinking of employees, it is necessary to teach the skills of generating ideas, analyzing information, developing business projects through special trainings.
8. A manager in any organization should create an innovation team, which should include creative employees who are able to connect the theoretical and abstract aspects of technology with the commercial context of the organization.
9. Leaders need to communicate to their subordinates how innovation can bring concrete results in order to inspire and increase everyone's interest in a new innovation initiative.
10. It is advisable and very important for a manager in his organization to have a highly qualified staff of psychologists in the HR department in order to select employees with creative and innovative potential.

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