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Creation of an Innovative Business Model of the Characteristics of Modern Managers

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Research Article

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Based on existing national and international literature, research papers, publications, and theoretical and methodological analysis and synthesis techniques, the study outlines a complex of managerial traits. The complex approach technique, which offers a novel perspective on the evolution of contemporary managers' attributes, was used. The theoretical and methodological analysis and synthesis techniques of existing national and international literature, conceptual analysis of issue-related research papers and publications, study and generalisation of both domestic and international developments, introduction of projects pertaining to the actualisation of managers' effective activity, and application of generalisation, comparison, and forecasting methods comprise the methodological background of the research. The conducted study allowed for the identification of certain aspects that would significantly impact managers' creative entrepreneurial endeavours during the next ten years. As a social and economic phenomena, management is always evolving and will continue to do so in the future. As such, every effective manager should grow himself. As a result, today's managerial activity is characterised not only by the degree of professional training but also by elements of the profession like innovations and creativity, which are commercial benefits, significant economic resources, and conditions of intense economic growth. They are described as the capacity to showcase and support workers' original and unique ideas. These elements are represented in the creative business model that contemporary managers have developed, each of which is a crucial and autonomous component. The original and creative aspect of the proposed approach is given particular consideration. The proposed methodology might be used to develop a manager's own brand and guide the organization he oversees toward a long-term goal.

KEYWORDS

Innovation, entrepreneurship, and the manager's attributes model.

Introduction

A new inventive model of managerial skills is necessary in the modern dynamic, continuous system innovations-driven economy, since the old model becomes ineffective in such a constantly shifting context. The objective of the study is to identify the essential, fundamental traits required in certain circumstances for managers' job.

The goal of all current methods for developing a normative model of an effective manager is to identify consistent distinctions between an effective manager and an ineffective one. The management of people, knowledge, and interfaces that connect different business lines should be the main emphasis of such an effective model of the characteristics of a contemporary manager-enterpreneur. This paradigm should be modified for use in the business world, which is marked by constant change, rapid globalisation, and intricate relationships between various business components, procedures, and topics (Betz, 2003; Kao, 1996).

Methodological Framework

In terms of sociocultural processes, the contemporary global crisis is typified by the last component, "establishment," when considering forms like operation, development, and establishment. Establishment suggests a process in which a topic runs from zero to one, leading to the emergence of a new biological unity. Since entrepreneurship is still developing in today's market, the government's top aim at this stage of economic reform is to create a business environment that includes legal, social, and economic domains and creates an entrepreneurial social class.

Since it controls economic growth rates, the structure, and the quality of the gross national product, the entrepreneurial stratum is the most significant sector of the market economy in the international community. Without it, sustainable development is impossible. In the framework of Russian reality, entrepreneurial growth becomes one of the primary strategic goals of the nation's economic strategy, and the sector is an intrinsic component of market infrastructure. Market mechanisms are "launched" by entrepreneurial activity, and with the start of the new millennium, society is very interested in how changes will affect the attributes of corporate leaders.

As a result, we see the creation of creative business models based on the attributes of contemporary managers as a pertinent study and practical topic. Specifically, this model may support improving management staff competencies and be a symbiotic relationship between managers' personal and psychological constitutions and the demands of contemporary market situations.

M.V. Vishnyakova (2009) studied the questions of manager’s personal qualities; V.S. Morozova (2012; 2015) carried out research of manager’s entrepreneurial competence issues; S.D. Reznik (2010) and A.A. Sochilova (2010) considered the issues of manager’s competitiveness; E.V. Yashkova, T.V. Perova and N.L. Sineva addressed the issues of innovative organization’s competitiveness (Yashkova et al., 2015); M. Csikszentmihalyi (1988) considered business creativity a three element system; Jamming Kao (1996) proposed modern terminology of creativity; G. Tan (1998) studied creativity management in organization; F. Betz (2003) researched managing technological innovation; P. Drucker (1992) considered entrepreneurship a ground-breaking activity.

The goal of the study is to evaluate and compile scientific studies on how managers, a socially significant group, develop their traits in order to propose the use of an inventive business model of contemporary manager traits.

The methodological background of the research:

theoretical and methodological analysis and synthesis methods of available national and world literature, conceptual analysis of issue-related research papers and publications;

study and generalization of both national and foreign developments and introduction of projects regarding actualization of manager's effective activity;
the use of generalization, comparison, forecasting methods.

Results and Discussion

In today's environment, managers must meet ever-increasing demands for their effective professional activities in the business community. These demands are changing and becoming more stringent.

Let's examine the substance of fundamental scientific ideas in this context. Although entrepreneurial concerns were discussed in the 18th and 19th centuries, they are still important today (Drucker, 1992). The entrepreneur is seen by the academics as an economic entity starting a new small firm, an object generating a new market, and an object that conducts business on its own and assumes the risk of losing all of its assets. The term "entrepreneur" is defined as follows per the current dictionary of economics: 1. A capitalist with an enterprise and the capacity for entrepreneurship; 2. An enterprising individual, a businessman. Thus, according to Batrasov and Vifleemsky (2001), "entrepreneurship" is defined as "a specific type of activity with a specific way of thinking, style, and type of economic behaviour."

According to contemporary researchers, a "entrepreneur" is a visionary, a dreamer, and a source of power that serves as the foundation for all human endeavours. An entrepreneur is an innovator capable of taking charge and engaging in independent activity under unpredictable circumstances with the goal of making a profit based on the combination of personal profit and social benefit.

According to the writers, this mostly refers to someone who can take initiative, operate in difficult situations, and make unconventional choices. It is of academic and practical relevance to use the system approach to the development of a manager's effective model that emphasises aspects of establishing and improving his skills, creativity, and ethics. Modern entrepreneurship is distinguished by a particular, creative, antibureaucratic approach to economic management that is founded on the ongoing pursuit of fresh chances for growth, innovations, and the ability to use resources from a wide range of sources to address issues (tasks).

One needs to observe the following recommendations in order to develop entrepreneurial skills:
do not be afraid to take responsibility and be decisive;
to make timely decisions;
to forecast consequences of made decisions;
to make the best use of personal time;
to choose the most efficient solution from among alternative solutions;
to estimate one's roles and status within economic processes;
to attract and use the whole variety of resource sources to complete tasks in hand;
to make nonroutine decisions under conditions of uncertainty;
duly estimate innovations in terms of their efficiency;
to evaluate market conditions as a source of extra profit (Reznik and Sochilova, 2010).

The concept of entrepreneurial talent, which is made up of managers' personal traits like intuition, charisma, initiative, risk management skills, assertiveness, and dedication, is also distinguished by the system of economic categories.

The U.S. Agency for International Development has a very similar technique to identifying the personal attributes of managers. It also highlights search activity, perseverance, independence from leaders' viewpoints and self-confidence, awareness drive, observational power, dedication to effective outcomes, and teamwork.
Additionally, the entrepreneurial manager should identify and promptly make the right judgements on a variety of issues that arise in management practice.
The complex approach technique offers a novel perspective on the evolution of contemporary managers' attributes. In their discussion of literary sources, the writers generalise definitions of concepts like "innovations," "creativeness," and "creativity," which are seen to be a reflection of contemporary events in which employees' creative potential and associated inventive processes are crucial to business and the economy. In this context, the authors define "creativeness of a person" (from the Latin creatio, which means "making, creation") as an individual's capacity for creativity, creative activity related to producing material and spiritual values of vital social significance, from new art and aesthetic ideas and approaches to specific products and formation of subject environment (comparable to the idea of reproduction). The outcome of creative effort guarantees popularity, draws attention, and piques people's curiosity in the creative process.
According to national academic economist N.D. Kondratyev (1920), innovative activity may provide businesses a competitive edge by establishing short-term monopolies in certain products or technologies and generating excess profit in the process (Sineva and Yashkova, 2015). In the current environment, companies who provide new innovations have a greater edge over rivals since long-term competitiveness requires the production and promotion of new goods. The shorter innovation life cycle encourages businesses to keep producing new products. In this regard, companies have to establish a department headed by an executive-creative manager with specialised training. Early in the 1960s, business became interested in creativity as a result of the circumstances and regulations of the day. We believe that the concepts of researching and using creativity to conduct company successfully are now widely accepted in the management setting. In the past, IQ was thought to be a key factor in determining a person's talents in a managerial setting. Subsequent studies on people's creativity were added to those on intelligence. It was hypothesised that the results of intellectual effort, communication, and other human endeavours may be used to gauge one's degree of creativity. According to recent scientific discoveries, creativity is not always evident in a person's ability to learn, and as a result, it cannot be predicted using IQ tests alone. Furthermore, experts believe that there is a clear association between intelligence and creativity, although this is not always the case. When employees and management are encouraged to be creative and have a favourable attitude toward innovations and changes, a contemporary firm should have "the culture of changes." Since "creativity is what you either use or lose forever" in the current business world, ignoring creativity and the possibilities it presents for a firm may result in stagnation and a loss of market dominance. Four types of creative processes are distinguished in management literature: problem solving, logical reasoning, ideas related, and free association (Tan, 1998). It should be underlined that, given the nature of creativity, there is no common vision that is different from the nature of intelligence. According to some psychologists, creativity is inherited and genetically programmed. Others think that creative potential may and should be developed, and that it is subject to correction (for a cause) (Figure 1).

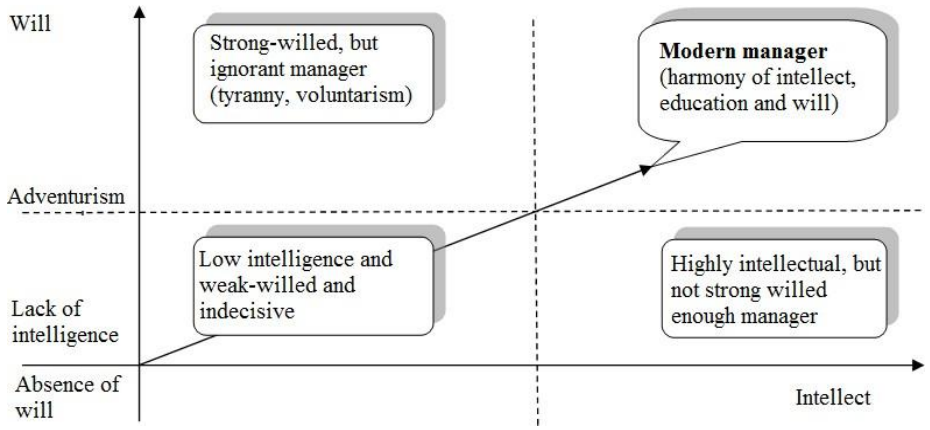


Figure 1. A modern manager in the system of axes "Will – Intellect".

Joyce Wycoff proposed combining the concepts of creativity (capitalised "-) for "external" estimate of creativity and creativity (low case c) for "inner" creativity in order to prevent ambiguity (Betz, 2003). In contemporary literature, the terms "professional creativity" and "business creativity" are sometimes used interchangeably. Professional creativity, for instance, is shown by the capacity to recognise, characterise, and come up with innovative solutions to professional difficulties; predict the course of certain events and outcomes connected to the nature of work in progress; and swiftly adapt to challenging professional circumstances. One of the most well-known ideas creating a practical approach to creativity inside organisations is the "system approach" proposed by M. Csikzentmihalyi (1988). According to Csikszentmihalyi (1988), corporate creativity is characterised by a system of three components: 1) a creative subject who generates ideas (rules); 2) a collection of preexisting (known to experts) ideas (rules); and 3) a group of experts who assess proposed ideas (rules).

Attempts to actively use staff creative potential are revealed in new methods of labour organization and stimulation: “labour enrichment”, “labour humanization”, “expansion of labour functions”, “delegation of powers”, “Q-circles”, etc. Experiments carried out in the 60-70s of the past century are few and fragmented, they were solely socially and psychologically oriented. Experiments were characterized by a singly focus; as a rule, individuals came under studies, whose creativity was diagnosed, then endeavours to develop it were undertaken and, finally, its positive dynamics was evaluated. Nonetheless, the experimental base of that time shows there were no attempts to manage creativity of individuals (not to mention staff creativity management).

Later this issue is addressed in accordance with an idea that basically any kind of activity, including creative one, should be subject to management influence, which is exerted in compliance with all the laws and principles of management. Managing individuals’ and staff’s creative development should be efficient, since not every activity is constructive. Some activities of staff can be of useless and even destructive nature due to the fact that goals of individual employees may dramatically differ from organization’s goals.

For this reason staff creativity management has become a subject for system studies and analysis from the late 90s. New terms have been coined: directed

creativity, organized creativity, structured creativity, managed creativity, etc. (Kao, 1996; Proctor, 1995).

Today psychologists employ a large set of methods for estimating manager's work efficiency based on the analysis of individual characteristics (signs) and correlation relationships between them: psychological stability, capacity for logical and abstract thinking, temperament, intuition, interpersonal skills and others.

Undertaken studies show that qualities typical for an efficient executive are quite situational. Their number and manifestation rate depend on many factors, such as conditions under which organization operates (for example, crisis, situation of uncertainty or, vice versa, standard conditions) and manager office (for example, line manager or staff manager).

Thus, realization of manager's special position in the business environment, change of his activity content, requirements of external environment for innovations and creativity allowed the authors to suggest an innovative model of manager's qualities in its business aspect (Figure 2).

The authors assume that a business model should accumulate all necessary components of the business environment, which is characterized by changes, increasingly complexity of interrelations between different business processes and subjects.

Let's consider the main components of the proposed innovative business model of qualities and characterize it.

The first component is an *ability to think strategically*, an ability to generate ideas and make decisions.

Managers who think strategically can forecast changes of external conditions and timely refocus the use of their resources. A modern company should shape clear strategy that entails effective activity.

The use of synergic effect and accurate determination of product life cycle facilitate strategic thinking.

Professionalism in business activity is a system of knowledge, abilities and skills of working in the business environment. To discharge their complicated and responsible functions, managers should have expertise and ability to use it in the daily work of business management. The first group consists of knowledge and skills (workmanship) to perform professional work under hardest conditions, when time increasingly becomes the determinant factor of success. The second group of managers' professional competences relates to their ability to realize team needs and interests. The ability to attract highly skilled employees, take part in the development of wage system and premium pays, making of development program, incentive changes. The third group is requirements for competences in the field of innovative organization's area of practice.

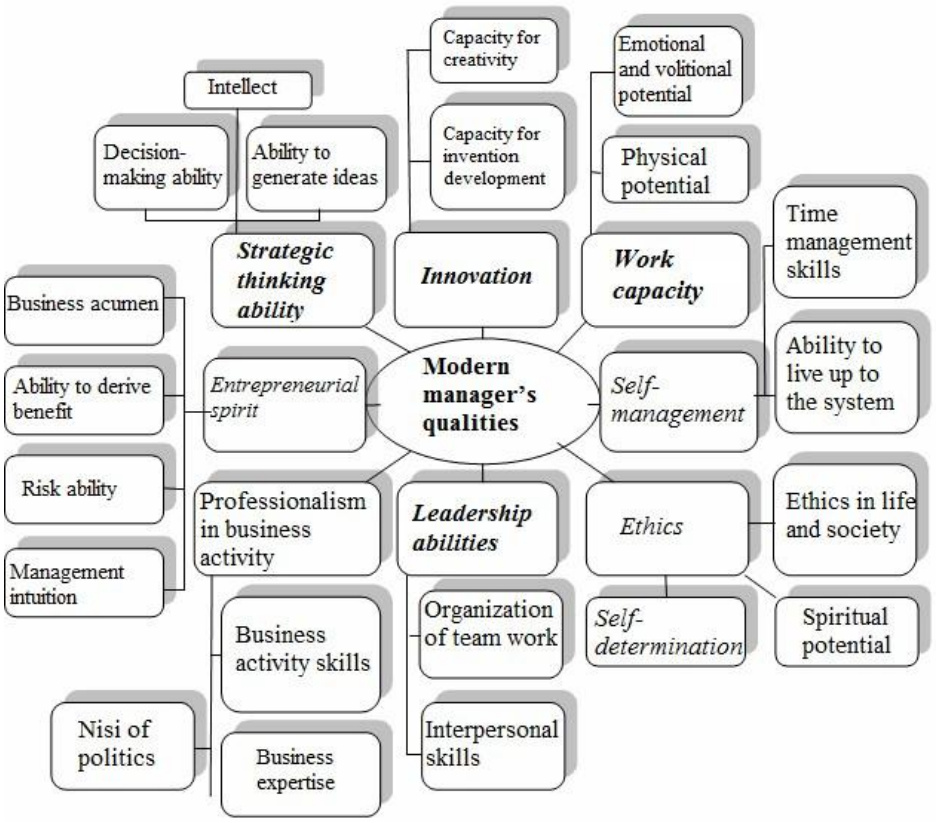


Figure 2. Innovative business model of modern manager's qualities.

Entrepreneurial spirit. The manager's ability to determine the most efficient tactics, business acumen, which makes it possible to forecast, i.e. to "see" profit, since it is the goal of entrepreneurial activities.

The manager should have a kind of management intuition, develop and use it for the benefit of his organization.

Leadership abilities. This is an ability to organize team work, assign works among employees, establish priorities in work for oneself and others.

The authors believe that companies have creative employees, but do not know how to manage them. The process of managing creative individuals within a company is a new controversial area, therefore, there are not so many researches. All company's employees is a team of like-minded persons involved in the communication process, united and representing a whole subject to continuous changes (Shkunova and Koloda, 2016). That's why human resource management

becomes the main factor of organizations' managers' activity. According to the authors, the ability to work with people has a special place among requirements to managers. It needs manager's knowledge, skills and work concerning protection of employees' interests and care of their working conditions. The manager's ability to articulate his ideas orally and in writing is also important.

Self-management. This is an ability to organize oneself, control one's emotions, stay calm at the moment of crisis, be in charge of one's time and priorities.

The 21th century is called the century of knowledge, the century of information as well as the century of globalization and rapid changes for a good reason. The processes of management become accordingly complicated and managers are literally married to their job. This is caused by brisk pace of life competition, etc. Under such conditions the manager should learn to manage his emotions, focusing creative potential to the benefit of his organization. The manager's ability to keep fit in every respect (body, soul, mind) can be also referred to this group.

Ethics. Ethical conduct involves proper behaviour and respect for a person you are talking to, the ability to hear and listen to employees, the ability to settle conflicts. Ethics are moral principles of activity of an organization as a whole. These manager-enterpreneur's aspects are shaped under the influence of organization's corporate culture. Corporate culture being the reflection of philosophy of all management levels, above all, top management, is translated into organization's innovative strategy in practice (Sineva and Yashkova, 2015).

Work capacity. Having physiological and emotional and volitional potential contributes to sound effective activity and depends on will, motivational aspects, manager's psychophysiological capabilities, response to external irritants. Creating safe and comfortable conditions, work place arrangement and other factors help to increase work capacity.

Innovation. The notion "innovation" is defined as a manager's drive for working under conditions of uncertainty and requires inventive power and creative approach. Taking into account the dictates of the time, it can be stated the business world has already defined the new type of manager as an innovative one[1]. An innovative manager is a specialist able to make decisions and take responsibility for them, demonstrating leadership skills, having the ability to persuade employees and, with that, able to settle conflicts and stresses. The manager-entrepreneur is initiator of innovations. P. Drucker (1992) reduces entrepreneurship to innovative activity, which represents an interdependent whole.

In addition to innovation, "creativity" is emphasized as an ability and willingness to look for new approaches, invent non-standard decisions. Creativity should result from manager's education and specialized training, find its rightful place in his personality's structure, characterize his intelligent potential and motivation of activity, be an actual result of his education. Besides, the authors put an emphasis on manager's learning and development ability as a perpetual drive for acquiring of new knowledge in his and related fields of activity, for initiative in integrating advanced technologies and methods of personnel management (Sineva and Yashkova, 2015).

The manager-entrepreneur is initiator of innovations, since the economic role of creativity become more important, creative abilities become economically significant: imagination, adaptiveness, flexible thinking, the ability to generate new

ideas, to solve nonroutine problems, etc. Managers of major companies understand their recourse is staff's creative abilities and creative ideas, notably, this recourse can be considered inexhaustible.

Conclusion

The conducted study allowed for the identification of certain aspects that would significantly impact managers' creative entrepreneurial endeavours during the next ten years.

As a social and economic phenomena, management is always evolving and will continue to do so in the future. As such, every effective manager should grow himself. As a result, today's managerial activity is characterised not only by the degree of professional training but also by elements of the profession like innovations and creativity, which are commercial benefits, significant economic resources, and conditions of intense economic growth. They are described as the capacity to showcase and support workers' original and unique ideas. These elements are represented in the creative business model that contemporary managers have developed, each of which is a crucial and autonomous component. The original and creative aspect of the proposed approach is given particular consideration. The authors acknowledge that not every entrepreneur has every trait included in the model, but the model's goal is to establish a manager's distinctive persona and guide the organization he oversees to the long-term desired outcome.

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