The Managing Role in Creating Cultures of Innovation and Team Creativity

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A R T I C L E   I N F O

A B S T R A C T

Innovation and creativity are key factors in the successful of organizations that are able to adapt to fast-changing market dynamics. Managers play an important role in creating a culture of innovation that can facilitate creativity within the team. This study examines how managers can create an environment that supports innovation and creativity by providing freedom of thought, space for experimentation, and respect for the contributions of each individual in the team. Managing creative teams requires clear structures, focused objectives, and policies that encourage collaboration, diversity and open communication. The right approach to managing creative teams can increase the spirit of collaboration, build a sense of shared responsibility, and accelerate the creation of relevant new ideas. As such, effective managers can help organizations achieve successful by creating an innovative and productive culture. Implementing these principles consistently will resulting in a team that is competitive and able to adapt to change.

INTRODUCTION

Innovation and creativity are two elements that are critical to organizational successful in today's highly dynamic era. Especially in a workplace driven by the need for competitive advantage and speed in responding to market changes, the ability to innovate and create new ideas is indispensable. In many organizations, especially those in the technology, research and development sectors, creativity and innovation are at the core of the company culture. In this case, managers play a crucial role in creating a climate that encourages creativity and innovation within their teams. Effective managers manage operational tasks and create space for team members to think freely and explore new ideas (Amabile, 1996).

Creative teams are often faced with stressful and uncertain situations. The process of innovation requires the courage to fail and learn from mistakes, an attitude that managers must cultivate. Managers play a role in providing resources and logistical support, and in managing the team dynamics that enable new ideas to take shape. Manager who understands the importance of managing a creative culture can increase the potential for innovation in the organization (Sundbo & Fuglsang,

2002). Managers who are able to foster trust and open communication among team members will facilitate the collaboration process needed to generate innovative ideas (Salampasis et al., 2015).

Not all managers have an understanding of how to create space for sustainable innovation. Many managers focus on achieving short-term targets and operational efficiency, so creativity and innovation are often neglected (Lazaretti et al., 2019). This makes it difficult for many companies to maintain their competitiveness in an increasingly competitive market. Managers' inability to manage creative teams and encourage collaboration can lead to stagnation in the development of new ideas that are essential for organizational growth (Kanter, 2006).

The role of managers in encouraging creativity and innovation is becoming increasingly complex as digital technology develops. Rapid changes in tools and working methods affect the way teams work and collaborate. Managers must now manage teams in physical spaces, and must adapt to new technologies that facilitate remote working and virtual collaboration. This requires managers to develop new skills to lead diverse, geographically dispersed teams while fostering creativity in innovation (Davenport, 2013).

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One of the main problems faced by many managers is the difficulty in creating a culture that supports innovation amidst the pressure to achieve quick results. In some cases, organizations prioritize short-term financial and productivity results without giving enough room for the development of creative ideas. As a result of focusing too much on instant results, many organizations overlook the importance of giving employees the time, support and freedom to explore new ideas. This can cause team members to feel pressured and inhibited from innovating, as they focus more on completing routine tasks rather than thinking creatively (Amabile, 1996). In fact, to create impactful innovations, organizations need the courage to explore new ideas, which often involves the risk of failure. A culture of innovation is not born from certainty, but from having the courage to try new approaches and trusting teams to try new things (Mardikaningsih, & Darmawan, 2022).

Some managers still don't understand the importance of giving individuals or teams space to fail in their experiments. Many managers still see failure as something to be avoided completely, rather than as part of the learning and experimentation process (Bingham & Davis, 2012). This creates discomfort among team members who should be able to feel free to put forward their ideas without fear of negative consequences. Teams are often reluctant to try new approaches or bring up unconventional ideas for fear of negative repercussions. This is one of the biggest challenges faced by managers in driving sustainable innovation. Without proper management of team dynamics, creativity and innovation will struggle to develop despite the best intentions of managers (Sundbo & Fuglsang, 2002).

The managing role in encouraging innovation and creativity within teams has major implications for the long-term successful of an organization. Given the importance of innovation in maintaining competitiveness in an increasingly complex global marketplace, understanding how managers can create a space that supports creative ideas is key. Managers are required to not only be task directors, but also facilitators who create a work environment that encourages the exploration of ideas and collaboration (Putra & Mardikaningsih, 2022). With the ever-changing technological developments and market dynamics, companies need leaders who can effectively manage their teams, utilize creative potential, and direct them to resulting with innovative solutions that fit the needs of the times (Hill et al., 2014). Managers who are able to manage their team's creative potential and direct that energy into innovative solutions will leave the organization better prepared for future challenges.

The purpose of this research is to understand how managers can create a culture of innovation that supports creativity in teams, as well as how managers manage team dynamics that enable the continuous generation of new ideas. By understanding the role and approach required by managers in creating space for innovation, organizations can design more effective strategies to manage creative teams and achieve their long-term goals.

RESEARCH METHOD

The literature study approach was used to analyze various written sources relevant to the topic of managers' roles in fostering innovation and team creativity. This method aims to investigate existing theoretical and practical views in the literature that can explain the relationship between management and managing creative teams. By collecting and evaluating scholarly articles, books, industry reports, and other relevant publications, this approach makes it possible to gain an understanding of how managers can create effective innovation cultures and manage team dynamics that support creativity. In this case, various management and innovation theories, such as motivation theory and transformational leadership, can be analyzed to provide an overview of how managers can optimally manage their teams (Bass, 1990).

This literature review also identified the challenges managers face in managing creative teams and creating an environment that supports innovation. Based on studies conducted by various researchers, it can be seen that these challenges include overcoming psychological barriers, such as fear of failure, as well as creating an organizational structure that is flexible and open to new ideas (Edmondson, 1999). By examining the experiences and best practices of companies that have successfully implemented a culture of innovation, this literature review can provide a clearer picture of practical ways that managers can stimulate creativity in their teams. Through the analysis of existing literature, the results of this approach can be used to develop new insights on how organizations can manage creative teams in the face of increasingly complex global challenges (Hamel, 2006).

RESULT AND DISCUSSION

Innovation and creativity have become two key pillars in sustaining organizational successful amidst increasingly fierce competition. In an era of rapid change, an organization's successful depends largely on its ability to adapt, innovate, and create relevant products or services. In this case, managers play a very important role in creating a culture that supports both of these. Effective leaders must provide direction,

and facilitate an environment that allows team members to think creatively and take risks (Holzmann & Golan, 2016).

Managing a creative team is no easy task, as it requires an understanding of group dynamics and how to encourage individuals to contribute their best ideas. Creativity is not something that can be imposed through hierarchical orders, but must arise from psychologically and structurally supportive conditions. Smart managers realize that creativity can be sparked by giving team members freedom, while maintaining a clear structure and focused goals. Managers need to know how to stimulate the best ideas from each team member with a flexible, empathetic and inclusive approach. Without a defined framework and goal, creative ideas run the risk of becoming directionless or difficult to realize in concrete terms. In an innovative organization, leaders must create space for constructive experimentation and failure, while ensuring that all members feel valued and motivated to innovate (Muzzio et al., 2018).

It is important for managers to pay attention to factors that influence creative team dynamics, such as diversity, involvement in decision-making, and rewards for results and effort. By creating an environment that supports creativity, managers facilitate the emergence of new ideas, and increase the spirit of collaboration and sense of responsibility within the team. Through a thoughtful approach, managers can lead their teams to create relevant solutions, which can have a long-term positive impact on the organization (Yang & Huang, 2017). A supportive environment, openness to new ideas, and fair rewards will stimulate innovative solutions that are relevant to the needs of the organization. In the long-term, such a work culture not only strengthens the performance of the team, but also improves the competitiveness of the organization as a whole. Leadership that is able to effectively manage creative dynamics is an important asset in shaping the future of an adaptive and innovative organization.

To create a culture that supports innovation, managers need to first understand that innovation depends on technology or big ideas, and on the social and cultural environment within the organization. One important aspect is creating a work atmosphere that is open and supports collaboration between team members. According to Amabile (1996), organizations that support creativity have a culture that is open to new ideas and gives employees the freedom to express their ideas without fear of failure. In such an environment, team members feel valued, which encourages them to think more creatively and look for innovative solutions.

Managers should ensure active involvement in decision-making that involves creative ideas from all team members. The successful of a creative team often depends on its ability to manage differences of opinion in a constructive way. For example, Bass (1990) emphasized the importance of transformational leadership in encouraging team member involvement. When team members feel that their opinions and ideas are valued, they will be more motivated to contribute actively and openly to the discussion. This creates a healthy dynamic, where each individual feels they have an important role to play in the collective success. Leaders who practice this leadership style will inspire team members to think more broadly and commit to a bigger vision, while listening and responding to their ideas. By promoting empathy, shared vision, and encouragement of individual growth, managers can shape a work environment that is not only innovative but also highly collaborative.

Managers who are successful in encouraging innovation also need to support experimentation and testing of new ideas. An environment that allows for constructive failure can reduce the fear of risk that often limits creativity. An environment that demands perfection and instant results will limit the creative team's room to try new things. Hamel (2006) argues that the greatest innovations often arise from unexpected experiments. Managers should give their teams the freedom to explore new ideas, even if those experiments are not always successful. This will reinforce the mentality that failure is not the end of the process, but part of the journey towards better innovation. Managers who actively encourage and make room for idea exploration will strengthen the team's spirit of innovation and resilience. Ultimately, a work culture that supports experimentation and learning from failure will result in more mature and powerful innovations for the organization in the long-term.

One-way managers can support experimentation is by allocating time and resources for research and development. Availability of sufficient budget, facilities, and time allows the team to conduct in-depth exploration of new ideas without immediate pressure for short-term results. Creative teams should be given autonomy in their work, so that they can design better solutions without a lot of interventions that hinder the creative thinking process. Giving teams the freedom to explore their ideas can resulting in more innovative and sustainable solutions (Rodet, 2021). For example, Google is known for its "20% time" policy, which allows employees to spend part of their time working on personal projects that eventually lead to the development of iconic products such as Gmail and Google News.

This freedom must come with structure and clear goals. Managers need to provide clear direction regarding the team's goals, while still allowing freedom in the creative process. According to Edmondson (1999), clarity of shared goals within a team is one of the important factors to encourage effective creativity. Without a clear goal, teams can lose direction and focus, and their efforts in generating new ideas can be wasted. A balance between creative freedom and clear boundaries is key in creative team management. Managers who are able to set supportive boundaries will create a workspace that encourages experimentation but remains controlled. With this approach, teams can feel safe in trying new things without fear of deviating from the organization's core vision. This kind of managerial approach not only strengthens the creative process, but also increases the likelihood of impactful and sustainable innovation.

Managers should also note the importance of developing the skills of team members. Effective creative teams require members who are skilled in their field, and have the ability to think across disciplines and work together synergistically. Bass (1990) points out that leaders who support professional development and continuous learning within teams will create a more innovative culture. Managers who encourage team members to continuously learn and develop their skills will ensure that the team can always adapt to change and face challenges in innovative ways. In the context of an ever-changing business environment, teams that are accustomed to learning and developing will be better prepared to face challenges, as well as being able to create new breakthroughs that are relevant to the needs of the times. By ensuring that teams have constantly updated competencies, managers help build a solid foundation for innovation and long-term competitiveness.

Collaboration between departments or divisions is also important in creating impactful innovations. Managers who want to encourage innovation should ensure that there is open communication between different teams and departments within the organization. This openness allows different ideas and perspectives to speak to each other, which in turn can lead to more creative and effective solutions. Organizations that promote collaboration across disciplines are better able to generate innovative ideas and solve more complex problems (Yoo, 2015). This is because the combination of perspectives from different backgrounds allows for a more creative and unexpected approach to a problem (Mardikaningsih & Hariani, 2022). Managers guide and connect parts of the organization to create an ecosystem that supports collaborative innovation.

Managers need to create a reward system that supports a culture of innovation. Rewarding individuals or teams that successfully create new ideas can increase motivation and commitment to innovation. The right rewards recognize achievements, and reward effort and experimentation by team members. These rewards can be formal recognition, bonuses, or the opportunity to take a greater role in future projects (Mdhlalose, 2022). Even unsuccessful experiments should be applauded if they demonstrate innovative approaches and significant learning. When individuals or teams feel their efforts are recognized, they will be more motivated to continue innovating and pushing their boundaries. This creates a positive cycle that strengthens the overall spirit of innovation within the organization. This approach will build an organizational culture that is more adaptive, risk-taking, and continues to innovate in the face of future challenges.

Managers should also note the importance of diversity within the team. Diversity of perspectives can enrich the creative process and encourage teams to think about solutions from different points of view. Kuss and Griffiths (2017) emphasize that diversity in teams can increase the quality of ideas generated, as team members with different backgrounds often bring different perspectives to problem solving. By creating diverse teams, managers increase creativity and strengthen organizational competitiveness. Diversity helps organizations to be more responsive to changing markets and dynamic consumer demands. It also creates a progressive and inclusive corporate image that can attract top talent from diverse backgrounds. Diversity management is not just a social strategy, but also a business strategy that has a direct impact on the organization's ability to innovate and grow in the long-term (Hariani et al., 2021).

Besides to internal factors, managers should also pay attention to external influences on innovation. Challenges faced by the industry or market can inspire teams to look for better solutions. Understanding market dynamics and customer needs can spark creative ideas that are more relevant and applicable. Managers who are sensitive to these changes will be able to identify opportunities and challenges early, then direct the team to respond with fresh ideas and adaptive strategies. Managers need to maintain a close relationship with the market and industry to gain insights that can enrich the creative process within the team (Shatilo, 2020). Innovation is not only the result of internal imagination, but also a strategic response to external realities, ultimately strengthening the organization's competitiveness in a sustainable manner.

Equally important, managers must foster a sense of responsibility within the team for the successful of the organization. This can be done by emphasizing the importance of a shared goal that is greater than just personal achievement. When team members realize that their work has broader meaning and is directly related to the success of the organization, they will show higher commitment as well as a tendency to work more enthusiastically, creatively, and collaboratively. For example, companies like Tesla, under the leadership of Elon Musk, foster a sense of collective responsibility towards innovations that benefit the company, and the world. This approach creates an emotional bond and a sense of collective responsibility among team members, which in turn encourages them to continue innovating even when faced with big challenges. Kuss and Griffiths (2017) argue that when teams feel a sense of greater purpose, they tend to be more motivated to come up with more creative and impactful ideas.

The organization's successful at resulting new ideas relies heavily on the manager's ability to manage team dynamics and create a culture that supports creativity. Managers who are able to create a psychologically safe work environment will encourage team members to express ideas without fear of rejection or failure. In an environment that supports freedom, experimentation, and collaboration, teams will find it easier to generate innovative ideas that can lead the organization to sustainable successful. The successful of managers in creating conditions that support this innovation will affect the organization's ability to survive and develop in an increasingly competitive market (West & Sacramento, 2012). Innovation is not simply the result of an individual's bright idea, but a product of a collaborative and well-structured work system.

Overall, to encourage innovation and creativity in teams, managers need to be able to manage the many factors that contribute to the creation of new ideas. Through an approach that supports freedom, experimentation and collaboration, and ensures clear structures are in place, managers can facilitate the creation of an innovative culture. Creating an environment that motivates and supports team members to think outside the box can result in innovative ideas and have a major impact on achieving organizational goals. This kind of environment is created when members feel valued, are given appropriate challenges, and have the opportunity to continue learning and growing. In the long-term, a culture of innovation consistently built by managers will strengthen the organization's competitiveness and accelerate the achievement of strategic goals.

It is important for managers to realize that creativity arises spontaneously, and often develops in conditions that support the growth of ideas. As leaders, managers should provide space for experimentation, celebrate failure as part of the process, and always value the contribution of each individual in the team. Recognition of ideas, input, and effort will strengthen ownership of the project and increase motivation. All of these factors must be viewed holistically to create a truly innovative culture within the organization. With a thorough understanding and an inclusive approach, managers can build an organizational culture that is not only productive, but also creative and adaptive to changing times.

The successful in encouraging innovation and creativity depends on how managers are able to manage processes, pay attention to team dynamics, and create a healthy climate for creative thinking. Organizations that successfully create a culture of innovation will have a greater competitive advantage and be able to adapt to the changing world that is constantly developing. Effective leadership in managing creative teams is one of the keys to future success.

CONCLUSION

From the description that has been presented, it can be concluded that managers have an important role in creating a culture that supports innovation and creativity in the team. Effective managers provide direction, and as facilitators create an environment that allows team members to innovate. A good leader should be able to give freedom of thought, provide space for constructive experimentation and failure, and ensure that every individual in the team feels valued and empowered to contribute their best ideas. In this case, a clear structure and focused goals are also important factors that need to be considered to keep the team moving in the right direction.

The suggestion for managers who want to encourage innovation and creativity in their teams is to actively create an environment that promotes collaboration, open communication and diversity. Managers need to develop policies that make room for experimentation and new ideas, and reward the process and results of creative endeavors. It is important for managers to support the development of individuals within the team, reward them fairly, and provide constructive feedback that can increase the motivation of team members. With a holistic and sustainable approach, managers will be able to manage creative teams that can generate innovative ideas to support organizational successful.

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