

CREATING A CREATIVE CLIMATE FOR CHANGE MANAGEMENT IN 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: *creativity, creative climate, change management, knowledge age*

1. INTRODUCTION

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

Acquiring and using resources from the aspect of the role of human resources implies placing the right ones at the right places, by recruitment, planning, and the way employees are managed.

Creating an environment - from the aspect of the role of human resources this implies the creation of an organizational culture and climate.

In which information is available - from the aspect of the role of human resources, this implies the establishment of communication channels and the creation of an interface that connects user-employed with a computer.

In which individuals collect, share and use information - from the aspect of the role of

human resources, this will have an impact on the type of culture that is related to KM, team work, personnel development, development of the climate of cooperation.

Encouraged to apply their knowledge for the benefit of the organization - from the aspect of the role of human resources this implies inciting and encouraging individuals to behave in accordance with the rules governing the organization and from there a reward system arises.

This working definition is only a way to understand the role of human resources in the company more easily.

One of the very important elements in the definition is creating the right environment, in which the KM concept can be applied. This environment implies in addition to the physical (workplace and equipment) the psychic environment. In this environment, employees create interconnections, as well as relationships between staff and IT, and the effective use of these links to create benefits for the company. Effective KM also applies to culture, as well as to behavior within the code of conduct within the company, as well as to the information system. Part of the role of human resources in knowledge management refers to providing guidance for establishing and managing an organizational culture. However, this is not so easy, as difficulties arise in attempts to define a culture and units to quantify and measure it, or its impact. Many so-called measurement units are indirect and descriptive, and in this way we cannot precisely define culture.

Another proof that corporate culture cannot be precisely defined which shows that when we interview ten employees we would get ten different answers to the question of what organizational culture is for them. This only shows that organizational culture is more “felt” through the effects it creates than through the mere existence of its concept.

2. STEPS FOR CREATING ORGANIZATIONAL CULTURE

Steps for creating organizational culture that will support KM are:

1. Understanding the existing culture in the company

Culture is a reflection of values and attitudes that affect the behavior of employees, consciously or unconsciously. These values and attitudes are interconnected and interwoven with values and attitudes that individuals from the environment (outside the company) bring with them, as well as with the top management and executive leadership attitudes. It is also possible to notice the difference in behavior and thinking within the organization itself by departments, the creation of so-called subcultures. Subcultures have their own identity and influence other subcultures, with which they are in some way connected. One of the subcultures that has the greatest impact on other is the IT sector, as this sector interacts with everyone else. It is important to observe all these elements, however, culture is not just a set of subcultures, but represents the reflection of the values and attitudes of the entire company.

2. Reassessing values and attitudes

The best way to achieve this step is to reviewing the company's written and unwritten rules. Written rules can mostly be found in documents, such as behavior codes, manuals,

etc. Unwritten rules can best be identified by working with employees to determine the rules that employees adhere to, and are related to the company's business, internal rules and the values of each employee. Some of the unwritten rules:

- giving explicit orders is not acceptable, all commands are expressed as requests
- people are not contacted when they are not at work (at the free time)
- women can talk about child care issues while men cannot
- nobody speaks positively about the company when they are at a break in the canteen
- mistakes will be treated as failures and will be attributed to the individual, etc.

3. Adaptation or change of culture in order to provide such an environment that would correspond to KM

The existing culture is very difficult to change. However, spotting critical points in values and attitudes is the first step towards establishing those desired changes.

Procedures of Cultural Change

They can be classified into 3 procedures.

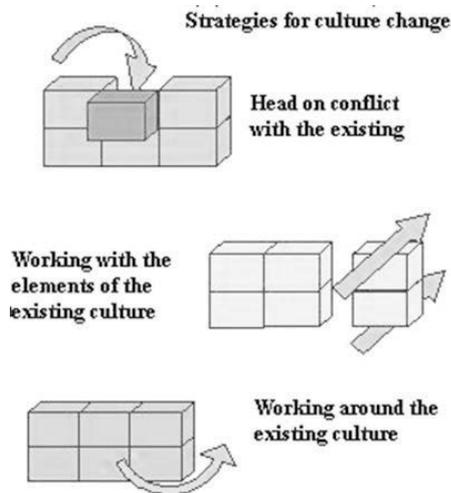


Figure 1. Source: Knowledge Management and The Role of HR – Chris Harman and Sue Berlade, Great Britain 2000.

Traditional factors of production, such as natural resources, labor and capital, are losing importance. At the same time, there is a very visible tendency of the increasing importance of intangible assets. It includes: knowledge, information, experience, skills ... Today, the story of knowledge implies the entire intellectual property - intellectual capital – of the company. The value of intellectual capital is enormous, but if we take the total capital of 100%, 80% is invisible, and only 20% is financial capital.

Uncertainty has become the command of today! The competencies of companies are no longer just based on economy, accounting and presentation of financial performance indicators, but on something much more - on the Ecommerce of Knowledge! In the knowledge economy, it is most important to respond quickly and efficiently to unexpected and unusual

market demands and, at the same time, juggle the conflicting interests of less and less sympathetic parties. Companies can no longer survive if they exist only in order to compete; now they must be ready and lasting!

The old paradigms must be discarded that reengineering and restructuring can fix anything, because it cannot. It is a problem of today's economy, which pulls the tail out of the past, believing that any new business can be built into the framework of old strategies and thinking, swaying into the cradle of security from which it will soon have to wake up as the new knowledge economies will overcome and overtake at great speed!

These facts are supported by realities, that most managers come from an industrial economy, they believe in production processes and products, and they are no longer a decisive factor.

In the industrial age, people went to work and "did" their jobs. It was a time when productivity was ensured by routine work and the elimination of any deviation from the norm. Creativity was not viewed favourably. The tasks were carried out in the given frames. Limited jobs are created by narrow-minded people.

In today's hypercompetitive market, the limit is the last thing a smart organization can afford. When people start to work wisely, it's as if the breath of fresh air is brought into the work environment. Almost all companies agree that we have entered the knowledge economy, which means the time of knowledge workers. Human capital has been 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 era. We are thinking about functions, although we should think of individuals. For in a smart organization, individuals, not the positions they occupy, are blood vessels of knowledge. Coordination is not the result of the chain of command, but rather the result of cooperation between various team members. The more intelligent knowledge is exchanged, the the hierarchy is, as a coordination mechanism, underestimated and this is further undermined by the legitimacy on which management is based.

The "smart head" of the worker contains a part of the company's intellectual capital and this makes him/her the action-maker and stakeholder of the company's most valuable asset. As a result, the knowledge worker gradually turns into the role of manager, as the development and search for a new wealth of organization has traditionally been the job of the manager and the executive director.

The following examples represent evidence of failure, which is the result of a blind inertia- monitoring of old paradigms.

- Strategic frameworks become a dazzling light - strategies are ways and forms, which are in fact the windows through which managers observe their business. With the help of them, managers remain focused on the desired field of activity. However, from them the manager sees no further and deeper, does not see new ideas and possibilities, because they become blinding, if blindly followed!

For example: Firestone, after years of continuous growth, finally took the lead in the 1970s American market. Michelin presented at that time safer and more economical tires. Firestone competed with Michelin in Europe, but due to the dazzling fear of its position on the market, it continued to produce only traditional tires. It lost significant market share and withdrew a year later.

- Processes turned into routines - Staged processes can cause their own end. People are always looking for better ways to do business.

Example: McDonald has built its success on standardized processes that have been monitored from the top of the pyramid. Strictly adhering to this way of doing business, 1990 lost a significant market share in favor of Burger King and Taco Bell, which were much faster in meeting the changing demands of consumers for healthier foods.

- Ties become unstable - Every company needs to have strong ties with its consumers, suppliers, employees. However, when changes occur, these links may impair flexibility. This implies strict adherence to certain vendors, not the search for new customers.

For example: The vision of Apple, a computer producer, on the technically elegant computers and its free will, has attracted many creative engineers. Once the computer becomes more inconvenient, the survival of the company would depend on cost savings and faster production times. The engineers refused to change anything in their work, thus jeopardizing the relationship between the company and its leading engineers, which led to the inability to react to changes in the market.

- Values grow into dogmas - Values that are full of energy and living inspire people. Very often they can grow into rigid, self-destructive rules and relationships.

For example, Polaroid has given a very high value to cost-cutting research, to the extent that it was eventually identified with that research. It almost destroyed the company.

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

- Connecting into network communications inside and outside the organization
- Respect for individuals
- Creativity and innovation
- Trust
- Sharing information and ideas
- Constant learning and development
- Co-operation instead of competition
- Bringing diversity into business
- Low level of strict business policy and control
- Skills knowledge and talent

The new paradigms

1. There is no "true" ideal way of managing people
There is no "right" ideal organizational structure

2. Basing business strategy on new certainties

New certainties:

- Global competition
- Discord between political and economic reality

3. Manage a change so that everyone sees the change as a chance - LEADER OF CHANGE.

“Successful leadership does not involve solving problems since they occur rather than predicting potential problems and preventing them from happening” Jack Welsh.

There are three types of companies:

- those that influence things to 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 - converting information into knowledge.
6. Managing your personal career.

3. CREATIVE APPROACH TO IMPLEMENTING CHANGES

Accepting changes, and even more creative change management is an extremely difficult task, especially of those companies that are not knowledge-based, or nurturing and creating the innovation climate. As we have already mentioned, there are various ways to satisfy these items, but we also need to look at the “life of individuals” within the company, the way the company sees them and how companies should set themselves up to gain the title of a creative one.

Willingness to take risk and possibly the introduction of an innovation is not always enough. The company must be ready to absorb personal initiatives, to enable the creation of innovative teams that will enable to act in line with those initiatives and will create a perfect ground for the growth of creative ideas that will open the door to changes.

The analysis of the creative process within each company, and in general, implies the concept of duality and context. (Hartley, K, 2007) The dual character of creativity is due to combining different styles of thinking. It is assumed that creative creation will meet our criteria if it goes on within certain limits while simultaneously re-examining expectations.

If creative thinking is positioned “too much out of the cliché,” then the result of creative thinking becomes a novelty that cannot be valued. If it is positioned too close to the “center”, the creative process follows the set concept and aims to fulfill the given purposes, but not in an innovative way. (Bolton, K. 2010) The best solution is to position creative thinking at the boundary of conceptual space, because in this way a creative idea can be built in a familiar and understandable, but at the same time expanding the existing boundaries.

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

The best recipe for developing creativity is in fact the ability to connect different components, different styles of thinking, different processes and ideas, different contexts, and join them into combinations that at first glance can seem unacceptable. The combination of novelty and value, coupled with hard work and inventiveness, leads to remarkable results.

Creative thinking takes place in the boundaries of our brain, at points where different kinds of thinking and different reality are combined. Successful creative individuals are

particularly successful in overcoming existing borders and creating new ones.

The mind functions so as to understand the sense of confusion and uncertainty, to recognize familiar forms in the outside world. As soon as it recognizes such a pattern, the mind moves to it and follows it - no further consideration is needed.

What is creativity, and what is not?

Table 1: Comparison of critical and creative thinking

Critical thinking	Creative thinking
analytical	generic
convergent	divergent
vertical	lateral
probability	possibility
ability of reasoning	lack of ability of reasoning
focused	diffuse - extensive
objective	subjective
left side of the brain	right side of the brain
verbal	visual
linear	associative
reasonable	exudes unusualness
Yes but	Yes and

Source: <http://www.virtualsalt.com/crebook2.htm>

For an activity such as problem solving, both ways of thinking are necessary. First of all, the problem has to be analyzed, then we are generating possible solutions, after which we have to choose and implement the best solution, and ultimately the evaluation of the effectiveness of the solution must be carried out. As can be deduced from the enclosed, as well as from the practice of real life, these two ways of thinking are often interconnected and supplemented. We will mention some other authors, who also deal with the perception of creativity.

Nickerson provided an overview of the various creative activities already presented. These include approaches developed by academies and industries:

1. Establishing intent and purpose,
2. Building basic skills,
3. Encouraging the collection of certain knowledge,
4. Stimulating and rewarding curiosity and research,
5. Building motivation (especially internal),
6. Encouraging self-confidence and willingness to take risks
7. Focusing on development of skills and self-competitive spirit,
8. Providing opportunities for choice and discovery,
9. Developing self-management skills (metacognitive skills),
10. Learning techniques and strategies that encourage creative activities,
11. Providing a sense of balance

4. WHAT IS IMPLIED UNDER CREATIVITY?

Ability. The simplest definition of creativity tells us that creativity is the ability to invent or create something new. Creativity does not relate to the ability to create something from anything, but it is the ability to generate new ideas by combining, changing or re-applying different ideas. Some ideas will be brilliant and exceptional, while other will be simply practical, good that nobody has come up with so far. Each of us has basic creative abilities. Just look around and look at the kids; it's very easy for them. In adult people, creativity is largely suppressed during the education process, but it is still present and only needs to be encouraged. Sometimes it's easy enough to pay more attention to it and find time to deal with it, while in other cases it is necessary to apply techniques to encourage creativity.

A behavior – an attitude Creativity is also an attitude: the ability to accept changes and novelties, readiness and will to play with ideas and possibilities, the flexibility of the point of view, the habit of enjoying good things, and at the same time finding ways to improve them. We have grown up by adopting a framework of action, which allows only a small number of things that are assumed to be normal, such as: strawberries sprinkled with whipped cream. A creative person would realize that there are other options, such as: sandwich with peanut butter and bananas or chocolate covered prunes. (<http://www.virtualsalt.com/crebook2.htm>)

A process. Creative people constantly and diligently work on perfecting ideas and solutions by gradually building up and making changes, with a certain amount of comprehension, in their work. Contrary to the myth surrounding creativity, a very small number of extraordinary ideas arise as a product of a single flash of brilliance or in the act of madness due to the rush of a large number of activities. Much closer to reality and the truth about creativity are stories about companies that had to undertake innovation and inventiveness from innovators in order to sell it to the market, because this innovator would keep that idea hidden and always hiding, always trying to make it even more perfect. Creative people always have room for improvement.

There are several methods defined to achieve creative results. These are 5 classic methods. (<http://www.virtualsalt.com/crebook1.htm>)

Development. This is an incremental improvement method. New ideas stem from others, new solutions arise from existing ones, with slight improvement compared to the old ones. Many sophisticated things in which we enjoy today are a result of long-standing and constant progress. Achieving something to be improved slightly from one side and slightly from another side, as a result brings something much better sometimes even a net completely different from the starting solution or from the original.

Let's look at an example of a car industry or any product of technological advancement. Each new model achieves a new improvement. Each new model is built on the basis of the accumulated creative experience from the previous model, so that the new model incorporates improvements in economic view, comfort and durability. Creativity here lies in comprehensiveness, gradual improvement and not in something that is completely new.

The evolutionary method of creativity reminds us of the basic principle: Every problem that has already been resolved can be solved again in a better way. People, who creatively think, do not satisfy themselves that the problem is solved once and that is the end, it can be forgotten and they are not led by the thought that something does not need to be repaired

until it breaks. The philosophy they advocate is that there is no insignificant improvement, any improvement leads to something new.

Synthesis. This method combines 2 or 3 existing ideas and from this comes a fourth. For example, combining the idea of magazines and audio tapes leads to an idea for a magazine that can be listened to, which is extremely useful when it comes to blind people. Another example. If it is known that couples go to dinner for the first meeting, and on the second to the theater, then these two ideas should be joined to make the third one. Make a cinema restaurant so that couples get dinner first, and then look at the show or vice versa.

Revolution. Sometimes the best idea is exactly different, a significant change from the previous one. A single example of revolutionary improvement. Professor of Psychology asked himself the question: "How can I improve and perfect the teaching?" The revolutionary idea would be "To arrange lectures to teach students each other, let them work in teams and give reports."

Re-application - "Recycling". Observe something old in a new way. One should go beyond the limits set. Get rid of prejudices, expectations and assumptions and discover how something can be re-implemented. A creative person, for example, a painter, can go to waste and see in the old model of the T changer an artwork that he will paint when he returns to the apartment and put such work in his apartment. The key thing is to look beyond the boundaries of the previous idea, solution or something and see that another solution is also possible.

Examples: A clip can be used as a small screwdriver if it is turned downwards; the color can be used as a type of adhesive to prevent the screw from slipping; detergents for dish-washing can be used as removers of DNA from bacteria in laboratories; spray for general use in cleaning can be used as a spray against ants.

Changing direction. Many creative solutions arise when attention is shifted from one angle of viewing the problems to another angle. This is often called creative discernment.

A classic example of this method is the problem with the pavement preservation department, which is how to keep the skateboarders away from certain parts of the pavement where holes are present. They tried to lay the fence, but the skateboarders bypassed it, tried to set longer fences, however, the children cut it; then they put a warning board on the fence, which the children ignored. Then someone from the department tried to change the direction of thinking, so they realized that their problem was how to keep children away from these areas, and not what the children are trying to do in all the ways to get passed the set barriers. The solution was to eliminate their desire to use the skate there by sprinkling something on the sidewalk so that it will no longer be so smooth. The only way to reduce their desire was to pour concrete into the bottom of the pit, to fulfill it to make smooth roundness. A sharp corner made of concrete made the skate ride impossible and this activity was completed. There are no more problems with skate riding, nor problems with the fence.

This example supports the goal of solving the problem rather than trying to implement an individual solution. When one way does not work, one needs to switch to another. In this way we do not tie ourselves to individual ways of solving the problem, but to the goal of solving this problem.

One of the main mistakes in understanding creativity is to identify it with a mere novelty. In this way, we exclude the expediency and values carried by a creative process itself, the

creative individuals - the bearers of creative ideas are left entirely outside of the system and the process that makes the original ideas turn into creative works. (Bolton, K. 2010)

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

One of the main postulates of the creative process is the need to ignore the usual ability of rational judgment and to deliberately avoid reexamining the value or purpose so that the creative flow would not be blocked. This will be explained later in detail, since this kind of thinking is called lateral thinking.

This is just one way to openly accept changes and not oppose the implementation of them.

At a wider organizational level, direct application of innovation can be equally harmful, as it is useful, if it only insists on constant innovation and creation of new ideas, rather than on the development of sustainable innovations. In the sixties, Teodor Levit noticed that those who are led by the non-critical introduction of innovations ignore the means and abilities of the organization to accept the novelties and observe the 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 a culture of an organization that supports the climate of innovation and creativity. In this way, a balance will be established between the exaggerated aspiration to constantly insist on the introduction of innovations and between closing the organization towards innovation, which will be driven by the way of creative industries.

Therefore, the motto of such an organizational culture should be: There should be no novelty before the value!

The value of innovation is as important as the novelty it carries in itself. True creative thinking involves combining multiple components of knowledge and different styles of understanding reality, in order to reconcile the possibility of creating a novelty with the ability to develop and determine its value.

The creativity of the individual, innovative ideas and inventions represent only a small part of the complex production process. In a modern creative economy, ideas are cheap, because there are so many, and it's only important what will be done with them and how they will be realized. The challenge of management and the structuring of creative processes is the tolerance of contradictions and the management of opposites.

The creative and innovative ability of an organization becomes increasingly important by moving from a material based economy to transactions in a creative industry in which core capital consists of ideas and knowledge.

“Matrix organizational structures are much better adapted to fast, fragmented markets, innovative products and a flexible, highly qualified workforce. Such structures enable quick re-creations of creative teams and resources, thereby encouraging the productivity of employees in the creation and implementation of innovations.

The myth that creative industries are the product of individuals is just a myth. Creative individuals are part of the system and networks, which is often lost out of sight when favoring “personal talent”. Creative processes in creative industries are essentially collective, although they are based on the abilities of individuals. It could be said that the high level of addiction in the supply chain is a direct result of specialization and individualization of creative work. Neither the individual nor the firm can expect to be self-sufficient or completely independent. “ (Hartley, J. 2007)

Taking on multiple roles in creative industries is different from playing a role assigned to a team in traditional organizations. Assigning a role to the team gives employees an extremely limited and non-creative stereotype, because each role is based on a pre-planned system, rather than the real complex and multiple, personal abilities advocated by knowledge management theory. In contrast, multitasking and changing roles in creative industries are creative and necessary. At the beginning of each new project or when establishing a new company, if we are talking about creating a creative climate from the start, the roles that each individual receives as well as the powers are defined only comprehensively, and communication is informal. The next step is to change the roles so that each individual changes the way of reasoning, where elements of something new and unknown are introduced into the change of the viewpoint, and where there are appeals for the reexamination of existing ideas, which automatically results in the triggering of our brain and the creation of new ideas. In addition to general review, there are numerous techniques and methods that help our brain to overcome the existing frameworks and views of the existing problem or challenge from a completely new perspective. These are tools and techniques of the so-called lateral thinking and for the needs of this textbook we will briefly describe only some of them, which in the application enable and create the innovative and creative climate, as needed, in order to make companies deals with resistance to change.

The term lateral thinking was created by Edward de Bono in 1967 to enable the problem-solving tool in an indirect and creative way.

The critical way of thinking is primarily concerned with the examination of the truthfulness of some statements and the search for errors. The lateral way of thinking focuses on the value improvement of these statements and ideas, i.e. it focuses on the values that they carry. A person, who wants to distance himself from already known and existing idea and create a new one, uses a lateral way of thinking.

If we consider the behavior of the system of creating patterns, which are organized in our own perception, then the logic of lateral thinking is derived from these patterns.

The nature of the human brain (Ristić, D. 2011) is such that all observations of the outside world are “classified” into known, common, previously adopted schemes of thinking and understanding (comprehension). Therefore, data analysis and information do not usually give new ideas. The brain can “see” only what it is prepared for. So, when analyzing data, one can only get ideas that already exist. We are so educated that we always try to “remember” something that we have heard or learned we are prone to “copying.”

We usually expect things to happen in the usual, expected way. If we somehow manage to cross over, to circumvent the mainstream of thoughts or anticipated events and to enter into some kind of “lateral flow of thought”, then we can return to the starting point and get a creative insight into a possible solution, that is, to get a new idea for a solution. It is a humor model and it can be graphically shown as in Figure 4. This is also a model of the so-called lateral or sideways thinking.

Six thinking hats represent an extremely powerful technique of lateral thinking. It is used to change the perception of making important decisions. This technique forces us to move beyond the limits of the usual frame of thinking and help to get a more rounded look at the given situation. (De Bono, 1995)

Many successful people are thinking in a very rational, positive way. This is part of the reason they are successful. Often, however, they cannot look at the problem from an

emotional, intuitive, creative or negative angle. This can mean that they underestimate resistance to plans, they are not ready to make a creative step and are not ready to engage in anything that is unusual.

This technique of lateral thinking is a simple and proven technique that arouses enthusiasm, creativity, courage in every person and all in order that every meeting and every decision are filled with new ideas.

The hats are metaphors. Each represents another perspective, or a different way of thinking. Team members get a hat of a certain color and while this hat is current, they must think in the way that color determines. This helps them to look from the perspective of others and not to be exclusive in their views. Symbols are very effective and really work. Symbols are related to putting on and using of the hat, which is automatically identified by “putting” a particular type of thinking on the head, i.e. focus on this type of thinking.

What is really fascinating about the application of this tool is that in a very simple way (pure symbolics like hats) the course of thinking is aimed at the desired direction by using only one hat at the same time for all participants.

Each participant thinks in parallel with others, not one against the other as in the traditional conflicting way of thinking.

The technique of six thinking hats separates the ego from performance. There is no more losing out among the powerful thrown in information at once and in one place.

The mere replacement of the hats is very interesting and good at the same time, because in this way one switches from one way of thinking to another, but the focus under each hat remains tied to what is meant by this hat. People need to be encouraged to wear hats, because this is a very effective way for people to understand a change of mind, not as a morality or an order, but simply changing hats and focusing on what the hat is expected at that moment.

This method-technique leads to a drastic reduction in the duration of the meetings (saving about 75% of the time) and to constructive results. Recently, this method has been adopted by a growing number of companies including: Du Pont, IBM, NASA Prudential Texas Instruments, NTT, Statoil, Shell, JP Morgan.

A brief review of each hat:

White hat

Information that is known and needed

- Neutral and objective
- Pure facts and figures
- First-class facts: checked and proven
- Facts of the second class: which are believed to be true
- The information that is needed is identified
- Never express your own opinion

Yellow hat

Optimism: values and benefits - why will something work?

- It symbolizes the brightness of the sun, cheerfulness and optimism
- Positive and constructive
- Investigates and supports
- Tends to find logical support
- Generative and supportive

- Allows visions and dreams

Green hat

Possibility, alternatives and new ideas

- It symbolizes fertility, growth and seed value
- Creative thinking
- Search for alternatives
- It does not have to be logical
- Action replaces reasoning
- It starts from one idea in the direction of another idea
- It creates new concepts and views

Red hat

Presentiments and intuition

- Legitimizes emotions and feelings
- “This is how I feel”
- Fears, what we do not like, we love, we hate
- Contrary to neutral, objective information
- Let it be concise
- There is no need for justification
- Allows exploring the feelings of others

Black hat

Negative reasoning, the so-called devil’s lawyer - why this will not work

Caution - no discussion

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

Blue hat

Manage the thinking process

- The hat that controls
- Conductor of the orchestra
- Organizes thinking
- “deliberation about the thinking needed to explore the subject”
- Calls for the use of other hats
- Sets the focus: defines the problem and shapes issues
- Responsible for summaries, reviews and conclusions
- Takes care about being treated by the rules

The Scamper technique belongs to the category of linear thinkertoys techniques, class A. This class of techniques reorganizes known information in a different way by randomly, sharing, combining or manipulating this information for the purpose of creating new starting points, entering the creative problem solving zone. Using these new inputs, you can

move from idea to idea, until you find the one that suits you most. It's similar to stones in the river. We cross from one stone to the other, in order to cross the river. (Mihalko, M, 1991)

The Scamper technique consists essentially of nine techniques for transforming objects, services or processes into something new, how to improve something.

The Scamper technique is a list of questions that support the promotion of ideas. In essence, it provides an abbreviation for the following questions:

Substitute something - Substitution is actually a method of attempts and errors, i.e. replacing one thing with another, until the right idea arrives.

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

Adapt something to it – Adjust something to that particular part. What is the paradox of creativity is that first we need to get to know the ideas of others, in order to get to something original.

Modify or Magnify it - People, mostly, objects or things that are more priced and perceived larger than those who are not. It's a simple example of poor and rich children. Poor children see money as great, while the rich do not. As far as changes are concerned, everything can be subject to change.

Put it to some other uses – Using it in a different way. This question will primarily help you to find the idea, and then imagine what else you can do with that idea.

Eliminate something. It is not meant in the literary sense of the word - to remove. Ideas are sometimes made by reducing the subject. Constant shortening of ideas, processes and objects can narrow down the challenge, to the part or functions that are necessary. Along with the great whole, isolate the part that we need.

Reverse or Rearrange it. Creativity consists in rearrangement of what we know in a way to discover what is unknown to us - which leads us to exceptional ideas.

These techniques are not a tool for an individual. They are applied in teams and without them they are of little use to companies. Here again, we are returning to the fact that companies that strive to constantly adapt to change, to manage the knowledge of their employees and to be creative and innovative at the same time, must not only be viewed by a creative individual, but by a creative team.

5. FINAL CONSIDERATIONS

For companies to get into the streams of creativity and become part of the so-called creative industries, where the changes are imperative, they need to form a Creativity and Innovation Team (TKI). These teams represent an effort within the company to create a collective model of applicable creativity and to place this model as a key element of each of the functions in the enterprise, from which all further initiatives around each function will start.

Within such formed teams, diversity and contradiction are taken as the input resource in the process of creativity, from which seemingly incompatible ideas are obtained by “processing”. The task of these teams is to tolerate diversity, build ideas on this diversity and have the power to reach other parts of the organization. Perhaps their role will not be theatrical to the extent that a boom effect is expected every time, but it is the task of this team to recognize and develop an idea that has already been formed, but it could not be realized.

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

In this way, as well as creating a cultural climate that represents creativity, willingness to change not only the modes of operation, but also the ability to integrate the company into the broader framework of today's knowledge-based paradigm, is realized.

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