

## EXTERNAL AND INTERNAL BARRIERS TO CREATIVITY MANAGEMENT IN THE ORGANIZATION AND THEIR ELIMINATION

**Maslovska K.O.**

*National Aviation University, Kyiv*

*Scientific supervisor – Akopyan T.V., Senior Lecturer*

**Key words:** creativity management, creative skills, critical thinking

Barriers in the creative process of managers tend to manifest themselves in the form of symptoms, which are a source of obstacles that hinder creativity. Therefore, it is very important to find the causes of the barriers that impede creativity to build an effective strategy for eliminating them or minimizing their impact. These obstacles can be categorized by the degree of importance, from easy to overcome, superficial, to the most in-depth, related to the characteristics of the employee's character.

1. The external environment. Opportunities often fall out of sight due to the lack of a climate that fosters creativity. In other words, several reasons can stimulate creativity, this is a poorly chosen time to voice the idea and its inadequate presentation, and especially the physical environment, not inclined to creative thinking, etc.

2. Behavior syndromes.

- "Evaluation rush" is the tendency to make quick decisions with appropriate conclusions. Such people prefer not to generate ideas, but only to critically evaluate others' ideas, often demonstrating an inability to weigh and evaluate their ideas. This tendency may be due to external pressure and character traits.

- "Interpersonal vacuum" is the inability of managers to listen to one another, ask the necessary questions, conclude and question what is heard as a result of a lack of interpersonal communication skills.

3. Ability syndromes

- "Don't go beyond". The reason is the tendency for stereotypes or the inner need for thought to lay everything out on the shelves.

- "Limited Volume". Research has found that most people cannot keep more than seven blocks of information at a time. And this means that the human brain can not cope with large amounts of information because of the so-called information overload.

- "Uncertainty". When confronted with "new territories" in thinking, managers apply the tendency to mentally retreat before the uncertainty of the situation.

4. Belief syndromes

- "I'm not competent". A fairly common barrier that blocks creativity at the belief level – is the confidence that only one who is competent enough can think creatively. It is manifested in statements such as "I do not have the necessary education" or "I am not high enough."

- "This is not my element". The syndrome is the belief that to create something new and original, one must be an expert in the field.

- "Old fashioned way". Many managers make decisions based on the past. Established customs and restraining thinking are widespread in even the most modern organizations. Also, this confidence is independent of age, and many young professionals are willing to accept it,

seeking to be successful in such a company.

- "Passivity". Typical manifestations of the fear syndrome not to look right in the eyes of others, fear of failure, underestimation of their right to be heard, intolerance of conflict, etc.

#### 5. Personal Syndromes

- "Self-elimination". Often manifested in such statements as "I work in the organization, and therefore I am not a creative person" or "I am a woman, and the ingenuity inherent in men."

- "Rational EGO". If the need to act rationally is based on the peculiarities of the inner self-individual, then rationality will be the main dominant in human behavior. To change the situation, the manager must analyze his deep emotions and experiences, and to convince others he/she must have the necessary skills and strictly adhere to the principles of ethics.

Addressing the barriers that hinder the formation of a creative climate in the organization means eliminating the causes of their occurrence.

1. An organization can change its external environment by using the following methods: to go for walks; play sports games, or listen to music; keep on the desktop subjects that inspire managers and employees and stimulate creative thinking; to go out in nature and work in the open air.

2. Managers can alter their behavior by using techniques that can bypass or minimize the number of barriers that arise in the way of their creative abilities; not being afraid to act even in the absence of complete clarity on the problem; devoting sufficient time to analytical problems or opportunities.

3. The leaders should develop their abilities. There are some of the following ways to overcome obstacles in the area of ability: improving research skills through special systematization tools such as creating schematics, figuratively presenting problems, etc; looking for links between different types of problems; believing that thinking is just another ability to develop.

4. It is possible to alter oneself by doubting the validity of personal orientations; identifying situations in which this barrier may be useful and in which it limits him or her. Establish methods to overcome situations in which barriers limit managers [1].

Moreover, it is easier to generate new ideas in the morning when a person has just woken up and failed to get distracted by thousands of habitual thoughts. He or she can start the day by writing down whatever comes to mind for 5-10 minutes. The main rule is not to stop and try to analyze the text when writing. It is important to simply capture all thoughts. Only after the end of the exercise they can read and try to comprehend the written.

Cooperation is another step towards developing creative skills and critical thinking. After all, working together, people share experiences, opinions, and push each other with new non-standard ideas. The more views a manager can hear about the same problem, the more accurate solutions he will find [2].

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