MEANS OF DEVELOPING CREATIVE COMPETENCIES OF MANAGEMENT PERSONNEL

In all areas, management personnel mobilize employees to accomplish tasks arising out of the strategy of a particular organization. At the same time, attention should be paid to the development of trust, commitment, and corporate spirit in a team, as well as various forms of employee communication. This approach helps to improve the attitude of employees toward their duties, which in turn leads to the satisfaction of customers, partner organizations, and top-managers (owners). Some researchers consider managerial competencies in the context of SRE – sustainability, responsibility, and ethics [1; 2] and use comprehensive approaches to assessing managerial competencies, such as those that take into account the company’s profitability, management evaluation by subordinates, and managers’ self-assessment [3]. However, managers need to possess creative competencies that allow them to solve problems arising in the activities of organizations in today’s rapidly changing environment in an extraordinary way, by setting appropriate tasks for their subordinates and offering innovative measures. People have different levels of creative competencies since they depend on their life experience, mindset, education, advanced training, and other factors. It is important to assess the level of these competencies among management personnel and develop them systematically.

To assess creative competencies, it is advisable to use benchmarking, which is based on a comparison of a number of selected indicators that characterize management work in terms of creativity. For comparison, indicators can be taken both within a particular organization and from several organizations with related activities [4]. Within one organization, a “benchmark” of an employee’s creative competence can be considered, and the achievement of this benchmark by a particular employee can be evaluated by the costs of the activities required for his/her training [5]. The use of assessment centers provides great opportunities for assessing competencies [6], which, however, requires careful preparation and implementation. The level of creativity among employees can also be revealed by their involvement in activities that are not directly related to production activities, such as organizing excursions, corporate recreation, and various event activities, as well as making posts on social media that reveal and spread positive information about the organization.

Developing the creative competencies of management employees requires a comprehensive approach. In particular, based on the preliminary assessment, a program shall be drawn up for each particular employee, focused on his/her current and future responsibilities for managing the unit. The content of the program for developing the creative competencies of a managerial employee should correspond to the activity type of the unit. For example, if the business deals with selling goods or providing services, an effective training method can be the analysis of video material that shows various examples of communication with consumers. This allows managers to create an original template for their employees to communicate with visitors according to the range of products or services they offer. Since clients can be people of different groups (children, adults, pensioners, and people with disabilities), it is necessary to be creative in building a communication strategy. When developing the creative competencies of management personnel, the training programs can be improved as well. This is achievable, as employees who undergo appropriate training can offer new and original approaches to solving current production problems.
and acting in crisis situations. An effective method of developing the creative competencies of management personnel can be an internship in other units (branches) of the organization. This allows borrowing the experience of the best managers, which is confirmed by the results of their work. It is advisable to organize a presentation of the results after the training and internship. When preparing and conducting it, the employee will reveal the acquired skills to act creatively. Moreover, during the presentation, other colleagues may generate additional suggestions related to a creative approach to managing the unit. Due to this, the content of training on developing creative competencies of management personnel can be improved.

References: