

CREATING CREATIVE CLIMATE FOR CHANGE MANAGEMENT IN THE KNOWLEDGE AGE

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Abstract: *In order to achieve a successful business and compete successfully in today's marketplace, organizations should treat and pay attention to knowledge, which is the core of their competence, as to other strategy-an irreplaceable resource and asset. Knowledge Management (KM) essentially presents an intellectual property management - as a resource in a way that provides the company a competitive advantage. While KM has a lot to offer, the implementation of KM process is not so simple, such as installing a software package. The successful implementation of KM requires long-term commitment and dedication of management, leadership that supports and complements the corporate culture, dedicated, well-trained employees and managers, the use and application of information technology in the right way. The aim of this paper is to highlight the importance of creating a creative climate for change management in the knowledge age.*

Keywords: *creative climat, change, management*

1. INTRODUCTION

KM is the ability to acquire and use resources to create an environment in which the information is available to individuals and in which individuals collect, share and use information in order to develop their knowledge and thus are encouraged to apply their knowledge for the benefit of the organization. (Chris Harman, C. and Berlade, S. 2000)

The acquisition and use of resources - in terms of the role of human resources this implies that the right people are placed in the right jobs through recruitment, planning and the ways in which employees operate.

Creating an environment - in terms of the role of human resources this entails the crea-

tion of organizational culture and climate.

In which the information is available - in terms of the role of human resources, this implies the establishment of communication channels and creation of interface which connects user-employee with the computer.

In which individuals collect, share and use Information - in terms of the role of human resources, this will have an impact on the type of culture regarding KM, teamwork, human resource development, development of a climate of cooperation.

Encouraged to apply their knowledge for the benefit of the organization - in terms of the role of human resources this entails fostering and encouraging individuals to behave according to the rules that govern the organization, and from this arises the reward system.

This working definition is only a means to more easily understand the role of human resource management in the company.

One of the most important elements in the definition is creating the right environment in which to apply the concept of KM. This environment includes in addition to the physical (premises and equipment) also psychological environment. In this environment, employees create reciprocal links as well as the connections between the IT and staff and the effective use of these links to create benefits for the company. Effective KM equally applies to the culture and behavior within the code of conduct within the company, as well as the information system. Part of the role of human resources in knowledge management refers to a set of guidelines for the establishment and management of organizational culture. However, it is not so simple, because the difficulties arise when attempting to define culture and units that would quantify and measure it, i.e. its impact. Many so-called units of measurement are indirect and descriptive, and thus that way we can not precisely define culture.

Još jedan dokaz da se korporativna kultura ne može precizno definisati, koji pokazuje da kada bi ispitali desetero zaposlenih dobili bismo deset različitih odgovora na pitanje šta za njih predstavlja organizaciona kultura. Ovo samo pokazuje da se organizaciona kultura više "oseća" kroz efekte koje stvara nego kroz samo postojanje njenog pojma. Another proof that the corporate culture can not be precisely defined, which shows that if we examined ten employees we would get ten different answers to the question what for them is the organizational culture. This only shows that the organizational culture is more "felt" through its effects than through the term as such.

2. STEPS FOR CREATING ORGANIZATIONAL CULTURE

Steps to create an organizational culture that will support KM include the following:

1. Understanding the existing culture of the company

Culture reflects the values and attitudes that influence employee behavior, consciously or unconsciously. These values and attitudes are linked and intertwined with the values and attitudes that individuals from the environment (outside the company) bring with them, and with the views of top managers and top executives. We can also observe differences in behavior and thinking within the organization at different departments, creating so-called subculture. Subcultures have their own identity and affect other subculture, with which they are in some way connected. One of the subculture that has the greatest impact on others, is the one that occurs within the IT sector, because this sector interacts with all the others. It is

important to observe all of these elements, however, culture is not only a set of sub-cultures, but also a reflection of the values and attitudes of the whole company.

2. Re-examining values and attitudes

The best way to achieve this step is to review both the written and unwritten rules of the company. Written rules are mainly found in the form of documents, such as codes of conduct, manuals, etc. Unwritten rules are best identified by working with employees to establish rules that employees adhere to and are related to the company's operations, internal rules and values of each employee. Some of the unwritten rules include the following:

- giving explicit orders is not acceptable, all commands are expressed as requirements
- People are not contacted when not at work (leisure time)
- women can talk about issues that concern care for children, while men can not
- nobody talks positively about the company when they are on a break in the cafeteria
- errors will be treated as failures and attributed to an individual, etc.

3. Adjusting or changing the culture in order to provide an environment that would suit KM

The existing culture is very difficult to change. However, the recognition of critical places in the values and positions is a first step to establishing the desired change.

Methods of change of culture

These can be classified in 3 procedures.

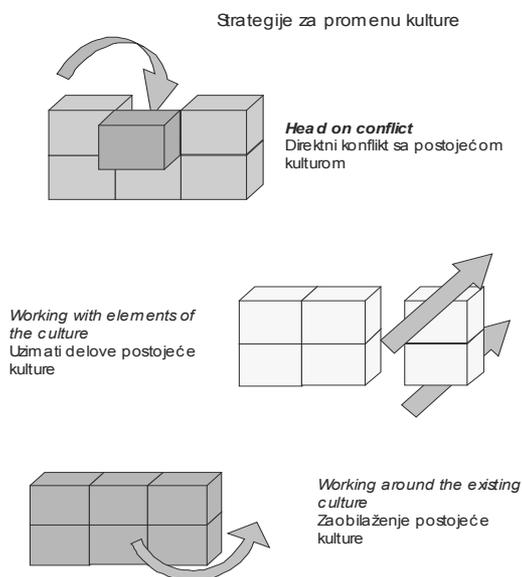


Figure 1. Source: Knowledge Management and The Role of HR – Chris Harman and Sue Berlade, Velika Britanija 2000.

Head-on conflict – direct conflict with the existing culture

Here the desired changes are imposed on the company as a direct challenge to the existing culture. This approach carries the highest level of risk, but if it turns out as good, it very quickly produces results. The approach will be successful the organization works to “remove” those people who were responsible for creating the existing culture - which the organization wishes to change. However, the negative effects brought by this approach are: creating conflicts within the company and leaving the jobs by the employees because they feel less important and under-appreciated.

Working with elements – take certain elements from the existing culture

Unlike the previous approach, here the desired changes are implemented in the existing areas of the culture, which are subject to change, without changing the whole culture. Precisely because of this, this approach is met with much less resistance, because it assembles in one place the benefits of the existing culture. It is not a quick process and it requires good preparation and understanding. A typical example: when current management implements changes in an environment where change is not immediate, it will only happen in the future – they are gradual and value continuity. This approach may prove to be good as it is less direct than the previous one, because it includes a broader range of actors involved in deciding whether and when changes are needed, as well as in the implementation of changes. However, with this approach it may happen that change of the old culture is not achieved due to lack of motivation for change and the prevalence of the existing culture.

Working around –going around the existing culture

Basically, this approach is based on avoiding problems, although sometimes to avoid or work around the problem can be very creative. For example: setting up a new department in the company, or even create a new company with a brand new culture. A company that wants to create an innovative step forward the development of culture, will rather create a new unit that will operate under much less stringent rules and operational requirements than the other units, but cope with the changes in the existing culture and solve the problem. Suppose, if we recruit a brand new personnel that would distance themselves from the influence of the existing culture, they will considered themselves to be a special group and different from the rest of the company. The problem with this approach would be the establishment of relations between the newly created units and the company or between new and existing staff. When creating a completely new organization there is a risk that the existing culture simply gets transferred again, and again we have the same problem. However, despite all the pitfalls that this approach brings, there are also positive sides. From emerging parts we receive feedback that generates cultural change in the existing company.

1. Creating culture for KM

The traditional factors of production, such as natural resources, labor and capital are increasingly losing their importance. At the same time there is a very noticeable tendency of attributing the growing importance to intangible assets. These should include: knowledge, information, experience, skills... Today, the story of knowledge involves the entire intellectual assets - intellectual capital – of the company. The value of intellectual capital is huge, but if we take that the entire capital is 100%, 80% is in the invisible assets, and only 20% is in the financial capital.

Uncertainty has become a commandment of today! Competencies of the company are

no longer based solely on the economy, calculating and presenting financial performance indicators, but on something much bigger - the Knowledge economy! In the knowledge economy it is critical to quickly and efficiently respond to the unexpected and unusual market demands and at the same time juggle conflicting interests of the ever less conciliatory sides. Companies can no longer survive if they exist only to compete; now they must be prepared to last!

We must discard the old paradigms that re-engineering and restructuring can fix everything, because they can not. This is the problem of today's economy, which has roots in the past, thinking that any new business can be incorporated into the framework of the old strategy and thinking, lulling in the cradle of safety from which they will soon have to wake up because the new knowledge economy will override and bypass them with large speed!

These facts are supported by the reality that most managers come from the industrial economy, they believe in manufacturing processes and products, but they are no longer the deciding factor.

In the industrial age, people were going to work and "did" their job. It was a time when productivity was ensured through routinized work and the elimination of any deviations from the norm. Creativity was not viewed favorably. Construction took place within particular limits. Limited jobs create limited people.

In today's hyper-competitive market, limited is the last thing that a smart organization can afford. When people start working smart, it is like a breath of fresh air in the working environment. Almost all companies agree that we have entered the knowledge economy, and that means the age of knowledge workers. Human capital is recognized as a driving force for innovation and a sustainable competitive advantage.

Much of our understanding of organizations was formed before or during the industrial age. We think about the features, but we should think about individuals. Because in a smart organization, individuals, and not the positions that they occupy, are the blood vessels of knowledge. Coordination is not a result of the chain of command, but the result of cooperation between the various team members. The more wise knowledge is exchanged, the more hierarchy as a coordination mechanism is underestimated and the more undermined the legitimacy of the underlying management.

"Smart head" of workers contains part of the intellectual capital of the company and makes him/her shareholders and stakeholders of the most valuable wealth owned by a company. The result is that a knowledge worker gradually gets the role of manager, because the development and the search for new wealth of organizations traditionally used to be business of managers and CEO.

The following examples are evidence of doom which is consequence of blindly following the result of inertia - the keeping of the old paradigm.

- Strategic frameworks become blinding light - strategies are ways and forms, actually windows through which managers view their business. With their help, managers remain focused on the desired field of activity. However, because of them a manager does not see further and deeper, new ideas and opportunities, because they become blinding, if they are blindly followed!

Example: Firestone, after years of continuous growth, finally took the leading position in the US market in 1970. Michelin presented at that time safer and more economical tires. Firestone was competing with Michelin in Europe, but because of the blinding fear for their

position in the market, they continued to produce only traditional tires. This way they had lost significant market share and withdrew a year later.

- Processes transformed into routines - Conventional processes can ruin themselves.

People are always looking for better ways to do jobs.

Example, McDonald's has built its success on standardized processes that were monitored from the top of the pyramid. Strictly adhering to this kind of business, in 1990 they lost a significant market share in favor of Burger King and Taco Bell, which were much faster in meeting changing consumer demands for healthier food.

- Ties are becoming unstable - Every company should have a strong relationship with their customers, suppliers and employees. However, when changes happen, these links can impair flexibility. This implies strict adherence to certain suppliers, lack of search for new customers ...

Example: Vision of Apple computer manufacturer of technically elegant computers and its free will attracted many creative engineers. Once the computer became no longer so alluring, the company's survival would depend on reducing costs and speeding production time. Engineers have refused to change anything in their work, thus compromising the connection between the company and its leading engineers, leading to an inability to react to market changes.

- The values turn into dogma - values that are full of energy and alive inspire people. Very often they can turn into a rigid, self-defeating policies and relationships.

Example: Polaroid had awarded a very high value to research of cost reduction, to the extent that it eventually identified with that research. It almost ruined the company.

A culture that is related to knowledge management is the one that encourages and values the following:

- Connection into the communication networks within and outside the organization
- Respect for individuals
- Creativity and Innovation
- Confidence
- Sharing of information and ideas
- Constant learning and development
- Cooperation instead of competition
- Diversification in business
- The low level of strict policies and control
- Skills, knowledge and talent

New paradigmes

1. There is no "right" ideal way of controlling people

There is no "right" ideal organizational structure

2. Basing business strategy on new certainties

New certainties:

- Global competition
- The discrepancy between the political and economic realities

3. Manage the change so that everyone sees the change as an opportunity.

3. LEADER OF CHANGE

“Successful leadership does not mean to solve the problem once they occur but to predict and prevent potential problems before they that occur”

Jack Welsh

There are three types of companies:

- those that affect things that happen
- those that observe what happens
- those that are wondering why something happened

4. Increasing the productivity of knowledge workers - the greatest challenge of the 21st century

5. The challenge of information technology - turning information into knowledge

6. Managing personal career

4. CREATIVE APPROACH TO IMPLEMENTATION OF CHANGES

Accepting change and creative change management is an extremely difficult task, especially for those companies that are not oriented to knowledge management, as well as on fostering and creating innovative climate. As already mentioned, there are various ways to satisfy these items, but we have to reflect on the “life of individuals” within the company, the way they are seen by the companies and how companies should behave in order to gain the title of creative.

The willingness to take risks and the possible introduction of novelties is not always sufficient. The company must be prepared to absorb the personal initiative to facilitate the creation of innovative teams that will allow operation in accordance with these initiatives and create a fertile ground for the growth of creative ideas that will open the door to change.

Analysis of the creative process within each company, and generally, involves the concept of duality and context. (Hartley, K, 2007) The dual character of creativity is due to a combination of different styles of thinking. It is assumed that creative work will meet our criteria if it takes place within certain limits while reviewing expectations at the same time.

If creative thinking is positioned “too out of clichés”, then the result of creative thinking becomes a novelty that can not be evaluated. If positioned too close to the “center”, the creative process follows the given concept and will strive for the fulfillment of the set point, but not in an innovative way. (Bolton, K. 2010) The best solution is to position the creative thinking on the boundary of conceptual space, because in this way a creative idea can be built in a familiar and understandable environment, but also expanding the existing borders.

This comparison helps us to project the same image onto the organizations when accepting changes.

The best recipe for creativity represents in fact the ability to connect different components, different styles of thinking, different processes and ideas, different contexts and to bring them in combinations that at first glance may seem unacceptable. Putting together novelties and values, in a link with hard work and inventiveness leads, to outstanding results.

Creative thinking takes place in the border areas of the brain, at points where different kinds of thinking and different realities are connected. The creative individuals are particu-

larly successful in overcoming existing boundaries and creating new ones.

The mind works in such a way as to understand the sense of confusion and uncertainty, to recognize known patterns in the outside world. As soon as it recognizes this pattern, the mind switches to it and follows it – it no longer needs to think.

For activities such as problem solving both ways of thinking are essential. First, the problem must be analyzed, and then generate possible solutions, then we have to choose and implement the best solution and in the end there must be conducted evaluation of the effectiveness of solutions. As can be concluded from the above, as well as from the practice of real life, these two ways of thinking often complement each other. Here are some authors who are also dealing with the implementation of creativity.

Nickerson has provided a summary of the various creative activities that have already been presented. These include approaches that have been developed by academies and industry:

1. Establishment of intents and purposes,
2. Construction of basic skills,
3. Encouraging the collection of certain knowledge,
4. Stimulating and rewarding curiosity and exploration,
5. Construction of motivation (especially internal)
6. Encourage self-confidence and willingness to take risks,
7. Focusing on the improvement of skills and self-competitive spirit,
8. Providing opportunities to choose and discover,
9. Developing the self-management skills (meta-cognitive skills)
10. Learning of techniques and strategies that encourage creative activity,
11. Providing a sense of balance

5. WHAT IS MEANT BY CREATIVITY

Ability. The simplest definition of creativity tells us that creativity is the ability to invent or create something new. Creativity is not related to the ability to create something out of nothing, but it is the ability to generate new ideas by combining, changing or re-use of existing or different ideas. Some ideas will be brilliant and outstanding, while others will be simply practical, good ones which no one thought of so far. Each of us has basic creative skills. One has only to look back and look at the children, it is very easy for them. In adults human creativity is largely suppressed during the process of education, but is still present and only needs to be encouraged. Sometimes it is enough simply to devote attention and find time to deal with it, while in other cases the application of techniques for stimulating creativity is necessary.

Behavior - Attitude. Creativity is an attitude: the ability to accept changes and innovations, readiness and willingness to play with ideas and possibilities, the flexibility of view, the habit of enjoying the good things, but at the same time finding ways to improve them. We grew up accepting the framework of action, allowing only a small number of things that are considered to be normal, like strawberries topped with whipped cream. Creative people would see that there are other possibilities, such as, for example, a sandwich with peanut butter and bananas or prunes topped with chocolate.

Process. Creative people work constantly and very hard on perfecting ideas and so-

lutions so as to gradually build and edit their job with a certain amount of ingenuity. In contrast to the myth on creativity, a very small number of exceptional ideas is created as a product of a single flash of brilliance or in the performance due to collision of insanity of a large number of activities. Much closer to reality and the truth about creativity are stories of companies that have had to take innovation and inventive innovators in order to sell to the market, because the innovator would have kept this idea and hid it, always trying to improve it even more. For a creative person there is always room for improvement.

6. CREATIVE METHODS

There are several predefined methods that achieve creative results. Here are five classic methods. **Development.** This is a method of incremental improvements. New ideas stem from others, new solutions arise from pre-existing, with a slight improvement compared to the old ones. Many sophisticated things we enjoy today, were created as a result of long-standing and constant progress. Achieving that something is improved a little bit from one side and a little bit from the other as a result brings something better, sometimes even something completely different from the initial solutions or original.

Let us take look at an example of the auto industry or any product of technological progress. Each new model achieves a new improvement. Each new model is created on the basis of the creative experience collected from previous models, so that the new model incorporates improvements in economic terms, comfort and duration. Here creativity lies in the ingenuity, the gradual improvement rather than something that is completely new.

The evolutionary method of creativity reminds us of the basic principle: Every problem that has already been solved, we can solve this in a better way. People who think creatively are not satisfied with the fact that the problem is solved once and that is the end it, it can be forgotten. They do not support the view that if something is not broken don't fix it. The philosophy that they espouse is that there is no insignificant improvement, any improvement leads to something new.

Synthesis. This method can combine 2 or 3 ideas resulting in the fourth one. For example, the idea of combining magazines and audio tapes led to the idea of the magazine which can be listened to, which is extremely useful when it comes to blind people. Another example. If it is known that couples at the first meeting go to dinner, and in the second date to the theater, we can connect these two ideas and make a third one. Make a restaurant theater so that couples first go to dinner and then see a show, or vice versa.

Revolution. Sometimes the best idea is totally different, a significant change from the previous one. One example of revolutionary improvements. Professor of psychology has asked himself a question: "How to improve the teaching and?", a revolutionary idea would be "to arrange lectures for students to train each other, let them work in teams and give reports."

Repeated use - "Recycling". Observing something old in a new way. We should go beyond set boundaries. Getting rid of prejudices, expectations and assumptions and discover how something that can again be applied. Creative people, like painters, can go to waste and in an old model see the work of art, which they will paint and bring back to the apartment. The key thing is to see beyond the limits of previous ideas, solutions or things and see that there is another solution possible.

Examples: staple can be used as a small screwdriver if turned downwards; colors can be used as a sort of glue to prevent the screw up to become loose; dishwashing detergents can be used as removers of the DNA from bacteria in a laboratory; spray for general use in cleaning can be used as a spray against ants.

Change direction. Many creative solutions arise when attention is transferred from one viewing angle problem into the other corner. This is often called creative insight.

A classic example of this method is a problem that has a department for the preservation of the sidewalk, and that is how to keep skaters that in certain parts of the sidewalk where there is a hole-ditches do not use skate. They tried to put the fence, but the children went around it, they tried to set up a long fence, however, the children broke it; then they put warning signs on the fence that children ignored. Then someone from the department tried to change the direction of thinking, so they realized that their problem is how to keep children away from these areas and not the fact that children are trying in every way to pass the next set of barriers. The solution was to remove their desire to use skateboard there so they put something on the pavement to make it less smooth. The only way to reduce their desire was to fill the bottom of the ditch, pour concrete to fulfillment and make smooth curvature. The acute angle formed by the concrete made the skateboard ride impossible and this activity was finished. There were no more problems with driving skateboarding, and no problems with the fence.

This example supports the fact that the goal is to solve the problem, and not try to implement a single solution. When one method does not work, you should move on to another. In this way, we are not tied to individual ways of solving problems but to the solutions to this problem.

One of the major errors with the understanding of creativity is that it gets identified with the mere novelty. In this way we exclude the expediency and value that carries the creative process, creative individuals - holders of creative ideas that we leave completely out of the system and process that enables us to turn original ideas into creative work. (Bolton, K. 2010)

Creativity is not a quest for novelties for their own sake.

One of the main postulates of the creative process is that we should disregard normal rational judgment and the ability to avoid a dedicated review of the value or purpose so that the creative flow would not be hampered. We will later explain this in detail, because this kind of thinking is called a lateral thinking.

This is just one of the ways to openly embrace change and not to oppose the implementation of the same.

In the wider organizational level, the direct application of innovation can be equally damaging, as it is useful, if we insist only on constant innovation and creation of new ideas, rather than on the development of sustainable innovation. Theodore Levitt in the sixties noticed that those who conduct uncritical innovation neglect resources and the organization's ability to accept novelties and neglect issues of continuity and sustainability of innovation. (<http://hbr.org/2002/08/creativity-is-not-enough/ar/1>)

For this reason it is very important to create such an organizational culture that supports a climate of innovation and creativity. This will establish a balance between excessive tendency to constantly insist on introducing innovations and closing of the organizations for innovation that will lead them towards creative industries.

Therefore, the motto of such an organizational culture should be: Not novelty before the value!

Value of the innovation is as important as the innovation that it entails. . True creative thinking involves combining multiple components of knowledge and understanding of different styles of reality, in order to harmonize the possibility of creating a novelty and the ability to develop and determine its value.

The creativity of the individual, innovative ideas and inventions represent only a small part of a complex production process. In contemporary creative economy, ideas are cheap because they are too many of them, but the only important thing is what will eventually happen with them and how they will be implemented. The challenge of management and structuring creative process represents toleration of contradictions and opposites management.

Creative and innovative ability of organizations are becoming increasingly important in transition from economies based on material goods and transactions on the creative industry in which the basic capital consists of ideas and knowledge.

“The matrix organizational structure better adapt to rapid, fragmented markets, innovative products and flexible, highly skilled labor. Such structures allow for quick redeployment of creative teams and resources, which encourages employee productivity in the creation and implementation of innovations.

The myth that the creative industries are the product of individuals is just a myth. Creative individuals are part of the system and the network, which is often overseen in favor of “personal talent.” The creative process in the creative industries is essentially collective, although based on the abilities of individuals. It could be said that the high level of depending in the supply chain is a direct result of specialization and individualization of creative work. No single company can expect to be self-sufficient and completely independent. “ (Hartli, Dž. 2007)

Taking multiple roles in the creative industries is different from playing assigned roles in the team in traditional organizations. By assigning roles in the team, employees are imposed by extremely limited and uncreative stereotype because each role is based on a pre-planned system, instead of the actual complex and multiple ones which are advocated by the theory of knowledge management. In contrast, multitasking and changes of the roles in creative industries are both creative and necessary. At the beginning of each new project or during the establishment of the new company, if we are talking about creating a creative climate from the start, the role that each individual receives and powers are defined only exhaustively, and communication is informal. The next step is to change the roles so that each individual changes the mode of reasoning, where a change in perspective introduces elements of something new and unknown and appeals to the review of existing ideas, which automatically results in a triggering of the brain and creating new ideas. In addition to a general review, there are many techniques and methods by which we encourage our brains to overcome the existing framework and view on the existing problem or a challenge from a completely new perspective. These are the tools and techniques of the so-called lateral thinking and for the purposes of this paper we will briefly describe some of them, that in the application enable and create innovative and creative climate, that is needed in order to cope with the company’s resistance to change.

7. LATERAL THINKING AND TECHNIQUES OF CREATIVE INCENTIVES

The term lateral thinking was created by Edward de Bono in 1967 to allow a tool for problem solving in an indirect and creative way.

Critical thinking is primarily engaged in awareness of truthfulness of some testimonies and looking for faults. Lateral thinking is focused on improving the value of these statements and ideas, i.e. it focuses on values that they carry. A person who wants to distance itself from the already known and existing ideas and create a new one uses lateral thinking.

If we consider the behavior of the system to create forms that organize themselves in our perception, then from this follows the logic of these forms of lateral thinking.

The nature of human brain (Ristić, D. 2011) is such that all the observations of the outside world it “classifies” into the known, usual, previously approved scheme of thinking and comprehension (understanding). Therefore, analysis of data and information often do not give new ideas. The brain can “see” only what it was prepared for. So that, when analyzing the data, we can only get ideas that already exist. We are educated in such a way that we are always trying to “remember” something that we have heard or learned, we tend to “copy” things.

We usually expect things to happen in the usual, expected way. If somehow we can get through and bypass the main stream of thought or expected events and enter into a “lateral flow of thought,” then we can come back to the starting point and get creative insight into the possible solution, and get new ideas for a solution. This is also the so-called model of lateral or side views.

8. ‘SIX THINKING HATS’ METHOD

Six-thinking hats is an extremely powerful technique of lateral thinking. It is used to change the perception regarding important decisions. This technique forces us to move beyond the usual framework of thinking and helps to get a more rounded view of the given situation. (De Bono, 1995)

Many successful people think in a very rational, positive way. This is part of the reason why they are successful. Often, however, they can not observe the problem from an emotional, intuitive, creative or negative angle. This can mean that they underestimate resistance to plans, are not ready to make a creative step forward and are not willing to engage in dealing with anything that is unusual.

This technique of lateral thinking is a simple and proven technique that awakens enthusiasm, creativity, courage, and all that in order that each meeting and any decision be filled with new ideas.

Hats are metaphors. Each represents a different perspective or a different way of thinking. Team members receive a certain color hat and while that hat is actual, they must think in a way that is determined by that color. This helps them to view things from the perspective of others and not to be exclusive in their views. Symbols are very effective and really work. Symbols are related to the placement and use of a hat, which is automatically identified with the “placing” of a certain type of thinking onto the head, i.e. focus on this type of thinking.

What is really fascinating, when the application of this tool is concerned, is that in a very simple way (with simple symbols such as hats) the flow of thinking is directed in the

right direction so that there is only one hat at the same time for all participants.

Each participant thinks along with others, not against each other, as in the traditional way of conflict thinking.

The technique of six-thinking hat separates ego from performance. Nothing is lost among many information and everything is one place.

The very replacement of hats is very interesting and good at the same time, as this way we go from one mindset to another, but the focus remains under every hat tied to what that hat means. People should be encouraged to wear hats, because this is a very effective way to make people understand the change of mindset, not as a compulsion or command, but simply as change hats and focus on what is of that hat expected at that moment.

This method-technique leads to a drastic shortening of the duration of the meetings (saves around 75% of the time) and to the structural results. This method has recently been adopted by an increasing number of companies including Du Pont, IBM, NASA Prudential Texas Instruments, NTT, Statoil, Shell, JP Morgan.

A brief overview of each hat

White hat

Information that is known and needed

- Neutral and objective
- Clean facts and figures
- First class facts: tested and proven
- Second class facts: believed to be true
- Identify the information needed
- Never expresses own opinion

Yellow hat

Optimism: the value and benefits - why something will work?

- It symbolizes sunlight, joy and optimism
- Positive and constructive
- Examines and gives support
- Tends to find logical support
- Generative and supportive
- Allows visions and dreams

Green hat

The possibility, alternatives and new ideas

- It symbolizes fertility, growth and value of seeds
- Creative Thinking
- The search for alternatives
- It does not have to be logical
- Operation replaces reasoning
- Moving from one idea toward other ideas
- Creates new concepts and views

Red hats

Hunches and intuition

- Legitimizes emotions and feelings
- "This is how I feel"
- Fears, what we do not like, love, hate

- Contrary to a neutral, objective information
- Make it concise
- No need for excuses
- Lets explore the feelings of others

Black hat

Negative judgment, the so-called devil's advocate - why it will not work

Caution – not arguing

- Negative critical reasoning
- Risk analysis
- Logical reasons must be given
- It points out the dangers and potential problems
- It points out errors in the project

Blue hat

Managing the process of thinking

- A hat that controls
- Conductor of the orchestra
- Organizes thinking
- “thinking about thinking that you need to explore the theme”
- Calls for the use of other hats
- Sets focus: defines the problem and formulates questions
- It is responsible for summarizing, inspections and conclusions
- Ensures that we act by the rules

9. SCAMPER TECHNIQUE

Scamper technique falls into the category of linear thinkertoys techniques, class A. This class of techniques reorganizes the known information in a different way by listening, sharing, combining and manipulating this information for the purpose of creating new points of departure, the entrance to the creative zone of problem solving. Using these new entries, you can move from idea to idea, until you find the one that suits you best. It is similar to rocks in the river. Skipping from one stone to another, as we cross the river. (Mihalko, M, 1991)

Scamper technique essentially consists of nine techniques for transforming objects, service or process into something new, something improved.

Technique Scamper is a list of questions that support the idea encouraging. Essentially it is an abbreviation for the following questions:

Substitute something - Replacement is actually a method of trial and error, i.e. replacement of one thing with another, until we reach the right idea.

Combine it with something else - Creative thinking involves synthesis - the process of combining already existing ideas to give something new.

Adapt something to it - Adjust something to that particular work. The paradox of creativity is that we first have to get acquainted with the ideas of others, in order to come up with something original.

Modify or Magnify it - People, generally, objects or things that they value experience as larger compared to those that are not. This is a simple example of the poor and rich children. Poor children experience money as something big, and the rich do not. As far as changes go,

everything may be subject to modification.

Put it to some other uses –This issue will primarily help you find an idea, and then imagine what else you can do with this idea.

Eliminate something - This is not in the literal sense of the word - to remove. Ideas are sometimes generated if diminish the subject. Constant shortening of ideas, processes and objects, can narrow down a challenge to the part or function that are necessary. From the large whole to allocate the part that we need.

Reverse or Rearrange it - Creativity consists of the rearrangement of what we know in the way to find out what is unknown to us – this usually leads to extraordinary ideas.

These techniques are not a tool for the individual. They are applied in teams and without the teams they are of little use to a company. Here we come back to the fact that companies that seek to constantly adapt to changes, to manage the expertise of their employees and at the same time to be creative and innovative, must not consider only a creative individual, but a creative team.

10. CONCLUSION

For companies to swim in the waters of creativity and become part of the so-called creative industries, where changes are imperative, they should form a Team for creativity and innovation (TCI). These teams represent the effort within the company to create a collective model of creativity and applicable to the model lineup as a key element of each of the functions in the company, of which all further initiatives will start.

In the framework of such formed teams, as input resource in the process of creativity we take diversity and contradiction, from which through the “processing” we get seemingly incompatible ideas. The task of these teams is to tolerate diversity, building on the ideas of diversity and have the power to reach out to other parts of the organization. Perhaps their role will no be theatrical to the extent that we expect “bum” effect every time, but it is the task of this team to identify and develop an idea that was somewhere already formed, but could not be realized.

This team is built by individuals who know how to listen, who can adapt to the needs of existing ideas and companies to transform individuals who generate ideas, but also those who think critically. Each team must develop the ability to solve problems just as much as the ability to find problems. A balance must be achieved, because only in this way, teams will be able to create a realistic picture to what extent the company is useful, and to what extent ideas and competitiveness of the company fit into the existing image and situation in the market. TCI should be an integral part of the creative bloodstream of the organization based on changes.

This way, as well as through creating a cultural climate which represents creativity, we can realize the willingness to change not only the operating mode but to switch the capacity of companies in the broader framework of the present paradigm based on knowledge.

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