

# MOTIVATION AND STYLE EVALUATION FOR THE CREATIVE PROBLEMS SOLVING MANAGEMENT

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## ABSTRACT

*The innovation is a major integral part of the company's lasting development strategy. The evaluation and adaption of the motivation system and management style in the problems creative settlement intercede in the definition of the company's objectives, for lasting development, having in view the achievement of products that respect the principles zero-loses and zero-polluting emissions. The present work spotlights the necessity of designing of the motivation system into the organisation framework, as well as the adaption of the management style in the creative settlement of the problems, in order for the motivation system and management style to become stimulating factors of the creativity and not blocking barriers for the creative processes.*

**KEYWORDS:** *motivation, management style, creative settlement*

## 1. Introduction

Creative settlement of the problems supposes the utilisation of innovative techniques based on the following aspects:

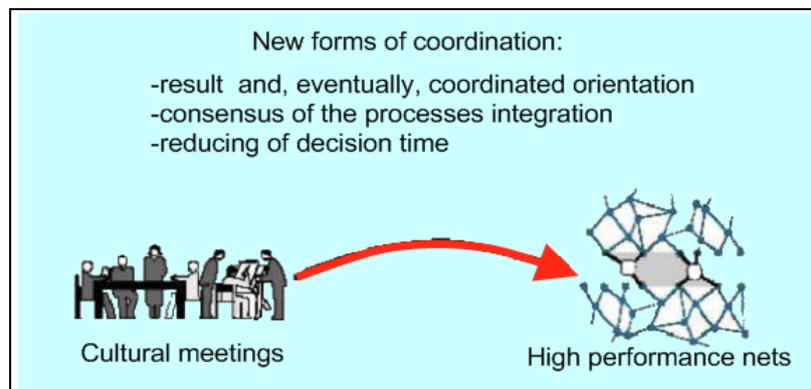
- Transparent climate;
- Management adequate style;
- Motivation systems favourable to change;
- Adequate organisational culture;
- Resources and competences.

Creative settlement of problems is achieved by teams that deal with creative functions of explorer, artist, judge and fighter. These parts have to be built and ensured by the organisation management for the achievement of innovative processes. Managers will be this way placed in organisational system based on a new philosophy and producing actions of creative type, by normal evolution towards structures of net type, auto-adjustable and auto-governable. A framing of the management in the new context is suggested in the figure1.

In these conditions, the accent is displaced towards the capacity of joining many management styles in order to ensure favourable conditions to the achievement of a performing management by efficient actions of certain flexible and continuously adaptable leaders.

The development of the evolutionist adaptability of organisational systems can be achieved by considering the motivating elements and management styles as stimulating

factors of the creative processes. The correct evaluation and the adaption of the motivation and management style became already basic elements in providing efficient functioning of the organisations management, favouring the increase of the organisation capacity to produce the new combined with the useful, to stimulate the organisational and individual creativity in order to look for and to find new solutions for the complex problems.



**Figure1 New forms of organisation – coordination**

## 2. Approaching management motivating and style at national level

Due to the property transfer, the new organisational structures didn't have yet enough time for consolidation and positive development, change processes being rapid as the reorientation, adaption and rebuilding left behind. Process of orientation of the organisational structures towards the creative settlement of the problems respectively towards the innovative processes carries on with a low speed. Most frequently, the management styles and motivating systems are not correlated and articulated with the ways and actions required by the innovative processes in order to integrate them in management flexible systems. Approaching of the innovative process does not consider the aspects specific to the process of problems creative settlement coherent enough yet, restricting only to conclusions that became rudimentary, as:

- innovation represents a material result obtained by browsing the routing: research –concept –prototype –product;
- innovation means research. /7/

Most frequently, the management style non-adapted to the change creates the most important barriers by respect to the innovative processes, remaining dominated by ideas like:

- ✓ Creativity is an attitude necessary occasionally and not as a mental and behavioural disposition, constant and in continuous positive evolution;
- ✓ Creative process is considered as a prerogative of the specific research-development activity and not as a vital for the entire organisational/enterprise system;
- ✓ Creative process is considered as depending only on the organisational/enterprise factors and not also on the individual potential of surpassing the pre-established models.

### 3. Aspects regarding the situation at international level

At international level, at least at the level of the developed countries and significant producers, the complex treatment of the creative process is predominant, with accent on the motivating system and on the adaption of the management style to the issue of organisational structures harmonizing with the creative settlement of the problems. This way, in the European Union the innovative process is approached in conformity with the philosophy derived from the adaption to change, the positions being dominated by the following ideas:

- Innovation is related to all aspects specific to the process of creative settlement of the complex problems of business, technical, cultural, of society etc.;
- Innovation represents a social dialogue developed with a view to creating nets of relations between the involved parties.

The innovative process (see fig. 2) involves a series of compulsory elements that have to be taken into consideration by the management structures of the organisation/enterprise which want to improve their performances. /6/

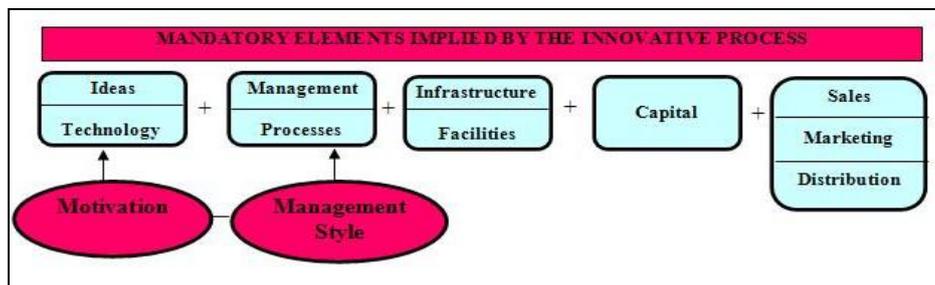


Figure 2 Compulsory elements of the innovative process

In Canada, USA and Australia the innovative process is seen as a general model structured on four phases (see fig.3).

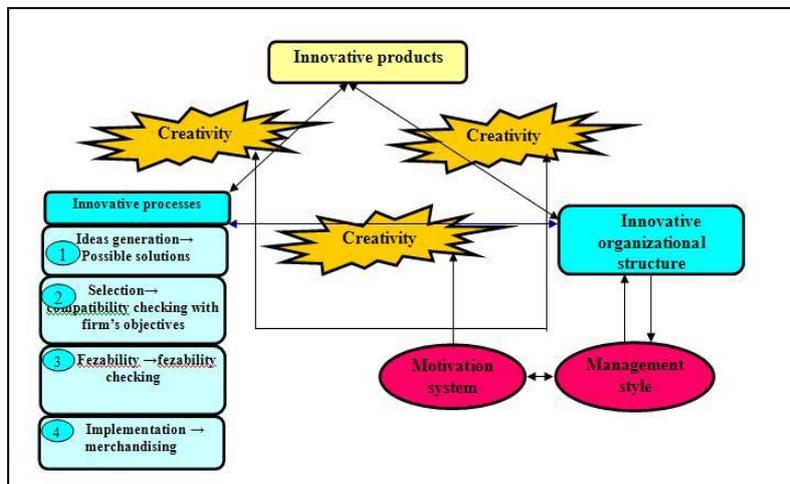
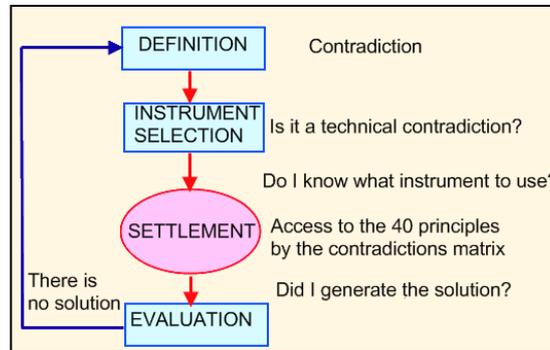


Figure 3 General model of innovative process

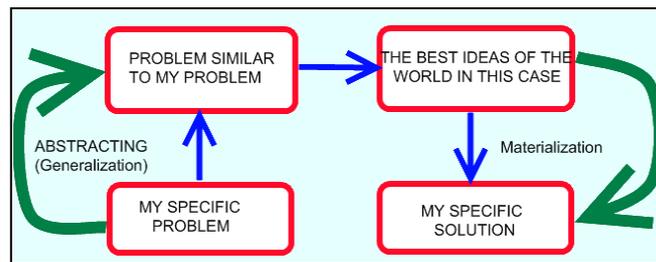
In Russia and in the countries of the Far East, at the base of the creative settlement of the problems stand the principles formulated by Genrich S. Altshuller, utilized often as instruments for the settlement of new problems. /1/

The creative problems settlement can be approached as an adapted, systemic and structured model of contradictions settlement, built on formal-abstract bases and which permits the transcription of the specific problem in a general context, while its instruments offers the possibility of finding and implementation of a general solution, at its turn transposable to the specific problem (see fig.4).



**Figure 4 Steps of problems systematic settlement**

The most utilised general instrument for the systematic settlement of technical-economical problems is represented by the contradictions matrix. This matrix, by construction, orientates the user toward the most utilized innovation principles for each identified contradiction (fig.5).



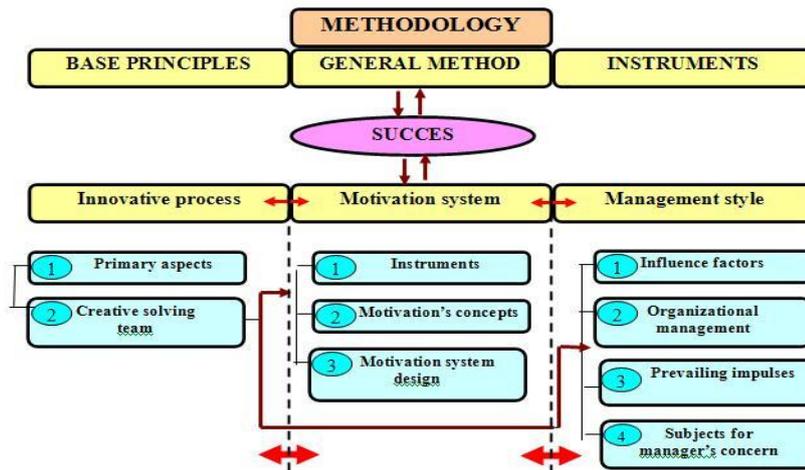
**Fig.5. Method of problems settlement**

In what concerns the manager, this one is seen as a responsible person, in a multidimensional environment of net type, potential capable to combine as many as possible management styles. The characteristics of such a manager are of the kind:

- ⇒ Predisposition of creating inter-personal relations and vocational aptitudes (ability of creating a vision, creativity, innovation, ability of listening and communicate;
- ⇒ Adaption of the organisational culture and of the values system depending on the tasks achievement;
- ⇒ Capacity of objectives definition, open attitude, directed towards finding of innovative solutions and outlining of the possibilities of capitalization of the employees intellectual and creative potential.

#### 4. Bases of the new approach of the motivation and management style evaluation

Evaluation of the management motivating and style in the problems creative settlement has in view the spotlighting of the possibilities of mixing of the corresponding methods and techniques – accepting the idea of integration in a complex system of the innovative processes – motivating system – management style. Development of a methodology of evaluation and adaption of the motivating and style of management is a necessity of this period in which the innovation is the promoting factor of the lasting development, being the result of an innovating process and a product of the creativity in order to obtain profit (the proposed methodological system has as base the connexions suggested by the diagram of fig.6).



**Figure 6 Basic elements of the evaluation and adaption methodological system**

The proposed methodological system (fig.6) spotlights the fact that the evaluation of the performance reached by the system can be performed based on the following elements:

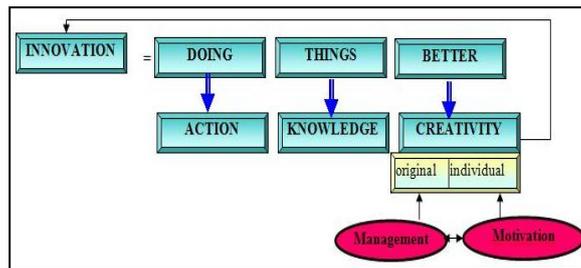
- a- Correlation between the innovative process-motivating system-management;
- b- SWOT analysis of the team of creative settlement;
- c- Balance between the rapid change situations and the periods of consolidation and continuity for the adaption of the organisational structures by re-orientation and reorganisation.

The articulated and evolutive methodological system has to permit an easy implementation in the enterprises so that these ones could adapt the managerial culture, the capacity of understanding of technologies and market requirements by respect to the new vision on the change and creative settlement of problems.

Evaluation and adaption of the motivation and management style in the problems creative settlement by the approaching and achievement way emphasises the following aspects:

- tendency of balancing the periods of rapid change with the alternative periods of consolidation and continuity generated by the innovative process; /8/
- the instruments of ideas generating, of starting of the evolutive process for provoking the renoucement (stimulation of the abandon of usual judgements by new approaches) and waiting for the progress (new ideas, solutions out of the normal working environment); /4/

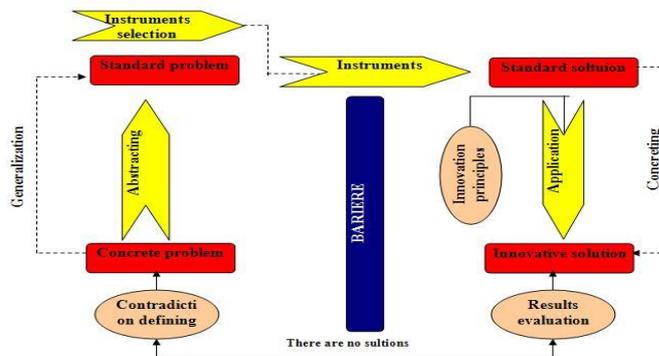
➤ treatment of the motivation and management style as stimulating factors of the innovative process conforming to the paradigm innovation = making things better (fig.7).



**Figure 7 Paradigm of innovative process**

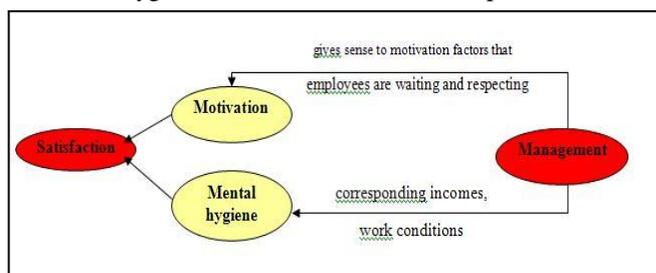
➤ the innovative solutions are the result of the contradictions matches tradition/innovation, in order to reach this way acceptable compromises of the producers depending on the user expectations, in the context of the passage from the products necessity of possessing at least two of the three basic characteristics: rapid-cheap-good, to the obligation of four characteristics: rapid-cheap-good-non-polluting;

➤ the evaluation method proposes a route of actions: problem abstracting – formulating of standard problem – selection of solving instruments - standard solutions – inventiveness in the application of standard solutions to the specific problem and building the own solution (fig.8);



**Figure 8 Evaluation method – algorithm steps**

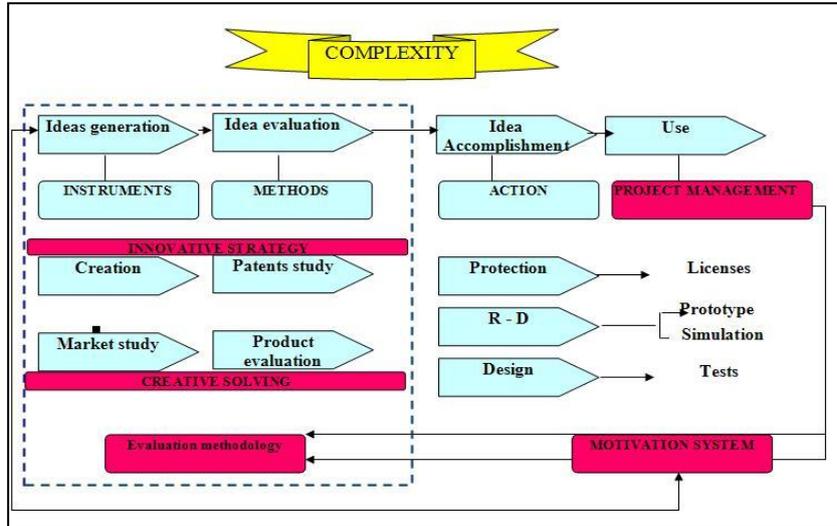
➤ predominant motivating instruments are the conviction and stimulation, motivation and mental hygiene, built as indicators of the personnel satisfaction (fig. 9).



**Figure 9 Indicators of the personnel satisfaction**

➤ opposition to change is a cause of the absence of a high level of innovation that is due especially to the absence of management implication and support.

The complexity of evaluation and adaption of the motivating system and management style results from the fact that, by the new interpretation, the innovative process is approached through many aspects regarding the creative settlement of the problems (fig. 10).



**Figure 10 Complexity of the motivation and management style evaluation in the problems creative settlement**

However much brilliant and progressive ideas could be these ones don't add value than if they are converted into applications with practical utility, respectively products, services or processes which satisfy the client's expectations and the exigencies imposed by the rules. The concept of innovation has known a change often associated with the characteristics of the economy based on knowledge, being now defined and considered as representing an integrative process of the business, technical, cultural and organisational complex problems. /2,3./ In order to innovate, the organisations have to provide concomitantly a climate characterised by the balance between the continuity and discontinuity, between consolidation, development and change. They have even to be reinvented in the meaning of consolidation of the capacity of evaluating instead of that of performing. /5/

## 5. Conclusions

The development of the methodology of evaluation and adaption of the motivation and management style in the creative settlement of the problems at the level of the organisational structures, especially small and average enterprises (IMM), represents a necessity and an obligation for the actual management. The main explanation can be found in the fact that the key factor of the development is represented by the innovation and the management is oriented towards the optimization of the ratio costs/performances/quality of the innovative solutions. With this meaning, the proposed methodological articulated and evolutive system has in view the motivation systems and management style to become

stimulating factors of the creative process and not barriers that block the innovative processes.

In the phases of designing of the motivation system into the framework of the organisation, management is a decisive factor. Encouragement of the adaption to change, orientation of the chosen solutions to a viable model, as well as the favouring of changed attitudes, depend on the management style that is influenced by the existing human resources, the tasks level and diversity, cooperation types of the organization, organisation as open system.

Correct evaluation and adaption of de motivating system and management style contribute to the increase of the economical performances of the organisational/enterprises systems by the orientation towards the cohesion ideas-processes-facilities-capital-product distribution, cohesion that will ensure the economical increase of the enterprise by the promotion of innovative solutions.

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