

**Creative approach to management of personnel as a way to ensure its safety and effectiveness in the context of the COVID-19 pandemic**

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The modern world is changing, and new technologies are constantly emerging that are changing people's lives. Inventions of recent years are amazing: a robot vacuum cleaner, an electric car, and instant messengers with the ability to exchange information instantly. Today, we cannot ignore these changes, we must anticipate them, be constantly in the trend [10]. Managing people is also a lively, flexible process that is constantly being improved. If earlier it was possible to frighten the employee, force him to work by force, but today such methods do not work. Only the right motivation of the staff can give results for the company. The emergence of a remote form of work is also an interesting innovation, which presents certain difficulties for the HR management process. The coronavirus pandemic that occurred on our planet in 2019-2020 has made adjustments to many processes, and it has shown that we need to be prepared for a variety of environmental challenges. Remote work may well become an extremely convenient form of workplace organization. A person at home feels home comfort, in this cozy atmosphere, and she may well have the most interesting projects. Creative

thinking is unique, the birth of creative ideas is not subject to strict laws and regulations, in a cold and business office, a person's thinking experiences a certain pressure from the working environment. You can't give a task to complete two or three creative projects a year, creative ideas are not born like cars on an assembly line. But certain conditions for the emergence of creative ideas are extremely important. American social psychologist Kurt Levin identifies three main styles of management - authoritarian, democratic and liberal; this approach has been considered the main one for many years. It is often emphasized that all of three styles of management are important and a great manager should master all three. Such a versatile manager was undoubtedly appreciated in any enterprise, but how will he manage in the current situation? The need to generate creative ideas puts the modern Manager in a new situation, a situation where a new management style is needed. A management style that will ensure effective management of its employees in a remote work environment, and will also be aimed at creating creative projects [3]. After all, only creative projects provide organizations with competitiveness in a situation where consumers constantly want something new and advanced. American Manager-innovator Elon Musk – one of the first managers who tries to apply such a new style, his company Tesla Motors is an example of a modern high-tech company, it produces innovative products, it uses the labor of robots, innovative practices of managing people are applied. Similar management practices are used in other companies – Alphabet, Amazon, Microsoft, Yandex, Kaspersky Lab. This article is devoted to these challenges of modern management. The authors will try to formulate the components of a new management style – creative style.

Within the framework of innovation management, companies traditionally use three main management styles –

authoritarian management style, democratic and liberal. The main difference between these styles is that they allow freedom in work activities and exercise control. At the same time, the liberal style was considered the most suitable for various creative companies, since it allows for the maximum possible delegation of authority and soft control. However, with this style of work, employees still had to be at the workplace, while performing their duties according to the work schedule. A certain revolution in the emergence of a new management style was carried out by Hewlett-Packard, which was the first to enter the territory of Silicon valley. This company began to use a new organizational structure – edhocratic, which was focused on creating comfortable conditions for employees who think creatively [2, 4]. Subsequently, various management practices emerged in various companies in Silicon Valley that were designed to encourage original thinking. Especially successful was Google (today the company is part of the Alphabet holding), which gave employees the opportunity to create their own projects during working hours, the possibility of a free work schedule and, finally, remote work. Then the same opportunities for employees were provided by Marc Zuckerberg's Facebook. The same time, it was initially assumed that the employee should be located on the company's territory. For this purpose, special spaces were created – parks, isolated premises, cafes, and co-working spaces.

A new management style Musk – his groundbreaking projects have been fantastically successful. Today, Elon is one of the five richest people in the world. Elon applied a new practice in management, he found successful managers in various parts of the world – from Canada to Australia and gave them the widest possible authority. They needed to design a new plant themselves, put together their own team, and Elon considered it important to motivate the creative ideas of his employees. Musk appreciates people who literally come up

with creative ideas on the go; he himself has repeatedly emphasized this. One of his employees suggested using a Tesla tablet instead of an instrument panel in a Tesla electric car, and for this innovation he immediately received a package of various bonuses. So, motivation is a very important factor in creative thinking, and creative thinking should be evaluated higher than simple performance.

The coronavirus pandemic, which began in 2019 and continues to this day, has made its own adjustments to the work of organizations around the world. In the context of the spread of infection, remote work is becoming popular, which today is becoming quite comfortable and productive. The emergence of a large number of instant messengers with video conferencing, high-speed Internet, and mobile gadgets has created a unique environment for virtual presence. Now it is not necessary to go to work, it is quite possible to work at home, and the results will be even higher, because the person is in the most comfortable conditions. The question arises-how to manage this process? How do I monitor the results of my work? Previous management styles are powerless in these working conditions; they appeared and took shape quite a long time ago, in the conditions of mandatory presence at the workplace. But what if a person's workplace is at home? By the way, the mass spread of remote work is just a positive moment, just creating conditions for the emergence of a new management style and creative breakthroughs. The pandemic has been the trigger of the process.

The implementation of a creative style is determined by certain factors. An organization that uses this management style should strive for innovation and breakthrough creative solutions. This is a very important condition. The phrase by cofounder Google Company Sergey Brin can be used as the organization's philosophy "Happy employee works more productively". A manager who implements a creative

management style should start with himself. The drive for innovative thinking and the ability to work remotely are the main components of a new type of manager. The pandemic may be over, but this does not mean that remote work will become unclaimed. On the contrary, the whole world has realized the advantages of remote work – home comfort and comfort, which provide very good opportunities for non-standard thinking. In the modern world, only non-standard, breakthrough projects ensure an increase in competitiveness and sustainable development of the organization [6]. The team of the organization should be charged with creative projects, and the atmosphere of creativity should hang in the air. So, the first components of the creative style are the atmosphere of innovation in the organization, the manager as a driver-conductor of this management style. But that's not all. How can a manager perform the most important managerial functions – motivation, control, and coordination-in a creative environment?

Let's start with motivation. Motivation is the most important condition for implementing a creative management style. Motivation should be a complex of impacts: a decent salary, a social package, and bonuses. All of this gives the employee a sense of confidence in the future, he works without being distracted by fears about his future. Here we must proceed from international standards, according to the ILO recommendations, an employee should not receive less than \$ 3 per hour, but since we are trying to evaluate creative work, the lowest salary ceiling here should be at least 2-2.5 times higher [8]. In addition to the salary, there should also be a significant bonus part for a fully completed project, as well as various bonuses (free dining, dry cleaning, hair salon, fitness, paid summer vacation).

Control is also very important in the work of the organization. However, it should be unobtrusive and not take

up much time. For example, before the pandemic, Alphabet held five-minute stand-up flyers every day, where everyone talked about the work they had done. This allows employees to quickly and without unnecessary bureaucracy report on completed tasks, and the Manager can quickly get information about the situation within the team. When working remotely, such training sessions can be conducted in a video conference mode or even by creating a group in the messenger, where literally every hour the manager can "keep abreast" of the team, clarifying the most important aspects of their work with subordinates. It is important to give up a variety of paper reports and tedious screenshots, and trust the employee. Such control will give more time to the employee and Manager; in addition, it creates an atmosphere of trust and solidarity.

Team coordination is greatly simplified by using instant messengers in your work. It is enough to create your own group and constantly be in contact with your subordinates. Do I need a video conference format? Most likely, no, text correspondence is enough. But in exceptional cases, it is advisable to use the video conferencing format – this disciplines employees. In fact, the remote format of work has a lot of advantages – saving on workplaces and renting premises, simplifying control and coordination of work of subordinates, reducing transaction costs, working in conditions of home comfort and comfort [7].

A very important factor is the home environment for remote work. The area of the apartment itself does not play a special role, a modern laptop or tablet does not take up much space. However, the employee may be significantly hindered by their children, parents, spouse, or Pets. The manager should keep this situation in mind. Employees who are prevented from working at home will not be able to perform their work duties efficiently. The manager is required to conduct a small interview with the employee or conduct a survey, but the best

option is to come and see what conditions the employee lives in. If the conditions do not meet, it is better to provide the employee with a place in a co-working space. Corporate co-working is a platform inside an organization with increased comfort, which is designed to replace the employee's own home during remote work. Such a platform is necessary for employees who cannot work at home for various reasons. The atmosphere of a corporate co-working space should resemble a home – made one-lots of different paintings, upholstered furniture, vending machines with a choice of drinks and a variety of snacks (chips, snacks, donuts).

Using a creative style in the framework of innovative management of an organization is a good opportunity to make a breakthrough, to reach a new level, including foreign markets. Today, many Ukrainian organizations face serious challenges. This means improving the quality of products, entering foreign markets, producing innovative products, and generally maintaining competitiveness in a constantly changing environment. Our country needs to start mass production of modern processors, electric vehicles, medical devices, and 3-Dprinters. All this can be done by applying new management approaches. One of these approaches can be the application of a creative style of personnel management in the framework of innovation management in the organization. The application of creative style should begin with training managers; they should promote the creative ideas of employees in every possible way and encourage remote work. The working schedule for remote work should be discussed in advance, it is better, of course, if breaks are provided. Organizing remote work is very important. This can include notifying employees about the company's new philosophy, equipping employees with mobile devices, and revealing the motivation mechanism. Such transparency captivates employees and creates a sense of corporate ownership.

Today it is time for a fairly tough competition for the consumer. At the moment, Ukrainian companies need to make a serious leap forward in order to get ahead of their Western competitors. It should be taken into account that most Western companies were created for decades, during which time they have accumulated great human potential, management practices, and most importantly, consumer confidence [9]. But there are also "upstart companies" in the West. Such companies can be quite attributed to Alphabet, Amazon, Facebook, and Tesla. These companies appeared relatively recently, but thanks to a breakthrough, they were among the leaders.

For most of companies in Silicon valley is that, firstly, the small size of the territories was the explosive nature of the development of small firms, often producing the same or similar products; secondly, asset studio firms, finding camping in a state of fierce competition, were forced to constantly learn from each other, to adopt technological and organizational innovation in the process of institutional isomorphism; thirdly, they grew up on an intensive exchange of knowledge and information on the horizontal mobility of skilled personnel migrating between firms and general supportive infrastructure" [8]. By the way, it cannot be said that such management practices bear fruit only in the United States, they are also successfully used in Communist China, where such advanced companies are located (a branch of Alphabet, Alibaba, Tencent). It should be added that Alibaba and Tencent are among the top ten companies in the world by capitalization.

Ukrainian organizations are also quite capable of making such a breakthrough. You just need to believe in your employee and create appropriate conditions for him. Today a moment has come, we must act. It is very important to respond to the challenges of the external environment and introduce new management practices [1, 2, and 4]. Denying the success of the above-mentioned companies, preserving outdated views

in the work of the organization will lead to a drop in competitiveness. The use of a creative style creates conditions for the constant search for new projects, including in other areas of activity. This is important for companies whose products are rapidly becoming obsolete or losing demand. In this situation, you can hedge such risks in advance by diversifying your products. A good example is the Dyson Company, which, observing a decline in demand for vacuum cleaners created a division for the production of electric vehicles in advance.

In accordance with the main management functions (planning, organization, motivation, control, coordination), the introduction of a creative style should begin with planning. It is necessary to plan the changes that will be carried out in connection with the implementation of this management style. It is important to prepare a corporate co-working space for those employees who will not be able to work from home for various reasons. The second point is that it is necessary to develop an updated strategy of the company, focused on a breakthrough in improving competitiveness.

Organizing the use of creative style should start with equipping employees with the necessary equipment for remote work (laptops, tablets, and smartphones). This is important, since personal gadgets are usually outdated. For high-quality remote work, you need to use state-of-the-art and high-performance mobile devices. All expenses of the organization for such devices will be recouped in the future with interest thanks to breakthrough projects and savings on jobs. By the way, the vacant office space can be rented out or used as storage space. All you need to do is leave the space for a corporate co-working space.

Control in an organization should be extremely soft, unobtrusive, and comfortable for employees, and based on maximum trust in subordinates. Even when recruiting staff, it

is worth paying attention to purposeful employees who strive for self-learning [8]. Subsequently, you need to build a trusting work with them, a special creative atmosphere. The employee must feel important to the organization.

Coordination in the organization is simplified with the use of remote work, the use of instant messengers. Nevertheless, the Manager needs to be constantly "in the field", indicate his presence, and be interested in the plans of employees. When working on a project, a Manager can break one large project into several small ones and assign them to teams within the team. Overall, teamwork should be encouraged.

Thus, we can draw the following conclusions. Remote work plus stimulating creative thinking create the conditions for using a creative management style of the organization. This style provides opportunities for the Ukrainian organizations to make a breakthrough in terms of competitiveness, including in foreign markets. This is an extremely important circumstance for Ukrainian people today. You should switch to this management style as quickly as possible. A creative management style creates a special creative and safe atmosphere in the organization, each employee strives to create a breakthrough project, and the organization's staff will constantly be in search of new ideas. Therefore, the issues of creating a safe atmosphere in the organization will be the subject of our further research.

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