Co-funded by the
Erasmus+ Programme
of the European Union

TEACHING MATERIAL
MODULE: CREATIVE THINKING SKILLS

SoftSkills4EU
Promote your Soft Skills
with Open Badges

SoftSkills4EU:
Promote your Soft Skills with Open Badges

TEACHING MATERIAL

INFORMATION ABOUT OUTPUT

OUTPUT:

IO2 SOFT SKILLS CURRICULUM AND LEARNING TOLS

ACTIVITY:

IO2 A3: DEVELOPMENT OF E-LEARNING MATERIAL

OUTPUT DEVELOPED BY:

PAR UNIVERSITY COLLEGE

PROJECT INFORMATION

PROJECT:

SoftSkills4EU: Promote your Soft Skills with Open Badges

PROJECT TITLE:

Promote your soft skills with open badges

ACRONYM:

SoftSkills4eu

PROJECT WEBSITE:

https://softskills4.eu/

PROJECT E-ACADAMY:

https://academy-softskills4.eu/

PROJECT NO.:

2018-1-SI01-KA204-047088

PROJECT COORDINATOR:

Development and Education Centre Novo mesto (RIC Novo mesto), Slovenia

The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

TABLE OF CONTENT

Topic 1 – INNOVATIVENESS 10
1.1. How to understand innovativeness? 12
1.2. Innovative companies 15
1.3. Conclusion 21
1.4. Further reading 21
Glossary 21
Topic 2 – CONSTANT IMPROVEMENT 22
2.1. Constant improvement tools 23
2.2. What constant improvement means? 25
2.3. Conclusion 27
2.4. Further reading 27
Glossary 27
Topic 3 – ANALYTICAL THINKING 28
3.1. What analytical thinking represent? 29
3.2. Seven steps to improve your analytical thinking skills 31
3.3. Conclusion 33
3.4. Further reading 33
Glossary 33
Topic 4 – IMPLEMENTING CHANGES 34
4.1. Importance of implementing changes 35
4.2. Stages of implementing change 38
4.3. Conclusion 39
4.4. Further reading 39
Glossary 39
Topic 5 – FOSTERING CREATIVITY 41
5.1. What is fostering creativity? 42
5.2. Creativity, most important skill? 44
5.3. Conclusion 46
5.4. Further reading 46
Glossary 46

References 47
Tables and figures 48

KEY SYMBOLS

Symbols	Explanation
	Definition of terms
	Scenario
	Tips – Causes
	Questions
	Learners/Trainers activities
	Resources E.g. links, reports, articles

MODULE – CREATIVE THINKING SKILLS

MAIN OBJECTIVE OF THE MODULE

Creative thinking skills, module aims to teach job seekers and adults educators how to be innovative, implement changes and think analytically. In this module will be present 5 topics of creative thinking skills. Specifically, the innovativeness, constant improvement, analytical thinking, implementing changes and fostering creativity skills will be presented in detail.

Creativity in his aim means to be able to come up with something **completely new**. Creative thinking is the ability to see something (a conflict, a data set, a group project) in a new way. We can say that creativity simply means "**thinking outside the box**." Therefore, creativity is innovative thinking, or the ability to recognize patterns that are not obvious.

Question

1. How many times do you think that because of day-to-day operations, you do not have enough time to come up with new ideas?
2. How many times do you feel that you are not really using your full potential and that you are not even aware of how creative you really can be?
3. How many times do you want your colleagues you work with or lead you to be more creative in approaching your business and solving problems, in order to have a value-adding team?

Creative people have the ability to use new techniques, come on with new ways to carry out tasks, solve problems, and cope with challenges. People with this sort of skills, bring a fresh, and sometimes unorthodox, perspective to their regular and basic work. Because of that, this way of thinking can help firms and organizations develop more productive directions, obviously for these reasons, creative people are very valuable to all companies.

Like other cognitive abilities, creative thinking ability can be trained with practice, although some people are naturally more creative oriented than others. (Doyle, 2019)

https://www.thebalancecareers.com/creative-thinking-definition-with-examples-2063744

You can develop your creative thinking skills by solving riddles, being aware of your environment, and also through play. Play means anything relaxing, for example daydreaming.

To meet this aim, the module covers the 5 following topics:

1. Innovativeness
2. Constant improvement
3. Analytical thinking
4. Implementing changes
5. Fostering creativity

Why is creativity important for business?

The best way to show creativity worth is across the different business sectors.

Typically, creativity is connected with fields like design and marketing, but different research showed a wider demand for creative types in less obvious sectors like:

Financial services

78% of business owners in finance sectors believe there is a strong connection between creativity and growth of business results. When making promotions, the same percentage of owners consider creativity as an important factor.

Professional services

74% of professional service bosses saw great importance in fostering creative environment for employees. Creativity was also of high importance when looking at promotions, according to almost 80% of owners and managers.

Engineering

82% of engineering leaders think that is very important to encouraging employees to take a creative approach to their work and assessments.

Engineering, together with science, technology and math (short for STEM) is highly creative as well. Writing and coding an innovative new computer program, robot or hypothesis are all considered creative performances.

In human history, science has always been seen more as experiments that tend to fail more than succeed. While partly true, the causes to fail were not because of errors of technology or methodology but rather human nature to not step out of their comfort zone, lack of getting rid of old and outdated habits. A radical and never ending creativity is needed in order to flourish and grow the STEM filed. (Doyle, 2019)

https://www.thebalancecareers.com/creative-thinking-definition-with-examples-2063744

Not-for-profit organizations

Nearly 1/2 of members from non-profit organizations would hire someone with good creativity skills over analytical ones.

More than 1/3 of business owners believe that the creativity skills only come from 'creative types' of people, but that is a complete myth. Unconventional thinking presents a huge fostering force for business and a personal strength when searching for a new job.

Artistic Creativity

You don't have to be an artist for your work to have an artistic element. Arranging retail displays for maximum impact, or shape the path of an enticing hiking trail. Other artistically creative tasks might include designing logos, writing advertising copy, creating the packaging for a product, or drafting a phone script for a fundraising drive.

Creative task are also the following ones:

- Composing a new fundraising script for volunteers,
- Composing dialogue for a television or radio commercial,
- Creating an exam to test student knowledge,
- Creating packaging for a product,
- Designing a logo,
- Devising a lesson plan that will engage students,
- Proposing a new look for a clothing line,
- Writing compelling copy for a print or online advertisement.

MODULE CREATIVE THINKING SKILLS SYLLABUS

Course Module	Topics	Sub-topics
Creative Thinking Skills Module	1. Innovativeness	1.1. How to understand innovativeness?
		1.2. Innovative companies
	2. Constant improvement	2.1. Constant improvement tools
		2.2. What constant improvement means?
	3. Analytical thinking	3.1. What analytical thinking represent?
		3.2. Seven steps to improve your analytical thinking skills
	4. Implementing changes	4.1. Importance of implementing changes
		4.2. Stages of implementing change
	5. Fostering creativity	5.1. What is fostering creativity?
		5.2. Creativity, most important skill?

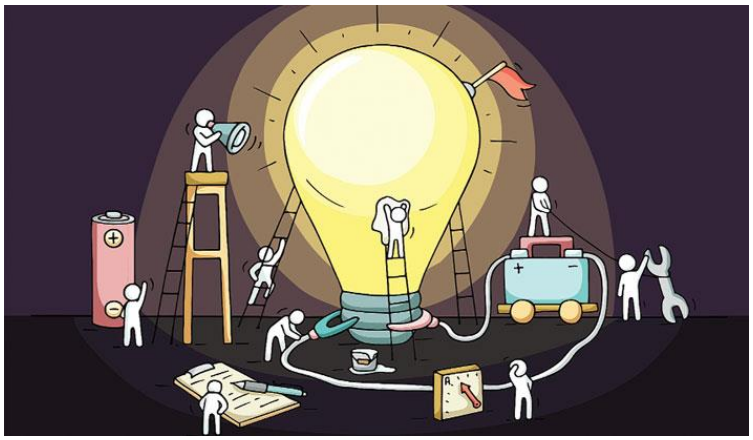
Table 1: Creative thinking skills module

TOPIC 1 – INNOVATIVENESS

Question

1. What is individual innovativeness?

We can say it represent "engagement in innovative behaviors, which includes everything related to the innovation process…". **Innovativeness** is shown in worker behavior at the workplace. This one can classify workers as being engaged in technical and non-technical or administrative positions and as engaging in more incremental or rather radical innovation activities (if at all).



Individual innovativeness is an individual job performance indicator related to innovation. It is related to workers' behavior in which they try new things or create something completely new.

Tip

The difference between invention and innovation is important. **Invention** is a brand new and original idea, while **innovation** is a new use and successful exploitation of that idea.

Innovation is something **completely new** to your business, improving and replacing existing business processes, increasing efficiency and productivity, expanding your organization, developing brand new services and products. Innovation is a **creative process**.

Ideas can come from within the business (from employees, managers, research) and outside the business (suppliers, clients, media, associates). Success comes from filtering and refining these ideas. Innovations help productivity, reduce costs, increase competitiveness, new collaborations and increase revenue.

Non-innovative organizations lose their place in front of competing organizations, lack productivity and efficiency, lose employees, and ultimately fail.

In order to plan innovations that will improve products, services and processes, you must analyse, study and research the market. You can identify new opportunities when you understand by market analysis that it is constantly changing. For example, if you are an educator, consider what innovations you can introduce. Grow your business by introducing brand new services or products, think about trainings that are not closely related to your current field. Also, use new technologies and methods to perfect the quality. Record your first education so you can post it online to compare your audience and their interest.

1.1. HOW TO UNDERSTAND INNOVATIVENESS?

As it is said in the previous section, innovativeness simply marks type of behavior among employees in which they try new thing or crate something new. Innovativeness present ability to imagine what success looks like at the end of the process; willingness to consider all changes. Ability to look for better methods and options in order to achieve the main goal, make action plans and identify opportunities by understanding trends, patterns and future areas of growth.

Innovation is the **ability to do something in a new way**. In business is a spontaneous or systematic process of realization improvements that lead to beneficial positive change and increasing the value of work.

As an example of haw is innovativeness important, in the text below, is a list of 10 most innovative and creative companies in the world. All companies have high rate of innovative premium, mostly over 70%. On the list leads companies in software and programming industry.

'If you are not ready to accept that you are not right, you will never be in a condition to make anything original' - is how Sir Ken Robinson described creativity. In order to get a solution that has some value based on a good idea, the following factors need to work simultaneously: the activity of all necessary brain functions, the courage to think differently from the environment, the environment that inspires and supports, and finally an integrated implementation process that is adequately managed, as an indispensable element of **successful innovation**.

In order to **establish** successful innovation processes, it is necessary to carry out an objective analysis of the organization's value chain in the field of innovation and to organize internal consultations in order to choose the strategy for introducing innovations, from the launch of the idea to the sale of the first business solution. There is a separate section dealing with the methods of presentation solutions, in order to adequately presented the advantages / disadvantages and convince directors to accept them.

Activity

Innovative thinking habits to be adopted (Oppong, 2019.)

We all know that when we want to create lasting change, we must implement certain habits into our routine. To get lasting results, we also need to create lasting habits. Below are some useful **habits for innovative thinking** that will be useful to you throughout your life.

1. Quickly "grab" ideas

If your ideas seem to fall to "dry ground", they are less likely to appear at all. In fact, great ideas may come to you, but you don't pay attention to them.

If an idea pops into your mind, it's a quick catch. Later, you can always re-evaluate how valid it is.

Do I have time to write it down? Use a voice recorder to capture any idea that comes up to you to ignore the gold mine of your ideas.

When you "catch" an idea, you should not let it remain "just an idea" that will fade over time. Return to your notes or voice memos and go through them again. It may not take long, but you need to have a way to sort out these ideas as you go through them.

Store all your ideas digitally, allowing you to access them quickly. It is never known when you will get to a creative standstill, so have your ideas where you can easily access them.

2. Don't let your ego cloud your judgment

If you want people to be open to your ideas, be open to theirs. If you constantly assume in your mind that people will be judging you and will not want to listen to what you have to say, your inspiration may start to fade.

Being open to other people's ideas often stimulates our own mind as well. If you allow your ego to stagger, you will often be too preoccupied with worrying about what people think of you so you won't be able to come up with good ideas.

Also, the ego often leads us down the wrong paths. He wants to protect us from turning out to be bad, so he tries to steer us towards what is popular, generally accepted. True innovation is often not popular, so you need to keep in mind that your ego, for fear, might try to stop you from going the right way.

Although our ego acts to protect us, it does not understand what is good for us and what is bad. Set your goals and don't let your ego get in the way of success.

3. Curiosity is your friend

A curious mind is one that always looks for further. He is looking for the next level in life, business, relationships and any other area. Children have the ability to quickly learn and come up with ideas precisely because of their curiosity.

Develop in yourself a childlike curiosity that will inspire new ideas and allow you to devise systems, products and other important things that will make a person's life better. Some people may also overdo it because they are constantly exploring and in no way go to the next phase, so make sure you set a timer; you still have work to do!

4. Listen more than you speak

You already know a lot. If you talk more than you listen, you probably give others ideas, but it's also likely that you don't get a lot of them.

You do not need to be stingy when talking, but you also need to be aware of the amount of time you speak. If five people have gathered in a conversation and you have been talking for more than one fifth of the time, it may not be "okay".

It's one of those times when the ego comes into play and tries to make you super talkative. Being talkative is fine, but if you're looking for ideas, you have to use your ears more than your mouth.

If you are in a room with people you respect and want to learn from, you might also need to have a notepad with you. Ask permission if you would like to record an audio recording of the conversation. With these notes, you will later be able to return to the content of the meeting and analyse the ideas presented.

5. Foster empathy

If you want to be a truly innovative thinker, you need to master empathy. If you can feel someone's pain, you'll get a better idea of how to solve his problem.

Problem solvers are the people who make the most money. If you can solve a big problem, you can make big money.

Although other people may know what their problem is, they may not have the skills to solve it. On the other hand, you may have problem-solving skills, but only if you have empathy will you become aware of a problem.

6. Continually learn to be successful

Innovative thinking is one of the most important skills for business people. Businesses are constantly solving problems. If you are a problem solver and people love your products, you are likely to stay in business for the long term.

Learning about business success strategies is one of the main things that you, as a business owner, should focus on. It is important to be innovative, but you also need to focus on building key skills that will help you.

Most entrepreneurs are “stuck” at a certain level. You need to learn how to strategically develop yours.

1.2. INNOVATIVE COMPANIES

The World's Most Innovative Companies

The Figure below shows top 10 most innovative companies in the world. On the top places are mostly companies from United States, only two in top 10 are not from United States, they are from India and South Korea. On the first place is Service Now, company which has innovation premium of 82,27%, and yearly sales growth of 39,02%, and it worth on the market is estimated on 42.9B USD (Forbes, 2019).

SERVICE NOW

- Industry: Software and Programming
- Country: United States
- Employees: 8.154
- Innovation premium: 89,22%

WORKDAY

- Industry: Software and Programming
- Country: United States
- Employees: 10.500
- Innovation premium: 82,84%

SALESFORCE.COM

- Industry: Software and Programming
- Country: United States
- Employees: 35.000
- Innovation premium: 82,27%

TESLA

- Industry: Auto and Truck Manufacturers
- Country: United States
- Employees: 48.817
- Innovation premium: 78,27%

AMAZON.COM

- Industry: Internet and Catalog Retail
- Country: United States
- Employees: 647.500
- Innovation premium: 77,40%

NETFLIKS

- Industry: Internet and Catalog Retail
- Country: United States
- Employees: 7.100
- Innovation premium: 71,23%

INCYTE

- Industry: Biotechs
- Country: United States
- Employees: 1.367
- Innovation premium: 70,59%

HINDUSTAN UNILEVER

- Industry: Household and Personal Products
- Country: India
- Employees: /
- Innovation premium: 67,20%

NAVER

- Industry: Computer Services
- Country: South Korea
- Employees: 5.664
- Innovation premium: 64,62%

FACEBOOK

- Industry: Computer Services
- Country: United States
- Employees: 35.857
- Innovation premium: 64,42%

Figure 1: The World's Most Innovative Companies

When discussing companies which are in the field of software and programming such as Service Now, Workday, Salesforce.com, etc., it is a known fact that designers and programmers who are creating new software programs must rethink and create solutions for all the specific problems that are placed in front of them. When develop best possible solutions, the problem solver must possess a high level of creativity. In order to be able to do that, the company must do their best to stimulate their employees in the best possible way to stimulate them. It is a known fact that those who develop products and services have very little or possibly no information about their final users and services. In order to be able to form and develop best possible products and services it is advisable to stimulate employees to put themselves in their position, respectively, to put themselves in "their shoes". Continuous learning and tracking current trends is also an important factor which enables for employees to be updated, and also stimulates them to rethink in a creative way how a certain product and service could be improved, or even development of a completely new and innovative product. It is also advisable to try and experience new and until now unexperienced products and services in order to rethink the development of new ones. Also, a successful cooperation with software designers is of upmost importance because through mutual interaction and communication new and creative solutions can be developed (author´s adaptation according to Projectmanagement-training.net, n.d. ; Made by many, 2017).

Companies such as Amazon or Netflix which are in the field of internet and catalogue retail also registered significant changes over the years in their business, respectively, a significant majority of trade and retail is made online in a different way. Today shoppers do a significant amount of their shopping online, which is why it is necessary to invest in rethinking creative ways how to enable for them to do their shopping in the best possible way and satisfy their needs. In order to achieve success, it is mandatory to understand which is the target market on which the company is planning to place its products and services, and the market´s characteristics. Contemporary consumers use social media on daily basis which resulted in it becoming one of the most efficient ways of selling and promoting products and services (Facebook ads, etc.). In order to achieve success, it is important to engage creative professionals (both in marketing and IT) which possess top quality knowledge, who are creative and who constantly observe what is new and current, and who will apply it in the company´s business. Such professionals can join their forces into preparing innovative and creative video contents which can be published on the company´s website or YouTube and that way reach potential clients in a much easier and effective way (author´s adaptation according to hit search, n.d.; Crackitt, n.d.).

Production of vehicles, whether cars, trucks, motorcycles is involved, is characterized by mass-production of models intended for sale to the public, with the intention of satisfying their particular needs and preferences for owning a specific a vehicle and transportation. There are multiple companies over the world which are in this business, but one of them that needs to be pointed out is Tesla, a company which produces electronic car, which is a significant and important step towards transition to the sustainable transport. This company employs diverse professionals who are working hard on further improvement of current models of their motors, and on development of the car design, while at the same time developing new innovative ideas. Future success of this company needs to be based on the same activities that are they doing at the moment. In order to sustain its success, the employees of Tesla will need to continue to develop new innovations and offer them to the world. All this can be achieved through a collaboration of various profile of employees, starting from technical personnel (car designers, producers who assemble the vehicle, etc.), to the people in charge of marketing activities. Creativity is a must in this process in all stages. All the employees need to be enabled to participate in diverse forms of education and self-development which will definitely have a positive influence on their creativity.

Computer services of various forms are very current today, and numerous companies are developing them on daily basis. Among many of them it is important to mention companies such as Facebook and

Naver which can be considered as the most developed ones in the world. Both are devoted towards building and developing new, creative, and innovative technologies. The development of Facebook in particular made a significant impact on people´s lives through establishment of connections with friends and family in a much easier and friendly and innovative way, it enabled for communities to become closer to each other, and very important, it had a significant impact on development and exchange of ideas, which resulted in business growth. Additional reason why Facebook is contributing business development of various companies is because they are capable of conducting excellent marketing activities for a reasonable price. It is expected that Facebook will continue to grow and develop, considering its numerous advantages. This can be achieved through further development of its services based on innovative and creative approach. Good examples of creativity that can be mentioned are Instagram, WhatsApp, etc.

Biopharmaceutics also represents one of the most developed industries on world level. Numerous companies are focused on development of cures for various illnesses, as well as products aimed towards general health improvement. Incyte is a global biopharmaceutical company which strongly invests in science and research and development. It consists of a strong team of research scientists, chemists and biologists working in the field of immunology. Hard working efforts of approximately 1500 scientists and researchers resulted in successful development of numerous medications aimed towards curing lethal illnesses such as cancer, immune disorders, etc. It can be presumed that scientists are constantly exposed to various forms of stress and tension, which can have a strong impact on the quality and success of their work. In order to be able to ensure further success of the company, it is a must to invest in their employees (lifelong learning programs, attendance of conferences etc. which enable for them to exchange and discuss various ideas, and rethink new ways of how to develop even better, unique and high-quality products, etc.). Continuous learning, as well as exchange of ideas will most definitely influence their creativity in the positive way which will result in better business success.

In the field of production and sales of household and personal products, Hindustan Unilever from India need to be mentioned. Over the years this company managed to develop high quality offer of household and personal products such as soaps, detergents, shampoos, skin care, toothpastes, deodorants, cosmetics, tea, coffee, packaged foods, ice cream, and water purifiers. All this resulted in development of a portfolio of famous brands such as Lux, Lifebuoy, Surf Excel, Rin, Wheel, Fair & Lovely, Pond's, Vaseline, Lakmé, Dove, Clinic Plus, Sunsilk, Pepsodent, Closeup, Axe, Brooke Bond, Bru, Knorr, Kissan, Kwality Wall's and Pureit. They are working on daily basis and developing new and diverse products, as well as they are improving the current ones for which the demand is still very much present. In order to continue doing good and successful business, creativity will need to continuously included in all stages of product development, as well as marketing activities. Creativity can be increased through participation in various forms of lifelong learning programs, organization of internal workshops during which employees will be able to get more acquainted with each other, and develop new and fresh ideas, and turn them in practice.

EXAMPLES OF COMPANIES:

Facebook:

Founder and CEO Mark Zuckerberg has built a company culture that encourages risk-taking, allowing his engineers to constantly try new software builds.

"*I figure out what the high-level directions I think we should go in are, who are the best people to work on those things, but then on a day-to-day basis, a lot of the decisions I am making are, 'Okay, is this going to destroy the company? Because if not, then let them test it,*"

"If the cost of the test isn't going to be super high, then in general, we are going to learn a lot more by experimenting and letting the teams go and explore the things that are worth exploring than by having a heavy hand in that," - Mark Zuckerberg

(Clifford, 2017)

Amazon:

Amazon has its own way of encouraging innovation.

They have decided on a document called "Primal rage fervently asked questions", in short "PRFAQ" , the system where they have first a Press Release (PR) where the employee outlines their ideas or vision and later on helps Frequently Asked Questions (FAQ) where it is discussed what the customer needs and answers potential customer questions. It gets evaluated later on in a separated group specifically set up for such work and green lighted if it does meet their expectations. This way Amazon successfully implanted numerous innovations such as Prime Now, Amazon Go and Alexa.

The system is successful thanks to it step by step approach and easy understanding, it encourages giving new ideas and seeing through the eyes of the costumer.

Netflix:

Netflix is a good example of a company that started as delivery company in the 90s but grow into a huge success over its 20 years of existing. But how did the journey look like? The first question everyone has is: "what can I sell to get some money?". But what if there is nothing that you want to sell, or simply selling would not make enough money in the end? Thinking of a different way, we need to innovate the question in a away both need would be satisfied. "What if sending in my DVDs that I do not want to sell, to other people for a small fee would be a good idea?" You would start a local rental market and that in itself is a challenge to a market status quo and is a market innovation.

To innovate further, what could be the next step after simply renting out your DVDs? Dement exist, making a website to promote yourself would be the next logical step. With more people seeing your advertisement, more people call you, asking for your DVD, so your audience is able to grow and you can start sending your DVDs out to people in other states and countries. Over time you figure out that DVDs are only really valuable in the first 6 months out from release, afterwards dement for said film drops, so how do you get rid of the stock of "older" DVDs you have?

You're already an internet business distributing physical matter, why not become an entirely online business with a streaming library? Thru analysing the market it becomes apparent that Apple dominates the charge on a per movie basis you are having a hard time getting into the completion, what could be the out of box thinking here? Switching to a subscription-based system. A monthly fee for your whole library, what makes you clearly different and maybe more appalling to the costumers.

Nowadays, Netflix innovative plans do not lay in advertising but in numbering of subscribers and having their own original content in the end Netflix is not a content rental company anymore but a content production company.

They went form ravelling Blockbusters to challenging the main Hollywood distributors and Studios. Interesting enough Amazon went from online marketplace for books to world largest online marketplace with subscription service like Amazon Prime.

https://www.thebalancecareers.com/creative-thinking-definition-with-examples-2063744

1.3. CONCLUSION

Innovativeness means being engaged in technical and non-technical or administrative positions. Those skill is related with workers' behaviour in which workers try new things or they are creating something new in their work. Innovativeness as it is present ability to imagine what success looks like at the end, willingness to consider all changes within organization. Ability to look for better methods and options in order to achieve the goal, make action plans and identify opportunities. Most innovative companies in the world have high rate of innovative premium, mostly over 70%, mostly companies are from United States, only two in top 10 are not from United States, they are from India and South Korea. On the first place is Service Now, company which has innovation premium of 82,27%, and yearly sales growth of 39,02%, and it worth on the market is estimated on 42.9B USD, on the second place Workday, software and programming company, tenth place ends with Facebook.

1.4. FURTHER READING

- Ramiro (2013.), Retrieved from: https://www.ramiro.hr/kako-primjeniti-kreativne-tehnike-u-poslovanju-nova-ramiro-otvorena-radionica-1.aspx
- Media, F. (2019). Retrieved from Forbes: https://www.forbes.com/innovative-companies/#452503271d65
- Radman, G. (2011.) Retrieved from: http://www.een.hr/upload/vedran/3_vern-radman.pdf
- Develor (2017.), Retrieved from: https://www.develor.hr/?portfolio=innovative-thinking
- Oppong T., 82019.), Retrieved from: https://poduzetnik.biz/zivotni-stil/pet-navika-korisnih-za-razvoj-inovativnog-razmisljanja/
- Porprium (2019.), Retrieved from: https://proprium.hr/zasto-je-pozeljno-biti-inovativan-u-organizaciji/

GLOSSARY

Skill *- the ability to carry out a task with determined results often within a given amount of time, energy, or both.*

Innovativeness *- tending to innovate, or introduce something new or different.*

Innovation *– it is modern meaning is "a new idea, creative thoughts, new imaginations in form of device or method.*

Company *- abbreviated as co., is a legal entity made up of an association of people, be they natural, legal, or a mixture of both, for carrying on a commercial or industrial enterprise.*

TOPIC 2 – CONSTANT IMPROVEMENT

Dedication to make small changes and improvements every day, with the expectation that it will add up to something significant, is a very definition of constant improvement.

The typical approach to self-improvement is to set a large goal, then try to take big steps in order to accomplish that goal in shorter time as possible. While this may sound good in theory, it often ends in frustration, and at the end with failure. Instead of being fast and taking big steps, we should focus on constant improvement by slowly and slightly adjusting our normal everyday habits and behaviors.

"Success. It is important to achieve it, more importantly to keep it. If I have to single out the traits that lead to success, then it is passion, persistence and vision, a willingness to constantly improve and learn. As someone at the forefront of one of the leading domestic company, I measure success by the consumers' loyalty to the Carnex brand for over half a century, good business results and satisfied employees", said owner of the Cornex brand (the successful and innovative company in Balkan region).

2.1. CONSTANT IMPROVEMENT TOOLS

There are a few quick steps that employees can take to start focusing on constant improvement process, which contains 3 basis steps described below (Clear, J., 2018.):

Step 1: Do more of what already works

As humans, we often waste our resources and ideas, because to us they do not seem new and exciting. There are many examples of behaviors, big and small, like flossing every day, never missing workouts, preforming business task every day, that have the opportunity to foster our progress in live if we just did them with more consistency.

Progress can be hidden behind boring solutions and underused insights. You do not need more information, or a better strategy, you just need to do more of what already works.

Small manageable improvements

Taking one big projects or big goals can be for many people demotivating form the get-go. It feels like a lot and to some even intimidating. Splitting up the work in to smaller goals does wonders to motivate the whole group to do their best. It gives you the feeling whatever goal you have is achievable. With shorter milestones all goal will be more quickly accomplished and each worker will see the improvements for themselves

A positive work environment is a feasible goal but only if the right steps are taken into account. Creating smaller goals or check points, acknowledge and greed all of your co-workers in the morning and try to get to know them better slowly, being positive is sometimes contagious as well so telling a joke or two will certainly help as well. These smaller improvements will help you to reach your overall target in the end, but will help your team to see the improvements straight away.

Asking for feedback is good

Being open to feedback will not only benefit you but the whole team in the end. Hearing what could have been done better or seeing a problem from a completely different perspective can lead to improvement. It is important to remember that an environment where giving feedback is the norm is the key to successful constant improvement in any company or workplace.

However, sometimes asking alone is not enough, you need to be ready to hear some critics for your own work as well. Listening, being open minded and to understand what the other person is trying to say, can make you, as an individual grow dramatically. Taking notes, openly question some reasoning and debating helps as well. Setting a good example as a good listener just might be the push everybody else needs to start listening and be more open for receiving feedback at any given moment in the creative act of the project.

Feedback can sometimes be hard to come by, so implying self-evaluation might do the trick instead. Getting feedback form co-workers later and compare them to the already existing results will be even better. (Cullen, 2018)

https://www.mentimeter.com/blog/great-leadership/how-to-promotes-continuous-improvement-in-the-workplace

Step 2: Avoid tiny losses

Improvement do not mean doing more things right, it means doing less things wrong. This concept we call improvement by subtraction. Concept is focused on doing less things wrong: eliminating mistakes, reducing complexity, as an example: investing – never lose money, limit your risk, Web design – remove the on-page element that distract visitors.

In the real world, it is easier to improve your performance by cutting the downside rather than capturing the upside. "One of the best ways to make big gains is to avoid tiny losses".

Step 3: Measure backward

In human mind is normal to measure our one progress by looking forward, in the future. We set goals, we plan steps of our progress, we try to predict the future. This approach is completely opposite and, more useful, and it means measuring backwards, not forwards.

In its definition that is making decisions based on what has already happened in the past, not making decisions on what you would like to happen (Example: Strength training – you squatted 250 pound for 5 sets of 5 reps last week? Give 255 pounds a try this week, Entrepreneurship – you only landed two clients last week while your average is five? It sounds like you should be focused on making more sales calls this week). "Measure backward and then get a little bit better".

2.2. WHAT CONSTANT IMPROVEMENT MEANS?

Constant improvement means that you have **ability to adapt to a new environment**, and changing work place for you is not strange thing. Also, ability to implement **Deming circle** (PCDA – plan, do, check, act; iterative four step management method used in business for control and continuous improvement of processes and products) at work and you have willingness to **gain new skills** every day at the work place and in private life.

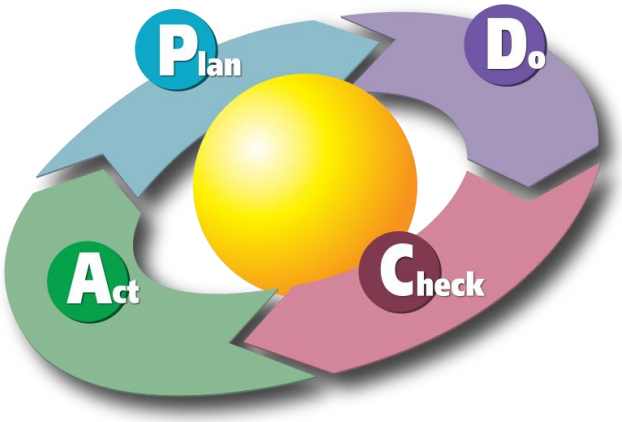


Figure 2: Deming circle (The PDCA cycle)

Due to the constant technological changes in the world of business, corporate training, which implies **continuous improvement** and **learning**, becomes one of the **main conditions** for retaining employment and training for new employment.

Companies are increasingly replacing the concept of permanent employment with investment in the lifelong education of their employees, while for them the continuous training of knowledge and skills is becoming a basic factor of "employability".

In the employee training system, top-level training, that is, top management, is of paramount importance because of their level of responsibility. As managerial education has not been developed in transition countries so far, most of the current holders of this title must be further trained either in higher education institutions or in trainings and lectures.

Why is it important not to stop working on yourself?

Just some of the answers that comes to... Because today's society is competitive. Because employers value the initiative. Because there is a difference between "How can I help?" And "Here are 3 possible solutions. Which are we going to implement?"

In addition to further training, along with learning, comes personal growth, a sense of responsibility and a broadening perspective. All of this means that the other team members are better understood, the processes and cause-and-effect relationships are understood more quickly, and they are easier to jump on with colleagues when they are in a crowd.

After all, with various forms of online training, volunteering is a great opportunity to put your own project and time management skills to the test. Not to mention how they develop the much-needed "soft skills" that are valued in every work environment. Volunteering is both a way of demonstrating a willingness to take on greater responsibility in a company and a way of giving back to the community of which you are a productive part.

Continuous improvement is an important tool for any employee or business owner, which goal is to be successful in area they are working in. As famous writer had said: "Continuous improvement is better than delayed perfection".

2.3. CONCLUSION

Constant improvement is a dedication to making small changes and improvements every day. Constant improvement, also means that you have ability to adapt to a new environment, and changing work place for you is not strange thing, to implement Deming circle (PCDA) at work and have willingness to gain new skills every day at the work place and in private life.

Three major steps for every employee to start focusing on constant improvement include:

- Step 1: Do more of what already works,
- Step 2: Avoid tiny losses, and Step
- Step 3: Measure backward.

2.4. FURTHER READING

- Clear, J. (2018.), Retrieved from: https://jamesclear.com/continuous- improvement
- Bizlife (2015.), Retrieved from: https://www.b92.net/biz/fokus/intervju.php?yyyy=2015&mm=10&nav_id=1053048
- Moj posao (2006.), Retrieved from: https://www.moj-posao.net/Savjet-Pravnika/62100/Stalno-usavrsavanje-postaje-glavni-uvjet-zadrzavanja-menadzerskog-polozaja/6/
- Namjesnik I., (2016.), Retrieved from: https://inchoo.hr/usavrsavanje-na-poslu/

GLOSSARY

Improvement *- an occasion when something gets better or when you make it better.*

Constant improvement process *- also often called a continuous improvement process is an ongoing effort to improve products, services, etc.*

Tools *- something that helps you to do a particular activity.*

Deming circle *- iterative four step management method used in business for control and continuous improvement of processes and products.*

TOPIC 3 – ANALYTICAL THINKING

Analytical thinking skills are an invaluable skill to have. They easily transfer and apply in many spectrums of our everyday lives. Learning to negotiate and improve our skills can force us to become better thinker, communicator, and creator. This skill can help us to solve problems more efficiently and carry out different solutions efficacy.

Analytical thinking skills matter, as they can be used at work, at home, with co-workers, family, friends. Analytical thinking skills are "methods" we can use to **analyse**, **tackle**, and **sort new information**, **ideas**, **problems**, and **solutions**.

3.1. WHAT ANALYTICAL THINKING REPRESENT?

Analytical thinking represents someone ability to collect and collect and analyze information, problem-solve and make decisions, quickly and effectively, gathering relevant information and identifying key issues related to this information, and ability to compare sets of data from different sources, identify possible cause and effect patterns.

Analytical thinking is one of the **key skills** in today's business world as well as in private life. It helps us gather information in the right way, clearly define and visualize the situation, successfully solve the problem, and make the right decision.

If you are not currently satisfied with the quality and results of your analytical thinking, do not worry. Analytical thinking is a skill that you **can improve over time** and with enough practice. It is like any muscle in the body; the more we use it, the more powerful and effective it is.

Analytical skills are the art of thinking and expressing your ideas correctly. One with this kind of opinion is able to gather all the facts, make their analysis and set up a chain that leads to the correct conclusion, which leads to the most accurate conclusion.

Question

1. Analytical thinking - what is it?

It's not just the ability to think and express your opinion - you have to build a logical conclusion. Usually, the thinking person responds to any changes in destiny emotionally, connecting intuition that does not follow logic. Emotions are different from logical scientific knowledge. An individual whose thoughts have bright emotional nuances, susceptible to instincts, cannot infallibly build facts in the right direction. It is illogical thinking, therefore, a fragmentation of thinking about the same event

Activity

Exercises for analytical thinking

The exercises are as follows:

1. After hearing the opinion of your opponent, who does not agree with yours, try to mentally share your point of view and build events so that the logical chain leads to conclusions similar to his conclusions. So you can determine the roughness in his depiction of position, and you can find mistakes in yourself.

2. Analyze each situation. Create numerous opportunities to get from it, a few possible affordable solutions.

3. Read novels and detectives halfway through trying to find the culprit.

4. Solve logical and mathematical problems, puzzles, riots, solve crossword puzzles. It's fun, exciting and rewarding.

5. Browse educational programs, videos on the Internet about geography, history, some science channels. Listen to the political debate. Take a look at the dialogue, how it was built, what arguments are made.

6. Play chess, billiard.

3.2. SEVEN STEPS TO IMPROVE YOUR ANALYTICAL THINKING SKILLS

Tip

Strategies for improving analytical thinking skills are provided in 7 steps, described below (Talent Bridge, 2017.):

Step 1: Be observant

One of the best thing to do is to take a walk outside or observe people in your office. Use as many of your senses, you can, observant what's happening around you. Is there anything that interests you? It is important to actively engage your mind.

Step 2: Read books

The key to improving your analytical thinking skill is by keeping your mind active and running. Read books and try to work on an active reading strategy, for example proactively read and digest and question what you're reading. You can highlight, raise questions, read aloud or make predictions with your reading material.

Step 3: Learn how things work

Finding the solution but knowing how exactly certain things work is not a challenging think. By understanding how things work, you will have a better view of the process which is vital in stimulating your analytical skills.

Mentally role-playing to see if the idea would work as a useful tool to make accurate predictions about the possible outcome.

Step 4: Ask questions

Curiosity makes us smarter, according to Neuroscientist Aracelli Carmago, "The more curious we are about a subject, the more it engages our cognitive functions, such as attention and memory." So, asking more questions can help develop better problem-solving skills, and memory of a subject. Do not be shy to ask questions.

Hear feedback and concerns, intentions and other opinions always in an objective way. That way you can filter out all intentional or non-intentional subjective suggestions.

Step 5: Play brain games

If you want to improve your analytical thinking skills, it may be time to play Sudoku or other brain games like puzzles, chess, or crosswords. The best think on laying brain games it that you develop your analytical skills in a fun way and it does not take a lots of motivation to get started.

Step 6: Practice your problem solving skills

For every problem, there is a solution, that is the sentence you should remember. Prepare two, three or even more solutions to an any problem. And, if possible, do test runs on those solutions. See which one is the best and the most logical.

Imagining outcomes and "see" potential problems before they arise needs good out of the box thinking.

Trusting your own skills to comfortably solve and identify future problems and addressing them with the right steps.

Step 7: Think about your decisions

Very common think at work place is making decisions. Think hard and rationalize all of your decisions. What are the pros and cons of your decision? Ask for an expert opinion, do a research. Ask yourself, is this the best solution for this problem? Take a step back to rethink it, and then finally decide.

It is important to place equal emphasis on all involved parties or concerns, that way individual needs will be easier to satisfy.

Using logic, information and common knowledge can help solving problems even in the most critical of times. (Hay-Barr)

https://richtopia.com/effective-leadership/analytical-thinking

3.3. CONCLUSION

Analytical thinking skills can be used at work, at home, with your co-workers, family, friends.

Analytical thinking skills are methods we can use to analyse, tackle, and sort new information, ideas, problems, and solutions.

Seven steps for increasing you analytical thinking skills include:

- Be observant,
- Read books,
- Learn how things work,
- Ask questions,
- Play brain games,
- Practice your problem-solving skills,
- Think about your decisions.

Analytical thinking represents someone ability to collect and analyse information, problem- solve and make decisions, quickly and effectively, gathering relevant information and identifying key issues related to this information, and ability to compare sets of data from different sources, identify possible cause and effect patterns.

3.4. FURTHER READING

- Talent Bridge (2017), Retrieved from: https://talentbridge.com/blog/7- steps-to-improve-your-analytical-thinking-skills/
- HalPet (2019.), Retrieved from: https://halpet.hr/proizvod/analiticko-razmisljanje/
- Puntomarinero 82017.), Retrieved from: https://hr.puntomarinero.com/analytical-mindset-what-does-it/

GLOSSARY

Thinking *- the activity of using your mind to consider something; someone's ideas or opinions.*

Analytical thinking *- the ability to investigate a problem and find the ideal solution in a timely, efficient manner.*

Analyses *- a detailed examination of anything complex in order to understand its nature or to determine its essential features.*

Improvement *- an occasion when something gets better or when you make it better.*

TOPIC 4 – IMPLEMENTING CHANGES

Only ones who have the ability to implement long-term change in an organization are **effectively leaders**. It is a key skill that can increase company's ability to compete with the concurrent on the market, and increase its performance. Knowing how to help others understand the reasons for change is fundamental to success.

Successfully leading others through the change process is not an easy task. Some people will always view change in a negative light. Individuals who are comfortable relying on past experience may feel less secure or uncomfortable knowing that they'll need to develop new skills to move forward.

Tip

Organizational change will only succeed if the vast majority of employees support it and "warm up" to new strategies. Highly motivated and self-aware employees involved in the concrete implementation of the change will accept it if they understand the change is needed, understand the new direction, are aware of their specific role in the change process and are ready for maximum engagement in the company changeover - says Davor Perkov, owner and General Counsel in Smart Consultants.

Gordan Putanec, CEO of Classifieds adds that every new employee in the company, is ready for change, because he carries his knowledge and experience that he wants to apply.

Marija Zovko Kordic, Human Resources Manager at KING ICT, claims that resistance to change depends a lot on the employee, that is, his personality. There are people who are more or less prone to change and can adapt to these new circumstances faster or slower.

Resistance at the individual level happens for various reasons - explains Zoran Šušanj, CEO of AT Adria. - Changes threaten our current habits, bring uncertainty in competences, powers, status and rewards and fear of the unknown or simply as a result of not understanding the changes. On the other hand, at the organizational level, resistance to change lies primarily in structural and group inertia, the tendency to do things as before, which is especially pronounced in those organizations that have a certain monopoly. Therefore, for example, changes in the state administration are slower, despite very skilled and capable individuals - says Šušanj.

4.1. IMPORTANCE OF IMPLEMENTING CHANGES

By **implementing changes**, we mean about constant remainder on how important implementing changes are in work environment, and daily things what happens in work. For implementing changes, you need to be Self-initiative, and have ability to produce new ideas, and express your own opinion. Also, have ability to create strategies within the process of implementing changes.

For easier implementing changes you should have additional soft skills which main goal is to help you get on board with new changes that are happening every day in your work environment. This particular skills include:

- Organisation,
- Leadership,
- Networking,
- Communication,
- Listening,
- Adaptability.

Successful organizations are dynamic, constantly changing, adapting and evolving. Changes are often made in such organizations.

There are two fundamental reasons for making changes: increasing revenue, profits, reducing costs, or to become more efficient and effective. Everyone would agree with this, but regardless of the positive results of change, management often finds great resistance within the organization when it wants to introduce any change.

Activity

Here are 5 steps to help you make change and reduce resistance within your organization (Evision, 2016.):

1. Management support is key

Managers who want to make any change in the way they work within a company must have a good **vision**, they must make a **good plan** and **strategy** for implementation. The contemporary manager is responsible for building a positive attitude towards organizational change at all levels.

He or she must have the skill of teaching employees to accept change and make it easier for them to transition from one state to another. It is often the case that a new mode is not accepted simply because the existing one is easy to apply and not because of its long-term positive results. Business leaders who are not afraid to "challenge the storm" by setting change must set goals that will produce long-term positive effects and will contribute to the long-term success of the entire organization.

2. Involve your employees

Being human in nature is an inert being and loves safety, routines and certainty, it will be very easy to resist any change, especially in the case of radical changes to an already established way of working. Successful organizations have to change the way they do business because of technology.

The big problem nowadays is that changes happen quite often, in fact so often that we can say that the only standard way of working is to adapt to constant changes. In order to minimize human resistance to change and to make employees ready for change, their attitude, thinking and behaviour need to be influenced. They need to be explained the reasons for the changes and if possible, to include them in the process. Your employees can give you the best feedback.

3. Communicate openly about changes

In order to effectively manage change within any business organization, regardless of the size of the company and the number of employees, it is important to inform them all and explain to them why the change is happening, provide facts that describe why they are needed and what the change wants to achieve. Poor communication and the spread of rumours of change often cause great resistance.

Some employees are resistant to change and the issues that might accrue are:

While working somewhere for a while, certain employees might develop what we call a "psychological contract" – that is a feeling, where the employee expects from the employer to provides familiar situations, routines, politics, procedures and patterns. Anything disturbing it, might cause uncertainty.

Some employees might feel unconfutable with change simply because they feel loos of control of their work, environment and even source of pride.

We are naturally drawn to "Patterns" and "routines", more so some individuals than others and old habits are hard to break.)

To avoid such scenarios, inform all employees who will be involved in the change process itself. This way, prepare them to know what lies ahead for them. Model good behaviour around change, encouraging employees to accept the change, as well. Proactive communication can reduce resistance because employees feel like they are part of the whole process.

4. Implementing and moving to a new way of working

Changes should be systematically planned and managed. It is important to have a good timetable for introducing and implementing changes in all segments that affect the process and the employees who manage it. An effective timeline should provide employees with new equipment, a program, or training that will take place before changes occur. Implementing a new mode without logical sequencing can create frustration for all those responsible for completing their ongoing tasks. Making any changes causes stress and employees should be helped, supported and understood. Stay focused, be consistent and follow through until you reach the goal, openly answering questions will lead to information exchange what will bring you closer to a well understanding of different concerns, feedback and suggestions – it will ease the change and soon become the new "old". (news, 2015)

https://workopportunities.net/successes/company-news/the-importance-of-change-management/

5. Tracking results

Employees talk about positive change within your organization? Why? Because they are missing or not addressed?

They may not be, but what if they are, they just don't talk because they have never seen the positive results of the changes introduced. They do not know why they tried, were patient and why they agreed to participate in the changes?

They did not see any positive effects! Everyone who has felt the burden of change should also feel the positive effects that have arisen since the introduction of change.

So when the first positive results come, let them know, thank them for being the part that introduced something new, something better. This way they will be more satisfied themselves because they have made their contribution. With this approach, they will be much easier to participate in introducing new changes within the organization in the future.

Accepting change is actually a **willingness to adapt to a changed environment or situation**. Adaptability, or flexibility, today stands out as an essential element of market success. Organizations that manage to adapt to changing working conditions, manufacturers who adapt their products to the needs of customers, teachers who manage to adapt their lessons to new insights in a field - these are systems and individuals that we will say are more successful than their competitors.

People are inherently flexible and can adapt to change very quickly. But only if they want it. Embracing change really means adapting to new ways of doing business, working, living and the like.

4.2. STAGES OF IMPLEMENTING CHANGE

Three Stages of Implementing Change (Small biz trends, 2013.)

1. Communicate the Rationale Behind the Need for Change

The first stage of introducing any change, large or small, is to explain to employees why it is important for the change to occur and which is there benefit. This needs to be handled carefully and communicated with all parts. There should also be opportunity for people to voice their concerns and express their thoughts, views and opinions.

Missing out on this stage, will almost certainly damage the change process before it has begun.

2. Implement the Change in Phases

Change is usually best received when it is served in chunks, unless of course, this is impossible. Changes can be broken into phases, and reviewed along the way.

Collaboration is key so, if circumstances allow, having a pilot group of employees to test the change before it is fully embedded.

3. Evaluate, Review and Report on Change

Monitoring of the entire change process has to be priority in order to be able to measure its impact and success. People need to be kept informed about how things are going, the results, and if the change program has met its objectives.

An organization's intention when it decides to go with a change program is usually to make improvements. So it is important that employees understand that the change has had the desired effects and what is to be done if further work is needed.

4.3. CONCLUSION

Effective leaders have the ability to implement long-term change in an organization. It is a key skill that will help company's ability to compete with concurrent in demanding market.

By implementing changes, we mean about constant remainder on how important implementing changes are in work environment, and daily things what happens in work. For implementing changes, you need to be Self- initiative, and have ability to produce new ideas, and express your own opinion. For easier implementing changes you should have additional soft skills which main goal is to help you get on board with new changes that are happening every day in your work environment. These particular skills include:

- Organization,
- Leadership,
- Networking,
- Communication,
- Listening,
- Adaptability.

4.4. FURTHER READING

- Small Business Trends (2013), Retrieved from: https://smallbiztrends.com/2013/09/implementing-change-programs.html
- Evision (2016.), Retrieved from: https://www.evision.hr/hr/Novosti/Stranice/5-koraka-za-uspjesno-uvodenje-promjena-u-poslovanje-organizacije.asp
- Suvremena zena (2016.), Retrieved from: https://www.suvremenazena.hr/prihvacanje-otpor-prema-promjenama/

GLOSSARY

Changes *- to make different in some particular; to make radically different; to give a different position, course, or direction to.*

Implementation *- is the realization of an application, or execution of a plan, idea, model, design, specification, standard, algorithm, or policy.*

Implementation changes skills *– required to be Self-initiative, have ability to produce new ideas and express your own opinion. Also, have ability to create strategies within the process of implementing changes.*

Change management *- is the discipline that guides how we prepare, equip and support individuals to successfully adopt change in order to drive organizational success and outcomes.*

TOPIC 5 – FOSTERING CREATIVITY

Fostering creativity and encouraging has a main goal to grow within others. It takes time, attention, and a desire to have something new and unique in business. Creative expression is essential to a personal growth and development. Today, however, creativity is mostly use in digital culture.

Creativity is becoming a stronger learning focus because art and design are now so integrated into our culture, largely due to the rise of technology.

Tip

Creative discernment based on feelings of freedom and elimination of mental self-censorship. It rests on an opinion that describes flexibility, openness and a penchant for research. We are creative when we can redefine a problem that will solve it so that we can find a way to solve it.

The best ideas come to mind when we throw off the well-thought-out journey of thinking and look at the problem as it might not otherwise be looked at. It is on these ideas that methods of stimulating creativity are based.

One of the results of psychological research, experience, trial and error, accidental ingenuity or passion for not giving up but boldly starting over, new and original paths. Today, companies will work to create a tolerant organizational culture where prices are appreciated and employees 'play', creating incubators and accelerators for their 'creatives' and giving them the opportunity to develop new products and services there, and to bring guests who will showcase effective creativity, reward innovation, and constantly learn from mistakes, through the example of their own innovations.

5.1. WHAT IS FOSTERING CREATIVITY?

We described **fostering creativity** as an ability to use your own creativity to increase competitiveness. Have ability to foster creativity in teamwork, and in individual work. All the studies indicate that we can always stimulate our creative process, figure under show exactly how to do it. Starting from the basic steps like sleep, physical activity, to the writing all ideas in the notebook. Creativity is one of the most important skill, so it is priority to foster that exact creativity in regular every day work.

Creativity refers to the mental processes that lead to **new solutions**, **ideas**, **art forms**, **theories** and **results** that are unique and new.

The word is of **Latin origin - create** means to create, to give birth.

What is creative is usually said to be original, new, unusual, spontaneous, appropriate, etc., and creative is said to have traits such as openness, productivity, flexibility, ability to discover… Often words are used as synonyms for creativity "ingenuity" and "originality."

The goal of education is no longer one-sidedly intelligent, well-adjusted, conflict-free man, but a creative (creative), critical person capable of conflict resolution (conflict). Scientific and technological progress is increasingly accelerated, so intellectual and creative work is increasingly sought. Social phenomena and relationships are increasingly complex in the modern world, so they cannot be solved simply by learning the facts. That is why we need to teach children more and more about problem solving. Creative thinking and behavior also require confidence in your own judgment and the courage to commit to your own ideas.

How to stimulate the creative process?

Easy, by following six steps. Read it carefully.

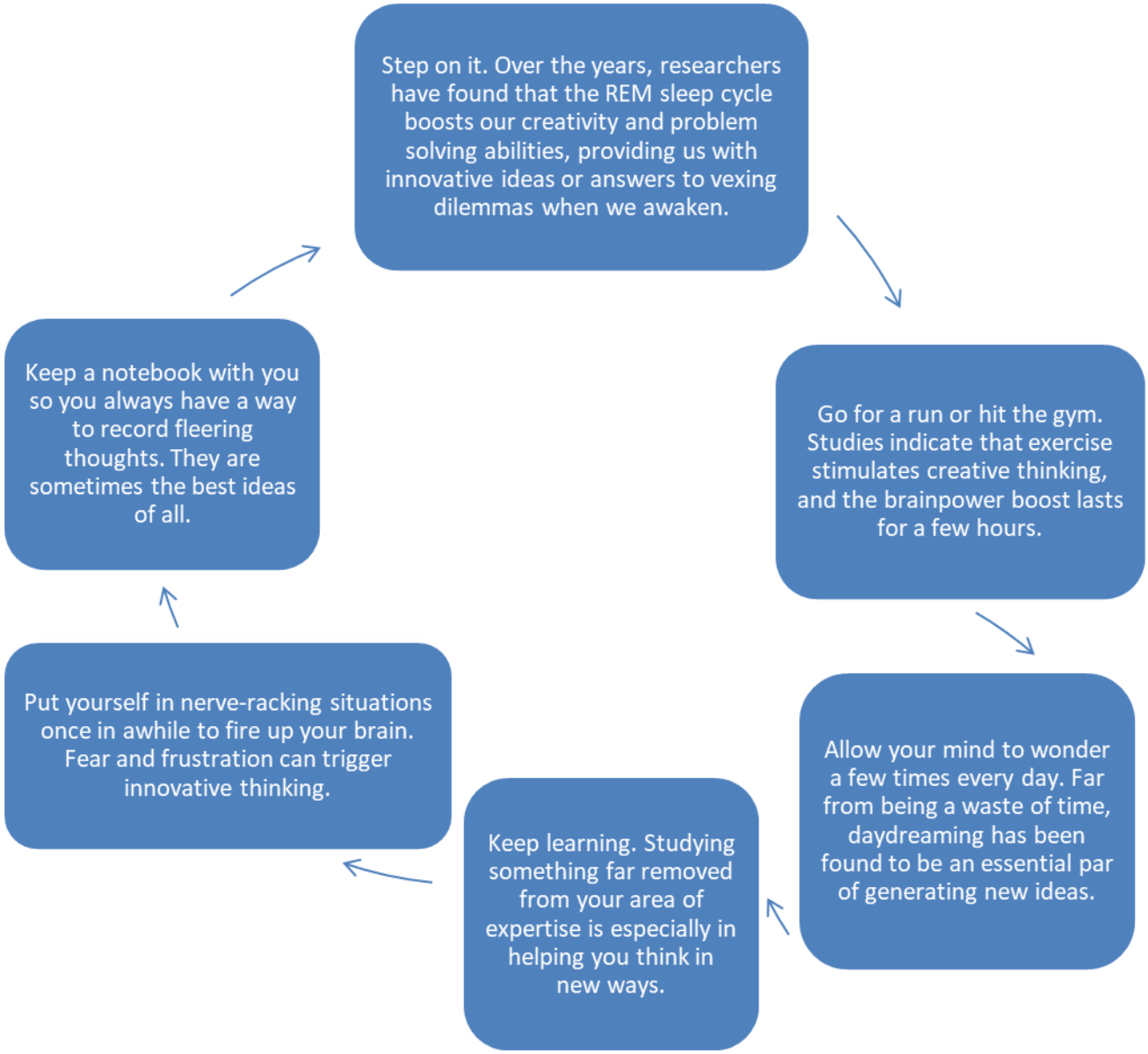


Figure 3: Stimulation of creative process

5.2. CREATIVITY, MOST IMPORTANT SKILL?

Second-most in-demand skill in the world is timely creativity. Learning how to think more creatively will benefit you the rest of your career. And, new macroeconomic trends show that creativity will become more important as we move forward.

What it Means to be Creative: "Creativity is problem-solving with relevance and novelty." Simply creativity stands for solving problems in original, different way than others.

Creativity isn't strictly innate. Some people are naturally more creative than others, but, putting the time in, anybody can learn and practice how to be more creative. Creativity is a skill and as an any skill, you can get better at it.

Why is creativity important in business?

In job interviews, employers are increasingly looking for creative associates. Why is that so? Do they succeed?

Unlike other areas of human activity, in business, we mean a more specific term of creativity, with always in the background a solution to the problem. It is creativity that helps when existing solutions fail.

Generally, creativity allows you to distinguish between "mediocrity" and "excellence", connecting seemingly irreconcilable phenomena, and creating new patterns of behaviour and work.

So, creativity itself consists of what we **already know** about business, and our **openness** and **willingness** to combine and merge already known phenomena to get a whole new, acceptable solution. We need it to be simple questions, product development, vacation planning, customer support or many other activities that take place from a manufacturing facility to human resources management.

If we allow ourselves to get out of the rut and everyday shackles, we start thinking outside the rules we have set so far and deviate from the established norms, blending fantasy and logic we are officially out of the box.

Who is creative?

Creativity is not restricted to artists, geniuses and inventors. By using specific techniques and methods, each of us can become creative. Features of the creative are (Markanovic, 2016.):

1. Expert knowledge - More information and knowledge enable more associations, combinations and connections of pieces of information

2. Imagination - Albert Einstein once said: "Imagination is more important than knowledge". The imagination allows us to abandon our previously entrenched ways of thinking and to discover new ones.

3. Risk aptitude - Allows strange, initially illogical thoughts to be pursued. Many inventors often doubt before they reach a turning point.

4. Intrinsic motivation - A particularly creative impression is achieved when there is intrinsic motivation. Money or impression can spur creative influences.

5. Creative environment - Creative people are usually dependent on other creative people. Creative effectiveness is often the result of teamwork and mutual support.

6. Curiosities - Creative are chronically curious so their favourite question is "Why?". The interest in general education is what keeps them current. Flexibility problem It is necessary to look at problems from different perspectives, to be able to reconnect the existing and reconnect, and to change the current position and concept.

7. Communication skills - Creative people in the business have a rich business vocabulary and developed communication skills and are prone to "play on words".

8. Psychic stability - Creativity requires psychic stability, self-confidence as well as self-realization.

How to boost creativity?

There is a widespread perception that only children are creative. This attitude stems from the very environment in which children grow up relative to adults. Adults, faced with daily business commitments, often suppress their creativity. In order to prove themselves to the boss, they often take on a large number of responsibilities, but this approach leaves no room for creativity and new ideas.

Creativity killers

The varieties we encounter every day spark our imagination. However, there are situations that, by acting as 'creators of creativity', limit imagination and creativity.

They should be avoided:

1. Wrong allocation of roles - "Everyone is a genius. However, if you judge a fish by its ability to climb a tree, it will spend its entire life convinced that it is stupid. "A. Einstein

2. External restriction on end goal - Subtle use of language or pressure through control in the workplace inhibits creativity.

3. Strict allocation of resources - Creative people need more time than less creative because they often conceptualize problems.

4. Lack of social diversity - Homogeneous groups collaborate better but are less creative.

5. Lack of positive feedback - Rare are those who go ahead with the idea even though they haven't received any positive reaction

5.3. CONCLUSION

Fostering creativity and encouraging have a goal is to grow within others. It takes time, attention, and a desire to have something new and unique come into the world.

Creative expression is and always will be important to a personal growth and development. Today, however, creativity is connected primary to a digital culture. We described fostering creativity as an ability to use your own creativity to increase competitiveness. Have ability to foster creativity in teamwork, and in individual work.

5.4. FURTHER READING

- Kutak za roditelje (2016.), Retrieved from: http://www.udrugaroditeljakpk.hr/kutak-za-roditelje/105-kako-poticati-kreativnost-djeteta
- Markanovic M., (2016.), Retrieved from: http://www.portalalfa.com/clanci/kreativnost_u_poslovanju.pdf
- Poslovni dnevnik, (2016.), Retrieved from: http://www.poslovni.hr/after5/kreativnost-je-podloga-za-inovacije-a-inovacije-su-primijenjena-kreativnost-309884

GLOSSARY

Creativity *- is a phenomenon whereby something new and somehow valuable is formed.*

Creative process *- is both easy and hard to define: Easy because it simply refers to the way in which people come up with new ideas or solutions for problems, and difficult because that process is a somewhat different one for each person.*

Fostering *- to bring up; to promote the growth and development of; to nurse; cherish.*

REFERENCES

Bizlife (2015.), Retrieved from: https://www.b92.net/biz/fokus/intervju.php?yyyy=2015&mm=10&nav_id=1053048

Clear, J. (2018.), Retrieved from: https://jamesclear.com/continuous- improvement

Cullen, A. E., Williams, J. L., & McCarley, N. G. (2018). Conscientiousness and Learning via Feedback to Identify Relevant Information on PowerPoint Slides. North American Journal of Psychology, 20(2).

Develor (2017.), Retrieved from: https://www.develor.hr/?portfolio=innovative-thinking

Doyle, C. L. (2019). Speaking of Creativity: Frameworks, Models, and Meanings. In Creativity Under Duress in Education? (pp. 41-62). Springer, Cham.

Evision (2016.), Retrieved from: https://www.evision.hr/hr/Novosti/Stranice/5-koraka-za-uspjesno-uvodenje-promjena-u-poslovanje-organizacije.asp

HalPet (2019.), Retrieved from: https://halpet.hr/proizvod/analiticko-razmisljanje/

Kutak za roditelje (2016.), Retrieved from: http://www.udrugaroditeljakpk.hr/kutak-za-roditelje/105-kako-poticati-kreativnost-djeteta

Markanovic M., (2016.), Retrieved from: http://www.portalalfa.com/clanci/kreativnost_u_poslovanju.pdf

Media, F. (2019). Retrieved from Forbes: https://www.forbes.com/innovative-companies/#452503271d65

Moj posao (2006.), Retrieved from: https://www.moj-posao.net/Savjet-Pravnika/62100/Stalno-usavrsavanje-postaje-glavni-uvjet-zadrzavanja-menadzerskog-polozaja/6/

Namjesnik I., (2016.), Retrieved from: https://inchoo.hr/usavrsavanje-na-poslu

Oppong T., 82019.), Retrieved from: https://poduzetnik.biz/zivotni-stil/pet-navika-korisnih-za-razvoj-inovativnog-razmisljanja/

Porprium (2019.), Retrieved from: https://proprium.hr/zasto-je-pozeljno-biti-inovativan-u-organizaciji/

Poslovni dnevnik, (2016.), Retrieved from: http://www.poslovni.hr/after5/kreativnost-je-podloga-za-inovacije-a-inovacije-su-primijenjena-kreativnost-309884

Puntomarinero 82017.), Retrieved from: https://hr.puntomarinero.com/analytical-mindset-what-does-it/

Radman, G. (2011.) Retrieved from: http://www.een.hr/upload/vedran/3_vern-radman.pdf

Ramiro (2013.), Retrieved from: https://www.ramiro.hr/kako-primjeniti-kreativne-tehnike-u-poslovanju-nova-ramiro-otvorena-radionica-1.aspx

Small Business Trends (2013), Retrieved from: https://smallbiztrends.com/2013/09/implementing-change-programs.html

Suvremena zena (2016.), Retrieved from: https://www.suvremenazena.hr/prihvacanje-otpor-prema-promjenama/

Talent Bridge (2017), Retrieved from: https://talentbridge.com/blog/7- steps-to-improve-your-analytical-thinking-skills/

TABLES AND FIGURES

Table 1: Creative thinking skills module 9

Figure 1: The World's Most Innovative Companies 16
Figure 2: Deming circle (The PDCA cycle) 25
Figure 3: Stimulation of creative process 43