

Scottish International Conference on Multidisciplinary Research and Innovation – SICMRI 2025

THE ROLE OF CREATIVE THINKING IN SOLVING MANAGEMENT PROBLEMS

Nazarova Dinara Rustam kizi

English Teacher at Mirabad International School

Abstract: Creative thinking has become a critical competency for managers in the 21st century. In an era of rapid technological progress, globalization, and unpredictable market conditions, traditional management approaches often fail to provide effective solutions. This paper explores the role of creative thinking in problem-solving within management, focusing on how innovative reasoning, flexibility, and divergent thinking enhance decision-making. The study concludes that cultivating creative thinking among managers fosters organizational adaptability, employee engagement, and sustainable success.

Keywords: creative thinking, management, innovation, decision-making, problem-solving

Introduction

Modern organizations face increasingly complex challenges—ranging from digital transformation to cultural diversity and economic uncertainty. In such an environment, management cannot rely solely on established procedures or rigid hierarchies. Instead, effective leadership requires creativity, flexibility, and openness to unconventional solutions.

Creative thinking in management refers to the ability to view problems from new perspectives, challenge assumptions, and generate innovative alternatives. It combines imagination with analytical reasoning, leading to solutions that are not only effective but also sustainable. This approach helps organizations stay competitive, particularly in industries driven by innovation and change.

The relationship between creative thinking and management performance has been widely discussed by researchers. Amabile (1996) emphasizes that creativity is not a rare talent but a process that can be developed through supportive organizational environments. Similarly, Torrance (2008) highlights that divergent thinking—generating multiple ideas for a single problem—enhances managerial flexibility and innovation.

This paper is based on a qualitative literature review, synthesizing recent studies from 2015–2025. Academic journals, management reports, and case studies were analyzed to identify key dimensions of creative thinking in management decision-making.

Creative thinking transforms management from a purely administrative function into a strategic and visionary process. Managers who apply creativity can identify hidden opportunities in crises, design new business models, and anticipate future trends. For example, during the COVID-19 pandemic, companies that embraced creative digital solutions adapted more successfully to remote work and e-commerce transitions.

One of the main barriers to effective management is the dominance of conventional or “linear” thinking. Managers often prefer safe, proven solutions, which can lead to stagnation. Creative thinking encourages risk-taking, experimentation, and tolerance for failure—key ingredients of innovation. Brainstorming sessions, design thinking, and scenario planning are widely used tools to overcome cognitive rigidity.

Creative management is not limited to individual leaders; it involves cultivating an environment that stimulates the creativity of all employees. Psychological safety, open communication, and diversity of perspectives enhance collective creativity. When managers encourage team members

Scottish International Conference on Multidisciplinary Research and Innovation – SICMRI 2025

to express new ideas without fear of criticism, problem-solving becomes more dynamic and effective.

Digital tools—such as AI-assisted decision systems, brainstorming platforms, and innovation management software—have expanded opportunities for creative collaboration. However, cultural factors also play a role. In hierarchical or risk-averse cultures, creativity may be constrained. Thus, managers must adapt their leadership style to encourage idea sharing and experimentation within the specific cultural context of their organization.

Managers can apply several strategies to integrate creative thinking into organizational practice:

Develop Creative Competencies: Offer training in creative problem-solving and design thinking methods.

Encourage Open Innovation: Create mechanisms for employees to share ideas across departments.

Reward Creativity: Recognize innovative contributions to motivate continuous improvement.

Adopt Flexible Leadership Styles: Combine analytical and intuitive approaches when making decisions.

Leverage Technology: Use digital tools for collaboration, visualization, and idea management.

These practices not only improve the quality of decisions but also increase employee motivation and organizational resilience.

Creative thinking plays a vital role in solving management problems in the modern business environment. It enables managers to view challenges as opportunities for innovation rather than obstacles. By combining analytical skills with creativity, organizations can enhance adaptability, improve performance, and maintain a competitive edge.

Future managerial success will depend on the ability to integrate creative thinking into daily decision-making, leadership development, and strategic planning. Educational institutions and organizations should therefore focus on training future managers to think critically and creatively in order to navigate uncertainty and complexity.

References

1. Amabile, T. M. (1996). *Creativity in Context*. Boulder, CO: Westview Press.
2. Torrance, E. P. (2008). *The Nature of Creativity as Manifest in Testing*. Cambridge University Press.
3. Sternberg, R. J. (2018). *Handbook of Creativity*. New York: Cambridge University Press.
4. Florida, R. (2014). *The Rise of the Creative Class*. Basic Books.
5. Deloitte (2023). *The Future of Work and Innovation Report*.