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## Creativity in Management in 21st Century

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### ABSTRACT

As development progresses, the way we work and communicate with our employees, customers and the environment changes. It makes it necessary to thoroughly rebuild the concept of company management. The development of modern technologies and consequently the economy change the business situation of enterprises. The way of running and managing the company has been transformed. Newly established companies are reliant on modern technologies and innovations concerning not only new equipment but also the process of managing people.

**Keywords:** management, creativity, innovation, media, website

### 1. INTRODUCTION

Management is a set of rules directed at a company's resources with the aim of achieving organizational goals in an effective and efficient manner (Griffin, 2007). These day managers' work is very different from what it used to be twenty or thirty years ago. They have to act quickly and be able to make difficult decisions in a short time and under a great deal of pressure. They tend to work very long hours, about 60 hours a week on average. What is more they have to deal with numerous challenges such as globalization, domestic competition, government regulation, shareholder pressure, and many others. What is more, there are numerous, both minor and major, occurrences which can instantly change the situation of the company. All that leads to a situation where the managers' work can be extremely challenging but also extremely rewarding, both financially and mentally. A good manager can make a

company incredibly successful while a bad manager can destroy even the most prosperous one.

## **2. DISCUSSION: CREATIVITY VERSUS INNOVATION**

Creativity is being open to every new activity, the ability to generate ideas, overcome difficulties, think outside the box, and stimulate thinking. This is the attitude we take towards the world and the desire to answer the questions that we cannot find an answer to. Creativity is an appropriate, modern management style that influences the implementation of innovation and is the basis of the innovation process. It can be defined as the creation of useful and valuable products, services, ideas or procedures. Innovation is preceded by a creative process, based on a visible change. It is a new implementation or an unconventional solution. Innovation depends on the environment and is characterized by unpredictability, risk, determination, all with the assumption of a positive result. It can be refined. Generally speaking, innovation is the introduction of a new or significantly improved product or process (Szczerba, 2013). Management is a controlled decision making process in an enterprise or other similar organization. It also means being organized, motivated and having a control over work of the organization and its employees and requires using available resources to achieve all the set goals (Mintzberg, 1994).

The first is the level of your creativity, which determines the mental capacity of workers. We are born with certain qualities, preferences that affect our creativity. We are growing up in a specific environment that can also shape our mental abilities. People represent a different style of creativity, which is the effect on how our mind work and the preferences that we have. Some people have a more structured and expanded way of working, others are more organized, they pay attention and focus on the details. These people often develop evolutionary solutions. There are also people who have a less organized way of working and thinking. These people are a bit more chaotic. Such people often come up with revolutionary, fresh solutions (Porter, 2008).

The other is the level of motivation for action which has also a big impact on our creativity. We are motivated by various things, and depending on what motivates us, we decide how much energy and in what way we will devote to the established task. Some people are motivated financially, others just make some good deeds to make other people's lives better. Each of us sees new opportunities and new chances in a different way. One person in a certain situation may think of it as a fantastic opportunity and the other person in response to the same situation may react differently and perceive it as a problem to be dealt with. Such varying perceptions can have a significant impact on our actions (Porter, 2008).

People may become creative through the contact with another person. Every contact with people with greater experience enables development or widens cognition and makes us more creative and increases our potential.

## **3. BEING A LEADER, BEING A MANAGER**

A leader is a person who leads and commands the group, a person who influences people and makes them want to follow and imitate him or her as well as submit to her or his

leadership. One of the basic functions of a leader in a group is to motivate employees. The basic thing to start new activities is to know the needs of the employees and to match the activities to their expectations and skills. Well-distributed tasks allow the employees to show and prove what they are good at. At the same time the leader can easily evaluate the submitted tasks. I leads to a conclusion that the manager is a person whose primary task is to establish and accomplish the management processes. Such work includes both planning and decision making. In addition to being a manager this job means organizing, controlling, motivating and verifying effects (Whittington, and Cailluet, 2008).

Regardless of the level of organisation, managers can work in various branches of the company, including financial sector, human resources, operations, administrative etc. Griffin (2008) proposes several types of managers that can be distinguished according to their function and position in a company. Marketing managers have to deal with areas connected with marketing and persuading consumers and clients to purchase certain goods or services. Financial managers are in charge of dealing with organisation's financial resources. They are responsible for accounting, financial management and investments. Another type of managers is operations managers, whose responsibility is to deal with creating and building the systems as well as services or products depending on the type of company that the manager represents. Human resource managers, on the other hand, are responsible for developing and recruiting employees, training and designing the system of appraises and punishments for workers. Administrative or general managers are examples of hospital or clinic administrators, who have to have contact with basic fields in all functional areas of the company. Another type is public relation managers whose responsibility is to enhance the image of the organisation by using social and public media. As organisations tend to grow at an enormous speed, the role of the managers seems to grow as well.

Blanchard and Johnson (2015) in their One Minute Manager propose a plan to achieve success in managing, which is presented below:

#### ONE MINUTE GOAL SETTING:

- Agree on goals.
- Write each goal on one page, using less than 250 words.
- Read and re-read each goal- this should take about a minute.
- Take a minute out of your day every once in a while to look at your performance.
- See whether or not your behaviour matches your goals.

#### ONE MINUTE PRAISING:

- Be immediate and specific.
- Tell people what they did right and how it helps.
- Stop. Let them feel how good you feel.
- Encourage them to do more of the same.
- Shake hands or touch people in a way that makes it clear that you support their success in the organization.

#### ONE MINUTE REPRIMANDS:

- Be immediate and specific.

- Tell people what they did wrong.
- Tell people how you feel about what they did wrong- and in no uncertain terms.
- Stop for a few seconds of uncomfortable silence to let them feel how you feel.
- Shake hands or touch them in a way that lets them know you are honestly on their side.
- Reaffirm that you think well of them, but not of their performance in this situation.
- Realize that when the reprimand is over, it's over.

Adapted from *The Story of a New One Minute Manager- Participant Workbook*, Ken Blanchard, Ph.D. and Spencer Johnson, M.D. (2015)

If you want to be recognizable and to be a leader in your field, no matter what sector you are in, you have to do something new, unique, noticeable and even spectacular. Nowadays, people who become more recognizable are people who work in industries where creativity is the most desirable feature which is advertising, fashion and architecture. In each of these fields there are numerous prizes, contests, plebiscites, rewarding the most ingenious and original people and their projects, which in turn could increase the chances of promoting as well as gaining new and valuable contacts (Whittington, and Cailluet, 2008).

Good entrepreneur should be self-confident. This is a very important feature already at the beginning of their career because a person who is aware of his or her own capabilities and skills will be striving to realize his or her idea, overcoming every difficulty that will stand on the way to success. Also in the dealing with customers or competitors self-confidence allows you to lead a more effective conversation and negotiation. The determination is another feature which characterizes a good entrepreneur. This is an ability to think positively about one's idea or an emerging company and its future. This way one can avoid giving up on their own idea. Entrepreneur must be brave. You cannot be afraid to take risks and set goals that would often seem to be difficult to achieve. Running your own business is inextricably linked to choices and the need to make decisions.

Furthermore, a natural born entrepreneur is creative and innovative. Creative thinking allows you to make quick and flexible analyses of the given situations inside and outside the company. Thanks to creative thinking, when problems arise, you can find an unorthodox solution. Creativity and innovation, on the other hand, create a chance to achieve such an offer of products or services that nobody has invented yet and which may become a great hit. Last but not least, being ready to cooperate is another trait that defines a good entrepreneur. The company has one owner, he/she is the boss and their opinion matters the most. However, it is cooperation, with other companies, with employees and with customers, that allows further development. It is a source of fresh, new ideas as well as feedback from the recipients of the product or service (Surowiecki, 2004).

#### **4. MODERN BUSINESS MANAGEMENT**

A few years ago, when the only media that we had was television, radio and the press, a great chance appeared to advertise the business as a professional brand. We have the Internet and thanks to it a number of tools and capabilities. Thanks to its strength, anyone can become a recognizable person through their own blogs, websites and virtual acquaintances. The media are often referred to as the fourth authority, which is undoubtedly the right word for the huge

impact they have on their audience. The media have this extraordinary power that makes people, things or phenomena presented in them gain recognition and prestige. That is why it is so important for the company to work well with the media and have an ally on their side (Surowiecki, 2004).

The main objective of media relations is to strive for effective communication between the media and the company and to gain publicity, which is a free form of business promotion. Broadcasting is very often a consequence of the company's successful communication with the media. If the company has managed to work with the media, then it has a good chance of gradually building its brand through them. You should always keep the media informed about interesting events involving a company or industry. It is a good idea to create a press release, supplemented with pictures and videos, to show comments or expert opinions on a particular event, to present interesting stories about interesting people.

It is also important to organize interesting events, whether they are conferences or industry meetings, involving presentations or press conferences in connection with current events, inviting media representatives and preparing some interesting information for them as well as relevant and educative press publications. A lot of media relations depend on a spokesperson or a public relations specialist, on their knowledge, creativity and the ability to make media interested in the peculiar content or events (Snowden, and Boone, 2007).

If you are interested in promoting a growing company, you should first invest in creating a website. Contrary to the popular belief, the cost of implementing a website is not too high today, even in case of outsourcing this kind of business. You can be sure that a well-designed website, full of valuable materials should earn money within a few months. Today almost every company, not necessarily related to the IT industry, should have their own online service to survive in the era of strong competition. The website is your showcase, and in case of companies it is an essential element that allows them to exist. Regardless of the type of your activity, you should take care of a well thought website. The ever-changing market has led to a situation when even real-world services are first searched on the Internet. This is why an entrepreneur should keep up with the novelties. There are a few requirements to be fulfilled if one wants to have an eye-catching website. One thing is to remember about regular website updates. What is more, the page should match the colour of the logos and brand names which should be visible but not overwhelming. Even with an attractive offer, we can scare off potential customers without sticking to the aesthetic rules. We should make sure that we have a place for our customers where they can leave a comment about our company and its products or services, so other customers can read it before choosing an item or a service. This will make our industry more credible and it is possible that our customers will gain more confidence in our company and its products (Ribgy, and Bilodeau, 2007).

Social networking sites gain millions of users each year. Today, apart from the website, most companies should have their own account on Facebook, Twitter or Google Plus. Social networking sites are free, allow you to reach the interested customers quickly, and respond to their inquiries and complaints instantly. It is important to integrate social media with the website of the company to optimize information about new products or services as well as arrange promotional actions from time to time.

If we run a company specializing in a specific field, it is a good idea to regularly visit the online business forums. We will find not only valuable knowledge, but also users who want to learn something from us. The ability to share experiences and valuable professional

tips with other internet users will make it easier to reach new customers. It is also worth including an advertisement of our offers in the relevant areas.

The company dealing with the sale of products or services should ensure the preparation of appropriate printing materials. Both the business owner and the employees should have professionally done business cards. The cost is small and their presence proves proper preparation for contacts with customers and contractors. Business cards should be given out at every opportunity; this will increase the likelihood of reaching new customers. Entrepreneurs should use posters and flyers on the occasion of an important event or before organizing an important corporate event. Leaflets and posters work well in the local environment, allowing quick access to a wider audience (Ribgy, and Bilodeau, 2007).

Over a dozen years ago, it was unimaginable that there would be online commerce that would allow shopping differently than in a traditional way. However, at present, technological progress no longer surprises anyone. The life of the contemporary human is a life full of luxury and comfort in comparison to the previous century. Actually, you do not have to leave the house at all to shop. All we have to do is launch your web browser and look for a virtual shop to purchase the goods or services. That is the reason that entrepreneurs often want to move their business partially or entirely to the Internet. Of course, trading on the Internet cannot be done without preparation, proper assortment, market research and a good idea for the business itself and its promotion. First and foremost, an entrepreneur must move perfectly around the Internet, they must know all its nuances and feel comfortable using it. In addition, the target group should be properly chosen (Ribgy, and Bilodeau, 2007).

The electronic payment market has been experiencing dynamic growth in recent years. The key aspect of all types of financial transactions is primarily their security. Mobile payments will be fully secure if the customer complies with the basic safety rules. Using trusted, not accidental, device gives us the certainty that there is no malware installed that could cause unauthorized transactions. The emergence and development of electronic payments is closely linked to online commerce. This fact makes them much better suited to the requirements of electronic commerce. From the vendor point of view, the advantage of electronic payments is the amount of commission which is lower than in case of transactions done with credit cards (Rüegg-Sturm, 2005).

Fast online transfer is one of the most popular forms of payment chosen when finalizing transactions in an e-shop or online auction. Its mechanism is reduced to redirecting the customer when the form of payment is chosen directly to the bank. Of course, the condition is that the customers have an access to Internet banking. Customers are redirected to the bank page where, after standard logging procedure, they can pay for the service. Everything is done without leaving home (Rüegg-Sturm, 2005).

In the age of increasing popularity of all kinds of mobile devices such as smartphones or tablets, it was just a matter of time before people started to use them for shopping transactions in e-shops. Already half of internet account holders make payments via mobile devices. The advantages of such a solution are primarily speed of the transaction, convenience and safety. This type of payment in e-commerce is usually used by young people, who do not part with their smartphone. We may also encounter such a system in online stores where we have limited viewing capabilities. If we want to know more about specific products, we send a text message to the content page and receive an access code for a specified time (Rüegg-Sturm, 2005). Unlike making daily payments, this form is still not very popular and relatively rarely chosen as a method of payment in Poland. We are a cautious society and we are afraid to give

anyone a card number and the CSC code. However, there are a lot of people who believe that this is the safest form of payment on the Internet. It protects us against chargebacks at the seller's expense (Rüegg-Sturm, 2005).

Escape Room can be an example of modern business, whose success depends on proper management. Escape room is a kind of game, which has become increasingly popular over the years. Computer programmers from the world-famous Silicon Valley, inspired by the works and creations of Agatha Christie, have created cyberspace rooms where the goal was to find a way to leave the room. Growing interest quickly led to the idea of creating real rooms and facing players in the real world. The first rooms were built in Japan, and their owners quickly realized that the number of players started to exceed their wildest expectations. Soon the idea emigrated abroad and became popular in many other countries. In this game collaboration, perceptiveness and cleverness are extremely important. This is an unusual, interactive entertainment for you and your friends as well as co-workers. Imagine that you are entering a specially prepared room filled with unique props and puzzles. It quickly turns out that everything you see or touch can be a hint. You have to be alert and observant. Your task is to find all the hints and objects, then solve a variety of puzzles to get out of the room. You only have 60 minutes. The game rooms from the beginning have generated a lot of positive emotions, so it was not difficult to predict that its popularity will continue to grow. Conquering world markets has made the game more and more popular in Poland, and now, in every big city you can find and experience this fascinating game in many escape rooms. However, in the situation where there is so much competition it is important to follow the rules and tips mentioned above if one wants to be successful. Any of the above-mentioned ways of creative modern business management will prove to be useful in the management of this type of business.

## **5. CONCLUSIONS**

Modern world forces managers to face various challenges, some of them minor and trivial, other major and potentially life-changing. It is by no means an easy job and, given the fact that world changes so rapidly, it requires great flexibility. A good manager has to be able to adapt to a changing conditions. They have to be able to think fast and make decisions, regardless of the level of stress. This is also why being creative is so important. A manager sometimes has to come up with something completely new and unprecedented to deal with a crisis. Some other times a new and original idea will let them and their companies to make colossal profits. And yet it all depends on being creative. To sum up, it may be possible to be a good manager and not to be creative but it is almost certainly impossible to be a great one without this important characteristic.

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