STRATEGIES FOR THE DEVELOPMENT OF CREATIVE MANAGEMENT IN THE CONTEXT OF E-GOVERNMENT

СТРАТЕГІЇ РОЗВИТКУ КРЕАТИВНОГО МЕНЕДЖМЕНТУ В КОНТЕКСТІ ЕЛЕКТРОННОГО УРЯДУВАННЯ

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Information technologies are currently undergoing rapid development and active implementation in all spheres of public life, and the public administration sector closely interacts with all social relations and processes. In a post-industrial society, where information is an integral part of political, economic and social progress, modern states should not ignore existing innovation trends. Therefore, in order to promptly respond to the needs of society, ensure economic growth and increase the efficiency of public administration, e-government technologies are being introduced. This article examines strategies for the development of creative management in the context of the implementation of e-government as a key component of modern public administration. The article analyzes how the digitalization of management processes, the development of e-democracy create new conditions for creative management decisions in the public sector.
Keywords: creative management, e-government, e-democracy, digital transformation, management strategy, public administration.

Світ інформаційних технологій динамічно змінюється. Тому поява та широке впровадження хмарних технологій, великих даних, мобільних та соціальних комунікацій, інтернету речей, а також підвищення вимог безпеки даних зумовило необхідність коригування довгострокових глобальних проєктів. Інформаційні технології в даний час схильні до бурхливого розвитку та активного впровадження у всі сфери суспільного життя, а сфера державного управління тісно взаємодіє з усіма соціальними відносинами та процесами. У постіндустріальному суспільстві, де інформація є невід'ємною частиною політичного, економічного, соціального прогресу, сучасні держави не повинні ігнорувати існуючі інноваційні тенденції. Тому, щоб оперативно реагувати на потреби суспільства, забезпечувати зростання економіки, а також підвищувати ефективність державного управління, впроваджуються технології «електронного уряду». Грамотне використання ІТ-інструментів у держсекторі має забезпечувати прозорість, здатність до реагування та підзвітність державних послуг, а також надавати можливість швидкого та ефективного вирішення проблем громадян. У статті досліджено стратегії розвитку креативного менеджменту в контексті впровадження електронного урядування як ключової складової сучасної публічної адміністрації. Розкрито сутність креативного менеджменту як інноваційного підходу до

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управління, що ґрунтується на ідеях, гнучкості, цифрових компетентностях і відкритості до змін. Проаналізовано, як цифровізація управлінських процесів, розвиток е-демократії та інструментів відкритого урядування створюють нові умови для креативних управлінських рішень у публічному секторі. Визначено основні напрями інтеграції електронних технологій та креативного мислення в систему державного управління. Особливу увагу приділено потенціалу синергії креативних стратегій із цифровими сервісами для підвищення ефективності управління, прозорості. Стаття спрямована на виявлення ефективних моделей управлінських стратегій, які здатні забезпечити адаптивність і сталий розвиток органів влади в цифрову епоху.

Ключові слова: креативний менеджмент, електронне урядування, е-демократія, цифрова трансформація, стратегія управління, публічне адміністрування.

Statement of the problem. At the current stage of society's development, there is a tendency of a significant increase in the role of digital technologies due to their rapid development and implementation in all spheres of life. The transition to a digital economy contributes to the increased use of information and communication technologies (ICT) in the work of government authorities, which is becoming a factor in the development of the concept of "e-government".

Taking into account the transition to a new qualitative level of the public administration system, new requirements are being put forward for the competencies of civil servants, which must meet the needs of digital transformation and complement traditional knowledge, skills and abilities. After all, to improve the efficiency of public administration and the effective functioning of e-government, new creative approaches to the development of civil service personnel competencies are needed, as a modern civil servant must be ready for innovation, have knowledge and skills that meet the needs of the digital economy.

Analysis of recent research and publications. The analysis of scientific literature shows that the issue of creative management development strategies in the context of e-government is becoming increasingly relevant. This issue is covered in the works of Ukrainian and foreign scholars: Burachek I. V., Zakapko O. I., Yarmolyuk D. I. [11], Gudz O. Y., Koval I. M. [12], Almutairi, B. A [1], Charles Leadbeater [6], Don Tapscott [8], Manuel Castells [3], Stephen Coleman [4], Jane Fountain [5] and others.

Further research should focus on the empirical substantiation of the implemented strategies, the development of performance indicators for creative management, and a comparative analysis of international experience in digital governance.

Formulation of the objectives of the article. A comprehensive study of strategies for the development of creative management in the context of the formation and development of e-government, with an emphasis on the transformation processes in the field of public administration, which require new approaches to management based on innovation, digital flexibility and creativity.

Presentation of the main research material. The creativity of management as the administration of people in an organization stems from the very essence of human activity. The end of the twentieth century was marked by high rates of social change, which, however, are evolutionary in nature. Epochal changes do not occur everywhere in the same way, and many of them can hardly be called epochal at all. But one trend has become apparent. The success of a state or an individual organization with different forms of ownership and goals depends on the individual - without such an orientation, economic growth comes into conflict with the social security of the individual. The social market economy as such is unable to prevent the stratification of the working population by income. People cannot and should not wait passively, they must act actively. The fate of a country is ultimately determined not by its social organizations and public administration bodies, not by its legislation and foreign economic relations, and not even by modern technologies and the power of technical means, but by its citizens.

The concept of e-government originated in the late 1990s in the West, where it was presented as an idea of widespread use of computer and information technologies in the activities of government agencies in order to increase the efficiency of civil servants [14]. E-government is the use of information and communication technologies in government agencies against the background of organizational reforms and the development of skills among civil servants aimed at improving the functioning of government agencies and increasing the level of services they provide.

Today, information technologies that create the values of the new electronic age and operate on the principle of "faster, better, cheaper, more accessible" should work for the interests

of all citizens in the form of high-quality public services.

The personal competencies block in the field of digital development includes competencies that reflect the socio-psychological characteristics of a civil servant, otherwise known as soft skills [13]. This category includes:

– result orientation – the ability to concentrate all available resources and opportunities to achieve the goals set by digital development;

– customer focus – possession of this competence allows an employee to show empathy, use feedback to improve their performance, and even take a flexible approach to solving the problems of each customer;

– communication skills – not only the ability to make the right choice in the strategy and form of conversation, but also understanding the motives of other people, as well as the ability to influence them in order to solve professional problems. This feature of an employee allows them to manage their emotions and the emotions of other people, and even more easily cope with stress in non-standard and difficult situations;

– creativity – a relevant competence in the digitalization era, because the ability to come up with original, unconventional ideas contributes to the introduction of innovative approaches to solving practical problems;

– criticality – any employee is faced with a large flow of information, so the ability to be critical of all facts, check their accuracy, and subsequently systematize all information is an important competence.

It is worth noting that these skills are non-specialized and difficult to assess and measure in a civil servant, unlike hard skills. In the era of digital transformation, the emphasis is shifting to the demand for soft skills, especially among managers, but personal competencies can never completely replace professional ones, only the proportions between them can change depending on the employee's job responsibilities.

The creativity of a civil servant is an important component of strategic management, as it is creative thinking that allows generating innovative solutions, adapting to changes in the digital age, predicting risks, and formulating long-term effective strategies for public sector development. Creative approaches contribute to improving the quality of public services, increasing public trust, and achieving sustainable development goals [15].

Strategic management in the creative industries means long-term management of creative priority projects. It focuses the economy on the widespread adoption of creative ideas and technologies in the future. The system of strategic management in the creative industries includes the following elements: strategic planning, organization of work, and strategic control. The logical chain of strategic management is structured as follows: "mission – vision – goals – strategies – tactics". In turn, development strategies act as general directions for commercial and non-profit organizations to achieve their goals and mission.

Table 1 demonstrates the key strategic approaches that allow combining creative management with digital e-government practices. It emphasizes the importance of innovation, cooperation and analytics in modern public administration.

The development of creative management within the framework of electronic governance (e-government) requires a multifaceted

Table 1

Key strategies for the development of creative management in the context of e-government

Name of the strategy	Description	Expected result
Innovative and communicative	Introduction of new channels of feedback between the government and the community	Increase in government transparency and citizen engagement
Digital transformation of management	Using digital tools to optimize management decisions	Reduced bureaucracy, fast decision-making
Human resource and intellectual	Development of creative potential of civil servants	Increased staff efficiency and motivation
Cooperative	Formation of partnerships between the state, business and civil society	Joint problem solving, inclusiveness
Data-driven	Decision-making based on open data analysis	Efficiency and transparency of policies

Source: based on [9; 11]

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approach focused on fostering innovation, adaptability and problem-solving skills among public sector employees. E-government essentially uses technology to improve public services, increase citizen engagement, and optimize government operations. However, simply adopting technology is not enough; creative management is crucial to maximize the benefits and address the unique challenges that arise in this digital landscape.

Table 2 illustrates practical tools that can support the strategic intentions of developing creative management in the context of e-governance. Particular attention is paid to openness, citizen engagement, and technical infrastructure. The tools for implementing creative management strategies in e-government are based on a set of methods, approaches and technologies that promote the development of creative potential, generation of innovative ideas and their effective implementation in e-government management processes.

One of the key strategies is to cultivate a culture of experimentation, learning, and risk-taking. Traditionally, public institutions have avoided risk because of accountability pressures and the potential for public scrutiny. However, innovation requires experimentation, and some failure is inevitable. To encourage creative management, leaders should create a safe space for employees to come up with new ideas, test innovative solutions, and learn from both successes and failures. The strategy also includes encouraging employees to come up with new ideas, test innovative solutions, and learn from both successes and failures. Governments can introduce "innovation labs" or specialized teams that focus on researching new technologies and their potential application in public services. These labs can provide a safe space for experimentation, free from the constraints of traditional bureaucratic processes.

Another important strategy is to invest in training and development programs that focus on creative problem solving and design thinking. These programs should provide employees with the tools and techniques to identify problems, create innovative solutions, and implement them effectively. Design thinking, for example, emphasizes empathy, experimentation, and iteration, allowing employees to better understand the needs of citizens and develop user-centered solutions. Training should go beyond technical skills to include areas such as communication, collaboration, and leadership, which are essential for effective creative management. In addition, investing in training and development is essential to ensure that employees have the skills and knowledge they need to thrive in an e-government environment. This includes training in areas such as digital literacy, data analytics, design thinking, and project management. Specific training programs can focus on developing creative problem-solving skills, such as brainstorming techniques, out-of-the-box thinking, and design thinking methodologies.

Promoting collaboration and knowledge sharing is also crucial. Creative management thrives in environments where employees from different departments and with different backgrounds can share ideas, perspectives and experiences. E-government initiatives often require cross-functional collaboration as they involve the integration of different systems and processes. Creating knowledge-sharing platforms, such as online forums, communities of practice, and internal conferences, can facilitate the exchange of ideas and best practices.

Table 2

Tools for implementing creative management strategies in e-government

Tool	Purpose	Example of application
Electronic participation platforms (eParticipation)	Ensuring citizen participation in decision-making	"Your opinion" (petitions, polls, participatory budgets)
CRM systems for government agencies	Optimization of communications with citizens	Unified system of citizens' appeals
Big Data and analytics	Making decisions based on the analysis of data sets	Identification of territorial development priorities
Online courses for civil servants	Professional development and implementation of new practices	Program " Diya.Digital Education"
Hackathons, design thinking in government	Generation of innovative management solutions	Urban hackathon, GovLab, etc.

Source: based on [15]

For example, the European Commission's Joinup platform provides a space for public administrations to work together to share and reuse collaboration solutions, fostering innovation and reducing duplication of effort. In addition, encouraging partnerships with external stakeholders such as universities, research institutions, and private sector companies can bring new perspectives and expertise to e-government initiatives.

E-government initiatives often span multiple departments and agencies, requiring effective communication and coordination. Creative management facilitates this by encouraging cross-functional teams, creating knowledge-sharing platforms, and organizing workshops and training sessions. "The UK government's Government Digital Service (GDS) is an example of this approach. The GDS brings together experts from a variety of fields, including technology, design, and politics, to develop and implement digital services across government departments. Their emphasis on open source software and common design principles fosters collaboration and avoids duplication of effort. Additionally, internal social media platforms or online forums can facilitate informal knowledge sharing and allow employees to connect with colleagues from different departments.

The strategy of empowering employees to make decisions and take responsibility is essential to fostering creative management, which empowers employees by delegating authority, providing the necessary resources, and holding them accountable for results. This requires building trust and providing employees with the resources and support they need to succeed. Clear communication of goals and expectations is also critical to ensure that employees are aligned with the overall goals of the e-government initiative.

Stimulating creative management can be done through a strategy for measuring and rewarding innovation. Traditional performance measures often focus on efficiency and compliance, which can discourage risk-taking and experimentation. Developing indicators that specifically measure innovation, such as the number of new ideas created, the number of prototypes developed, or the impact of innovative solutions on citizen satisfaction, can help recognize and reward creative contributions. Public recognition programs, awards and financial incentives can further motivate employees to use creative management.

Finally, a strategy for establishing clear metrics and evaluation mechanisms is crucial to track the impact of creative governance initiatives and identify areas for improvement. This includes identifying key performance indicators (KPIs) related to innovation, efficiency, and citizen satisfaction. For example, governments can track the number of new ideas, the time it takes to implement new services, and the level of citizen satisfaction with e-government services. Regular evaluations can help identify what is working well and what needs to be adjusted. The use of data analytics can provide valuable insights into the effectiveness of e-government initiatives and inform future decisions. By continuously monitoring and evaluating progress, governments can ensure that their creative governance strategies are aligned with their e-government goals.

Table 3 summarizes the typical barriers to the implementation of creative management in e-government. It emphasizes the importance

Table 3

Challenges of implementing creative management strategies in e-government

Challenge	The essence of the problem	Possible approach to the solution
Resistance to change	Institutions' reluctance to change traditional approaches	Educational programs, motivation through successful cases
Low digital literacy of the staff	Insufficient level of IT competencies among civil servants	Retraining, courses, certifications
Limited funding	Lack of resources for digitalization of management processes	Grants, public-private partnerships
Public distrust of the authorities	Pessimism about participation in e-tools	Communication campaigns, process transparency
Security and data protection risks	Cyber threats, vulnerability to hacker attacks	Cybersecurity, legal regulation of personal data protection

Source: based on [11; 15]

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of adaptive mechanisms and the need for institutional flexibility.

The implementation of creative management in e-government systems is hampered by a complex interplay of technical limitations, organizational inertia, policy and legal gaps, financial constraints, and social challenges [17]. Overcoming these barriers requires a comprehensive approach that includes investment in infrastructure, skills development, strong leadership, legal reforms, adequate funding, and citizen engagement strategies to foster innovation and effective digital governance.

Conclusions. Creative management can stimulate productivity and facilitate creative breakthroughs. Fostering a culture that values experimentation, risk-taking, collaboration, and diversity of thought encourages employees to think creatively and generate innovative ideas, ultimately leading to increased productivity and groundbreaking achievements. Creativity also improves communication and problem-solving by fostering alternative thinking, empathy, and teamwork. By stimulating curiosity and inspiring collective thinking, creativity fosters unity, builds confidence, and encourages openness to improve communication and problem solving. Strategies to foster creative breakthroughs include providing resources, encouraging collaboration, and embracing diversity. Allowing risk-taking without fear of punishment can lead to inventive ideas that drive progress.

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