

Management Creativity A Strategic Planning Tool for Human Resources

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Abstract: The aim of this research is to identify the use of managerial creativity in organizations through strategic planning for the development and development of human resources in order to face contemporary challenges. Since the elements of change are complex, we must realize that change is not done individually or partially. It must be based on an integrated and well-defined framework, with scientific and systematic attention, the creativity of the organization is an urgent and fundamental necessity imposed by the economic and social changes in the organization.

Creativity has an important role to play in the survival and development of the organization. It is its instrument in adapting to the economic, social, technological, political, cultural and other changes surrounding it. Creativity also helps the organization to face contemporary problems and future challenges.

Introduction

There is an increasing need for research on the components of the creative trend, whether at the local or organizational level. The social and cultural change is becoming more pressing today than ever before, so the world today is experiencing rapid growth and increasing changes. Modern civilization does not depend entirely on what the world provides us with, but on the resources of our human resources to contribute effectively to the construction.

The auditors of management today argues that the contemporary organization is living in changing and complex circumstances because of the economic, social, political and cultural changes in its external environment. This is why organizations need creativity to deal with these conditions. This is confirmed by Peter Darker that managers should learn to manage organizations in a creative method. Therefore, the preparation of human resources and enabling them to play their new role as a tool of change and creativity is a strategic requirement.

Methodology of Research

Research Problem: Most contemporary organizations in the world face complex and changing environmental conditions in accordance with economic, financial, social, cultural and political changes. The problem of these organizations is their lack of interest in developing the creative human element to face these variables, so the problem can be posed by the following questions:

- Are organizations preparing plans for managerial creativity?
- What are the stages of the creative process? How is creativity, and what are its conditions and its foundations?
- How to invest and develop the mental capacity of human resources?

Research Objective: The research aims to achieve the following:

- Recognize managerial creativity in organizations.
- Review the mental capacity of human resources and develop them to serve and develop managerial leadership in organizations.
- Identify the steps of developing managerial creativity in organizations.

Research Hypothesis: The research is based on the following hypothesis: There is a strong relationship between managerial creativity and the development of human resources to serve organizations in the face of the current economic, financial, cultural and political challenges.

Limits and Methods of Research: The research deals with two main topics: the first is managerial creativity, and the second is the process of developing human resources to serve organizations in the face of contemporary challenges. In this research, the researcher used the method of extrapolation from the reality in organizations, through the theoretical expression of the variables of research.

First Topic: Concept of Creativity

In the field of creativity, the researchers pointed out that the terms creativity and creativity are synonymous terms, where there is no distinction between them, where creativity is used as a source of creativity:

- Creativity is the excellence in understanding things and the ability to provide unprecedented solutions to existing problems, or to invent and achieve methods and manners to achieve superior results and distinct.
- Creativity is an expression of creativity and renewal, and stands on the contrary to follow and imitate.
- Creativity is the product of the superior human mind, and the character of enlightened minds and reassuring souls.
- Creativity is a process of thinking that arises from a change-oriented mental activity that is free to search and move freely in multiple directions.
- Creativity is a process that results in a new work that is accepted by a group or accepted as useful.
- Creativity an individual's ability to avoid normal routines and traditional methods of thinking with new or uncommon original production can be implemented and achieved.

We can be defined Creativity as the set of processes used by human with his the intellectual and intellectual capacities and the surrounding influences to produce useful production for him or for the organization in which he works or the community in which he lives.

Creativity in Management

Creativity in management is the ability to achieve the objectives and results achieved for the benefit of the beneficiaries of the work of the management, the intelligent use of available resources, and overcome the problems and obstacles in sophisticated methods and not found in organizations that lack creativity and creators.

Creativity Levels

Creativity can be divided into three levels:

1. Creativity at the individual level
2. Creativity at the community level
3. Creativity at the level of the organization

Stages of Creative Process

The process of creative process stages of serial and integrated is the sense of the creator of a problem that causes certain kind of imbalance, and this situation leads to a solution to restore the state of balance and according to the psychologist (Wallas) that the creator passes between the sense of the problem and to resolve its radical stages are four as follows:

- a. Preparation stage: The collection of information about the problem.
- b. The testing phase: It is not to stop thinking hard about the problem.
- c. Supervision phase: The sudden emergence of the solution.
- d. The investigation stage: Revision and selection of what appeared suddenly.

The psychologist Harris in 1959 stated that the process of creativity is going through six stages:

1. The emergence of the need to solve a problem.
2. Aggregation information on this problem.
3. Think about the problem.
4. Imagine possible solutions.
5. Proof of solutions and experience.
6. Implementation of ideas.

Morris (Stein) believes that the process of creativity passes in three stages only:

- a. The formation of hypotheses and begin to prepare and end by choosing a suitable alternative of ideas put forward.
- b. Test the appropriate hypothesis to determine its validity.
- c. Communicate with others to provide creative output.

Daniel Robey (1982) sees the stages of the creative process beginning with:

1. Distinguish or understand a particular problem, such as low productivity or the need for markets to market products or otherwise.
2. Resolution creativity to solve the problem.
3. Initiative in action.
4. Implementation.

Conditions of Creativity

To describe production [work, performance, management ...] with creativity, one of the following characteristics must be available:

- A. Events, the emergence of production or ideas into actual existence, in front of human consciousness at a certain moment in time for the first time.
- B. Formation or making, the idea of a new physical existence of the things:
 1. Creativity is a cumulative process.
 2. Creativity does not arise out of thin air.
 3. Creativity does not depend on the creator's abilities.
 4. Creativity is the product of creative interaction with others.
 5. Creativity is influenced by the surrounding environment.

Principles of Creativity

Creative Thinking Stems from the following:

1. Flexible mental model.
2. Visibility, objectives and knowledge of methods and methods.
3. Meeting minds and not one single mind.
4. Experimenting with innovative ideas and methods.
5. Objective of achievement oriented.

Main Elements of Creative Thinking

- **Sensitivity to Problems** :The sensitivity to problems is the method to spark the creative thinking where the problem troubles the owner, which leads him to think about exceeding creative inventions.
- **Flexibility in Thinking**: Automatic flexibility is the ease and freedom to change the mindset.

Creative Thinking Processes

1. Monitor variables and collect information.
2. Coordination of information and detection of gaps.
3. Create incomplete information.
4. Invest in available information in the detection of new prospects [opportunities, graders
5. Operation of information [classification, arrangement, analysis, conclusion, circulation (use), active retention, retrieval, update....]

How is the Process of Creativity?

The process of creativity goes through a series of successive stages as follows:

- Preparation stage: The individual acquires the elements of experience and the appropriate cognitive skill to be able to monitor problems and describe them accurately.
- Studiosness stage: Analyzing the problems and trying to search for their causes and seek a solution [solutions], this solution may come quickly or collide with obstacles causing frustration.
- The stage of psychological withdrawal: the individual moves amethod from the problem for a period in which he reviews his information and perception of the problem and during which the process of fermentation Incubation of ideas and solutions.
- The moment of foresight: The innovative solution radiates into the mind of the individual and is accompanied by a sense of joy and triumph!]

Second Topic: Investing the Mental Capacity of the Human Resource for the Responsibility of Creative Leadership

Sources of Mental Capacity

1. Knowledge is the source of mental capacity.
2. Research & Development source of knowledge.
3. Products and creativity of mental capacity for individuals and managerial leaders represent the intellectual capital of the organization and is the most valuable asset it possesses.
4. The investment of intellectual capital leads to more knowledge production, and hence more intellectual capacity in organizations.

Characteristics of Creators

1. Fast response to variables.
2. Accept change and deal with it positively.
3. Cooperate with others and work in team.
4. Ability to analyze problems.
5. Ability to propose entries and ideas to solve problems.
6. Flexible specialization and non-containment in a narrow field of expertise.
7. The continuous increase of knowledge.

The Most Important Creative Thinking Methods

1. The shift from thinking about what is important to what is constructive and feasible [the distinction between the important and the necessary].
2. The shift from argument to exploring the origins of subjects.
3. Pay attention to the skill of designing ideas and solutions and not to stop when analyzing problems.
4. Take care of Idea Generation and not simply collect information.
5. Starting from the blockage in the past to thinking about the future.
6. Work on transforming knowledge into practical applications [technology creation].
7. Shift from the intellectual skill stage to the wisdom level.

Models of Creative Thinking Methods

- Creativity by stimulating asymmetry between patterns.
- Inspiration not to follow a sequential pattern of thought but to enter into the problem from any part of it.
- Start from the end and get to the right start.

The Meaning of Management Creativity

- Continued achievement and growth at an increasing rate.
- Consistent compatibility with the circumstances and data of the surrounding climate and the organization's own conditions.
- Providing the elements of excellence management.

Creativity Catalysts

1. Scientific selection of individuals with promising intellectual skills and skills.
2. To assign appropriate work to the individual's characteristics, mental abilities, desires, and psychological and social orientations.
3. Provide opportunities for learning, training, knowledge development and intellectual and cognitive abilities.
4. The individual is responsible for the performance and delegated [or involvement] in decision-making.

Management Creativity Catalysts

1. Raise the atmosphere of competition and challenge among employees and create the desire for excellence and excellence through incentive systems.
2. Link material and moral incentives to performance and levels of achievement at work.
3. Develop communication, open up areas of interaction, exchange of views and sharpen minds by raising questions for which the organization is seeking answers.
4. Develop the culture of development and continuous improvement and ensure the commitment to total quality.

Creativity Catalysts in the Organization

1. Develop the affection culture of the organization through using the experimentation, trying and avoiding blame and failure when it fails.
2. Encourage individuals [and leaders in the forefront] to practice thinking based on suggestions, developing methods and taking responsibility for updating their work.
3. Expanding decentralization, and easing close managerial control over performance.
4. Develop a sense of responsibility and self-control.
5. Transparency in the announcement of standards of performance evaluation and reward for achievement
6. Confirm accounting for results.

Limitations of Creativity

•Individual Constraints

1. Sense of insecurity.
2. Insufficient risk tolerance.
3. Fear of making mistakes.
4. The desire to avoid failure.
5. Concern for reputations in case of failure.
6. Fear of Presidents.
7. The tendency to rely on others.

•Organizational Constraints

1. Intense centralism.
2. Detailed operational procedures.
3. To insist on uniform working methods.
4. Typical structures in organization and work systems.
5. Focus on the introduction of narrow specialization.
6. Adhering to tradition and not welcoming renewal.
7. Organizational closure and weak communication with the external environment.

•Creativity in Contemporary Managerial Thought

- Creativity as a result of knowledge and its renewed source.
- Knowledge management is the new tone in contemporary managerial thought.
- Intellectual capital is the most important assets of organizations.

Requirements for Developing Managerial Creativity Opportunities

1. Develop communication networks and channels across different levels of organization and sectors, and open channels of dialogue among the members of the Organization.
2. Disregard traditional approaches to management based on (COMMAND & CONTROL) and to address members of the organization as producers of ideas and minds, rather than machines that execute orders without thinking.
3. Develop mechanisms to motivate the members of the organization to think about work issues and areas of development, and to activate their participation in the analysis of problems and seek solutions through the suggestions systems, quality departments, workshops and brainstorming sessions.

Recommendations for Successful Manager

There are a number of things that must be taken by the managerial to distinguish it from another and constitute a sign of success in strategic management is to be:

1. Accurate in the affairs, administration, and the affairs of subordinates.
2. Follow the system and puts everything in its place, and brings up its work more than saying.
3. Finishing the work every day, and no procrastination or disorder.
4. Distributes tasks by specialization, talents and potentials.
5. Good follow-up, resolute in his decision, consult and meditate a lot.
6. Nice relationship, allowed creation, strong in non-weakness, strict in non-violence.
7. Durable activity, intuitive present, permanent observation, strong focus, likes workmanship and quality.
8. Benefit from the experience of others and their experience of knowledge and discuss.
9. Loves excellence, loves creativity, relaxes for uniqueness, and strives for excellence.
10. avoids repeating the error, takes advantage of failure, warns bump, an optimist does not know despair and frustration.

Conclusion

One of the most important qualities of managerial creativity is that managerial leaders succeed in creating an atmosphere conducive to interaction, communication and competition among the members of the organization, so as to accumulate thought and create knowledge and become a circulation of ideas, information, experiences and experiences, so that some of them achieve opportunities for creativity and benefit from all around them to stimulate and encourage experiences and experiences accumulated.

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